COUNCIL

The 453rd meeting of the Council will be held at 9.15am on Friday 26 July 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: chris.reid@anu.edu.au

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

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IMPORTANT INFORMATION FOR MEMBERS

CONFIDENTIALITY
Members of Council and others receiving the agenda are reminded of the need for careful discretion in the use and communication of Council business, referring to the Director, Corporate Governance and Risk Office (ie. the Council Secretary), 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

On 10 June 2019, Council member, Ms Natasha Stott Despoja AM, was made an Officer (AO) in the General Division of the Order of Australia for distinguished service to the global community as an advocate for gender equality by the Governor-General and Chancellor of the Order of Australia, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd).

This will be the final meeting for Mr Graeme Samuel AC, whose second four-year term ends on 31 July 2019. As reported by the Chancellor at the meeting of 24 May 2019, Mr Samuel’s successor, Mr Michael (Mike) Baird, begins his four-year term on 1 August 2019.

This will also be the final meeting for Mr Zyl Hovenga-Wauchope, whose one year term as the postgraduate student representative will end before the next meeting of Council in October.

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 24 May 2019 (67/2019).
THE AUSTRALIAN NATIONAL UNIVERSITY

COUNCIL MINUTES

The 452nd meeting of the Council was held at 9.15am on Friday 24 May 2019 in the R C Mills Room, Chancery.

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

C6 - 9. Confidential to Council Members
PART 3 – STRATEGIC ISSUES

10. SOCIETAL TRANSFORMATION PLAN - PRESENTATION

PURPOSE
To provide Council with an update on progress against the Societal Transformation Plan.

PREPARED BY
Chief of Staff and Director, OVC

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATIONS
That Council note the presentation.

ACTION REQUIRED
For discussion ☑ For decision ☐ For information ☑

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

BACKGROUND
The Societal Transformation Plan is one of six Executive Plans developed to operationalise and implement the ANU Strategic Plan.

Progress reports about each Executive Plan, including Societal Transformation, are listed under Item 8 of the agenda for this meeting.

The presentation will be delivered by the Vice-Chancellor.

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

C11 - 13. Confidential to Council Members
14. ETHICS COMMITTEES - ANNUAL REPORTS 2018

PURPOSE
To approve the Ethics Committees’ Annual Reports for 2018.

PREPARED BY
Research Services Division

REVIEWED BY
Deputy Vice-Chancellor (Research & Innovation)

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the 2018 Annual Reports of the following:

1) Animal Experimentation Ethics Committee
2) Human Research Ethics Committee
3) Recombinant DNA Monitoring Committee

ACTION REQUIRED
☐ For discussion        ☑ For decision        ☐ For information

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

BACKGROUND
The University has three ethics committees established to support a framework of responsible conduct of research through the review of research proposals and the management of ethical issues.

These committees ensure that research is conducted in accordance with relevant national Codes and Guidelines, and ANU policies.

Summaries for each Committee’s activities in 2018 are provided in Attachments 14.1 to 14.3.

ATTACHMENTS
14.1 Animal Experimentation Ethics Committee Annual Report 2018
14.2 Human Research Ethics Committee Annual Report 2018
14.3 Recombinant DNA Monitoring Committee Annual Report 2018

COMMUNICATION
For public release ☐        For internal release ☐        Not for release ☑
15. REPORT TO DONORS 2018: THE IMPACT OF GIVING

PURPOSE To note the 2018 Report to Donors: The Impact of Giving

PREPARED BY Senior Donor Relations Officer

REVIEWED BY Executive Officer (Advancement)

APPROVED BY Vice-President (Advancement)

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the 2018 Report to Donors: The Impact of Giving.

ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

BACKGROUND & SUMMARY OF ISSUES
Attached is the 2018 Report to Donors: The Impact of Giving (Attachment 15.1). The Report has been prepared by ANU Advancement on behalf of the ANU Foundation. The content of the attached report was reviewed and approved by the Vice-President (Advancement).

A hard-copy of the report will be distributed by post to major benefactors whose life time giving exceeds $25k. An electronic copy will be distributed to the wider donor community.

ATTACHMENT
15.1 2018 Report to Donors: The Impact of Giving

COMMUNICATION
☑ For public release ☑ For internal release ☐ Not for release
16. ANU TUITION FEE BANDS FOR 2020

PURPOSE
To approve the University’s international and domestic tuition fees (excluding domestic CGS) for 2020

PREPARED BY
Acting Deputy Vice-Chancellor (Academic)

REVIEWED BY
Provost

APPROVED BY
Provost

SPONSOR
Provost

RECOMMENDATIONS

That Council approve:

1. The fee bands, rates, and Domestic Fee Adjustment Bands for 2020 fees as outlined at Tables 1, 2, and 3.

2. The other tuition fees detailed in Table 5;

And note:

3. That work be undertaken to explore the opportunities for scholarships, or fee remission scholarships to be implemented with the new budget model for 2021;

4. That no tuition fees are set below the floor of Band 1 without explicit approval, representing the quality of the ANU brand and that, in principle, ANU should aim to be at least mid-range of the Group of 8;

5. It has been recently announced that indicative fees will need to be published for length of program for international students. If this is confirmed as a requirement, a further paper will be produced with indicative fees for 2021-2024 to cover Flexible Double Degree durations of 5 years full time enrolment; and

6. That International Strategy and Partnerships work with the ANU International Group, in consultation with Global Programs and Marketing and Student Recruitment, will develop a suite of fee bands appropriate for Study Abroad programs that are aligned with the University’s strategic and diversification goals.

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

The Senior Management Group (SMG) endorsed the above recommendations on 13 June 2019.

Finance Committee endorsed the proposals on 5 July 2019.
BACKGROUND
The University sets international tuition fees and domestic tuition fees annually as per the Tuition Fee Setting policy and procedure. These fees are set by bands, with discount tiers applied for domestic students based on the discipline they are studying in. This paper represents the recommendations of the Fee Setting Group, and requests endorsement of the tuition fees for 2020.

KEY ISSUES
With the introduction of the Student Planning and Selection Framework (SPSF) for 2020, it is recommended that a conservative approach be taken that signals to the market that we are confident in our place but that does not overly impact on price sensitive markets.

A general increase of 5% across all bands is recommended for 2020 with domestic discount rates being held consistent except for programs as detailed below under exceptions. These recommendations are based on a competitor analysis of Group of 8 from both external source Study Move and internal desk research by PPM. (Attachment 16.1). Rationale by discipline is outlined in Table 1.

Programs as exceptions:

1) Master of Economics and Master of Economics Policy should consider moving to Domestic Band B. This would allow for a consistent increase across International CBE programs to continue to signal prestige in the market, but the change in band would keep fees neutral for domestics to not inhibit growth in this cohort. However, as discounts are by Field of Education and Economics is shared with CAP, this would need to be agreed. Following consultation with both colleges, it was agreed that Economics would remain at Band A for 2020. CBE confirmed all programs (ie excluding the MBA and Economics) would move to Domestic Discount band C. Impact on enrolment numbers will be considered in fee setting for 2021.

2) Creative Arts should have a more moderate increase across all cohorts due to the low commencing load.

3) Graduate Law move from Domestic Discount Band B to A. This would bring the fees closer to the high end of the Group of 8 benchmarked fees. Juris Doctor to move from Band 4 to Band 5.

4) Society and Culture UG degrees should consider moving to Band 2, from current Band 1.

5) Master of Public Health to move from Band 5 to Band 4 ($48,000). There are many competing programs and ANU is currently most expensive. A review is underway which will assist in how to position the program in future.

During consultation, the relevant colleges considered the following changes. Actions are noted where appropriate.

- ANU CoL considered fee increases to law programs in particular Juris Doctor as ANU is the lowest across the Go8. They have requested to move from Band 4 to Band 5 for the Juris Doctor, and Domestic discount Band A for other PGRD programs. These changes are reflected in Table 1.
- CECS confirmed a move from Band 4 to 3 to moderate increases in fees without reducing fees outright and the associated messages that would send. They are also considering scholarships to supplement this more moderate increase. Changes are shown in Table 1 below.
- College of Science were asked to consider a change to international HDR band from 3 to 4 for natural and physical sciences as ANU highest proportion of commencing enrolments and fourth lowest fees across the Go8. Given enrolments is only one aspect of fee setting, they will not pursue this.
- College of Health and Medicine considered changes to hold the Master of Public Health near current fees. The College considered two options: moving from Band 5 to Band 4 ($48,000) or freezing fees at 2019 rate ($48,480) and has opted to move bands. UNSW has published indicative fees for 2020 for a Master of International Public Health at $49,110 so remaining steady is sensible option in a crowded market. Changes are shown in Table 1.
Based on benchmarking analysis of Go8 fees at broad discipline level, limited movement between bands is recommended. The details of these proposed changes and associated rationale are outlined in Table 1 below.

*Table 1: Summary of internal and external benchmarking against Group of 8 by discipline.*

<table>
<thead>
<tr>
<th>Broad Discipline</th>
<th>UG</th>
<th>PG</th>
<th>PG</th>
<th>Dom-discount tier PG</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Environmental and Related Studies</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>B</td>
<td>Maintain same bands as 2019 (5% increase)</td>
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<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>Commencing enrolments with this discipline tend to be low across all cohorts and citizenship. This discipline typically represents between 1 and 6% of the total commencing load.</td>
</tr>
<tr>
<td>Behavioural Science</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>B</td>
<td>Maintain same bands as 2019 (5% increase)</td>
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<tr>
<td></td>
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<td></td>
<td>For International UG and PG cohorts, ANU is mid-range; ANU is most expensive for domestic PG. Recommend 5% increase for international with the same band domestic discount.</td>
</tr>
<tr>
<td>Business MBA</td>
<td></td>
<td>4</td>
<td></td>
<td>A</td>
<td>Advice from ANU College of Business and Economics</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>ANU MBA is 12.6% lower than the Group of 8 median. However, our program is not accredited and there is variety in duration across benchmarked programs. Consultation with College is required to establish where to position this degree.</td>
</tr>
<tr>
<td>Creative Arts</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>C</td>
<td>Maintain same bands as 2019 (modest increase)</td>
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<td></td>
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<td></td>
<td>Low commencing enrolments for international UG, PG and domestic PG.</td>
</tr>
<tr>
<td>Economics</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>A</td>
<td>Maintain bands 2019 (5% increase)</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>ANU currently has the highest fees across the Group of 8 for all cohorts. Following consultation with CAP, it was agreed to maintain Band A for 2020.</td>
</tr>
<tr>
<td>Engineering</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>A</td>
<td>Maintain same bands as 2019 (5% increase)</td>
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<tr>
<td></td>
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<td></td>
<td>International fees are in line (UG) or highest in Group of 8.</td>
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<td></td>
<td>International HDR, ANU is 7.4% below highest fee (UNSW) Consider moving to Band 4.</td>
</tr>
<tr>
<td>Public Health</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>B</td>
<td>Maintain 2019 fees</td>
</tr>
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<td></td>
<td>PG fees international and domestic are highest in Group of 8. The program is currently not competitive in a crowded market. Option to hold at 2019 fees or move from Band 5 to Band 4. College has confirmed preference to move from Band 5 to 4.</td>
</tr>
<tr>
<td>Broad Discipline</td>
<td>UG</td>
<td>PG</td>
<td>PG R</td>
<td>Dom-discount tier PG</td>
<td>Rationale</td>
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<tr>
<td>Information Technology</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>A</td>
<td>Maintain same bands as 2019 (5% increase)</td>
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<td></td>
<td>ANU is top (PG) and second ranked for fees (UG) in the Group of 8.</td>
</tr>
<tr>
<td>Juris Doctor</td>
<td>5</td>
<td>A</td>
<td></td>
<td></td>
<td>Advice from ANU College of Law</td>
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<td>Domestic PG is lowest across Group of 8, with a 19.8% gap between ANU fee</td>
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<td>and highest in the group. There is a 9% difference between ANU and the</td>
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<td>highest fee for International fees. Consider moving to band 5 for</td>
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<td></td>
<td>international postgraduate.</td>
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<td>[Note only Monash, Melbourne and</td>
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<td></td>
<td>Sydney offer the Juris Doctor.]</td>
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<tr>
<td>Law</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>A</td>
<td>Maintain bands 2019 (5% increase)</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>consider move to Domestic Discount A</td>
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<td>Benchmarking shows a large gap of 28% between ANU fees and the next</td>
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<td>highest (Melbourne) for Domestic PG. Recommend moving to Domestic</td>
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<td></td>
<td>Discount A to bring domestic PG fees closer to Go8 top end.</td>
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<tr>
<td>Management and Commerce</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>C</td>
<td>Maintain same bands as 2019 (5% increase)</td>
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<td></td>
<td></td>
<td>PG fees international and domestic are highest in Group of 8. This is</td>
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<td>an area that continues to see high demand in international postgraduate.</td>
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<td>Maintaining presence in the high end of benchmarked fees is important</td>
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<td>to managing demand and reputation.</td>
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<td>It is recommended to investigate further scholarship options to support</td>
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<td></td>
<td></td>
<td>diversity in price sensitive markets.</td>
</tr>
<tr>
<td>Medical Science</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>A</td>
<td>Maintain same bands as 2019 (5% increase)</td>
</tr>
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<td></td>
<td></td>
<td>Fees are highest in Group of 8, maintain with standard increase.</td>
</tr>
<tr>
<td>Natural and Physical Sciences</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>B</td>
<td>Maintain same bands as 2019 (5% increase)</td>
</tr>
<tr>
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<td></td>
<td>ANU is mid-range in the Group of 8 for all international cohorts with a</td>
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<td>7% difference between ANU and highest benchmarked. Consider band increase</td>
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<td></td>
<td>for HDR in line with demand (highest proportion of commencing enrolments)</td>
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<td></td>
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<td></td>
<td>and relative position in Group of 8.</td>
</tr>
<tr>
<td>Political Sciences and Policy</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>B</td>
<td>Maintain same bands as 2019 (5% increase)</td>
</tr>
<tr>
<td>Studies</td>
<td></td>
<td></td>
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<td></td>
<td>ANU is the highest for all cohorts except HDR where it is second highest.</td>
</tr>
<tr>
<td>Society and Culture</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>C</td>
<td>Maintain bands 2019 (5% increase). Consider increase of UG to Band 2</td>
</tr>
</tbody>
</table>
All cohorts except UG are highest in Group of 8. Changing to Band 2 for UG will bring these in line.

Enrolments have been stable or growing over last few years.

It is recommended that the domestic fee discount tiers be held at 2019 levels as shown in Table 2 below.

**Table 2: Proposed ANU Domestic Fee Adjustment Bands 2019-2020**

<table>
<thead>
<tr>
<th>Tier</th>
<th>Adjustment (reduction on International graduate fee) 2019</th>
<th>Proposed adjustment 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>25%</td>
<td>No adjustment</td>
</tr>
<tr>
<td>B</td>
<td>30%</td>
<td>No adjustment</td>
</tr>
<tr>
<td>C</td>
<td>35%</td>
<td>No adjustment</td>
</tr>
</tbody>
</table>

**Table 3: Proposed ANU Tuition Fee Rates, 2019-2020**

<table>
<thead>
<tr>
<th>Band</th>
<th>2019 Fee</th>
<th>Proposed 2020 Fee (5% increase)</th>
<th>Domestic Discount A</th>
<th>Domestic Discount B</th>
<th>Domestic Discount C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$36,480</td>
<td>$38,400</td>
<td>$28,800</td>
<td>$26,880</td>
<td>$24,960</td>
</tr>
<tr>
<td>2</td>
<td>$41,280</td>
<td>$43,680</td>
<td>$32,760</td>
<td>$30,576</td>
<td>$28,392</td>
</tr>
<tr>
<td>3</td>
<td>$43,680</td>
<td>$46,080</td>
<td>$34,560</td>
<td>$32,256</td>
<td>$29,952</td>
</tr>
<tr>
<td>4</td>
<td>$45,600</td>
<td>$48,000</td>
<td>$36,000</td>
<td>$33,600</td>
<td>$31,200</td>
</tr>
<tr>
<td>5</td>
<td>$48,480</td>
<td>$51,360</td>
<td>$38,520</td>
<td>$35,952</td>
<td>$33,384</td>
</tr>
</tbody>
</table>

**Benchmarking against available 2020 fees:**
As a preliminary check of these proposed fees to understand where they would fit in the market, a sample of programs has been benchmarked against available indicative fees for 2020. Group of 8 institutions selected are University of Melbourne, University of Sydney and University of New South Wales. The comparison is shown in Table 6.

**Table 4: Benchmarking against available indicative fees for 2020**

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Program</th>
<th>ANU</th>
<th>Melbourne (2019)**</th>
<th>Syd (2019)**</th>
<th>UNSW</th>
<th>Adelaide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioural Science</td>
<td>B. Psychology</td>
<td>$46,080</td>
<td>Not offered</td>
<td>$46,500</td>
<td>$49,610</td>
<td>$38,500</td>
</tr>
<tr>
<td>Business (MBA*)</td>
<td>MBA</td>
<td>$72,000</td>
<td>$89,500</td>
<td>$69,750</td>
<td>$73,000</td>
<td>$72,750</td>
</tr>
<tr>
<td>Economics</td>
<td>B Economics</td>
<td>$46,080</td>
<td>$42,784</td>
<td>$42,000</td>
<td>$46,830</td>
<td>$38,500</td>
</tr>
<tr>
<td>Economics</td>
<td>M Economics</td>
<td>$48,000</td>
<td>$44,032</td>
<td>$46,000</td>
<td>$50,630</td>
<td>$42,500</td>
</tr>
<tr>
<td>Engineering</td>
<td>B Engineering</td>
<td>$48,000</td>
<td>$43,008</td>
<td>$46,500</td>
<td>$49,770</td>
<td>$43,000</td>
</tr>
<tr>
<td>Health</td>
<td>M Public Health</td>
<td>$51,360</td>
<td>$46,668</td>
<td>$46,500</td>
<td>$49,110</td>
<td>$36,500</td>
</tr>
<tr>
<td>Juris Doctor</td>
<td>Juris Doctor</td>
<td>$51,360</td>
<td>$40,256</td>
<td>$46,500</td>
<td>$53,160</td>
<td>Not offered</td>
</tr>
<tr>
<td>Management and Commerce</td>
<td>B Commerce</td>
<td>$46,080</td>
<td>$42,784</td>
<td>$42,000</td>
<td>$46,830</td>
<td>$41,000</td>
</tr>
<tr>
<td>Natural and Physical Sciences</td>
<td>B. Science</td>
<td>$46,080</td>
<td>$43,808</td>
<td>$46,500</td>
<td>$49,610</td>
<td>$38,500</td>
</tr>
<tr>
<td>Society and Culture</td>
<td>B. Arts</td>
<td>$38,400</td>
<td>$32,512</td>
<td>$39,000</td>
<td>$38,730</td>
<td>$33,500</td>
</tr>
</tbody>
</table>

PART 4 – OTHER MATTERS FOR DECISION
*MBA fees mapped for 72 units (1.5 years), rather than 48 units, to match pricing methodology of other institutions.
**University of Melbourne and University of Sydney have not published 2020 fees. 2019 fees are included in the table for comparison.

**Other Tuition Fees - GDLP**
Graduate Diploma in Legal Practice runs on a different intake schedule, in intensive teaching sessions. Only a small number of other institutions offer the program. A comparison of the competitor fees for 2019 is shown in Table 5 and proposed fees for 2020 for ANU is in Table 6.

**Table 5: Comparison of Graduate Diploma in Legal Practice PLT fees 2019 (22 May 2019)**

<table>
<thead>
<tr>
<th></th>
<th>ANU</th>
<th>TCOL</th>
<th>QUT</th>
<th>LEO CUSSEN</th>
<th>UTS</th>
<th>BOND</th>
<th>Adelaide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPE (days)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANU</td>
<td>$10,161 (80)</td>
<td>$9,450 (75)</td>
<td>$10,800 (advanced standing)</td>
<td>$10,250 (online FT)</td>
<td>$12,395</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TCOL</td>
<td>$11,361 (50)</td>
<td>$10,880 (25)</td>
<td>$12,600 (full course)</td>
<td>$10,495 (online PT)</td>
<td>$20,330</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUT</td>
<td>$12,561 (20)</td>
<td>$10,950 (10)</td>
<td>$12,395 (onsite FT)</td>
<td>$10,750 (onsite FT)</td>
<td>$9,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANU</td>
<td>$13,795 (80)</td>
<td>$13,640 (75)</td>
<td>$15,120 (online FT)</td>
<td>$15,190</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TCOL</td>
<td>$15,366 (50)</td>
<td>$15,070 (25)</td>
<td>$15,490 (online PT)</td>
<td>$21,520</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUT</td>
<td>$16,937 (20)</td>
<td>$15,140 (15)</td>
<td>$15,555 (onsite FT)</td>
<td>$16,250</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
- UNSW not offered in 2019
- (80) (50) (25) and (75) (25) (15) refers to number of legal placement experience days (LPE). The higher the number of days, the less number of electives/other courses required, with associated reduced fee.

- UTS & Bond offer a 10% alumni discount

**Table 6: Proposed ANU GDLP Fees 2020**

<table>
<thead>
<tr>
<th></th>
<th>International % Inc from 2019</th>
<th>Domestic % Inc from 2019</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDLP (80 days)</td>
<td>3%</td>
<td>3%</td>
<td>3% increase across the board for GDLP</td>
</tr>
<tr>
<td>GDLP (80 days)</td>
<td>3%</td>
<td>3%</td>
<td>3% increase across the board for GDLP</td>
</tr>
<tr>
<td>GDLP (80 days)</td>
<td>3%</td>
<td>3%</td>
<td>3% increase across the board for GDLP</td>
</tr>
</tbody>
</table>

**Other programs**
A general 5% increase from 2019 has been applied, excluding Study Abroad. Study Abroad fees have remained stable for the last several years in order to be competitive. It is recommended that this is reviewed by the Global Engagement portfolio and Global Programs team to determine a strategy for the future. This cohort may play a strategic role in the University’s diversity strategy and therefore needs a full analysis before increases to fees are actioned.
### Table 7: Other Tuition fees

<table>
<thead>
<tr>
<th>Program code</th>
<th>Program Name</th>
<th>Domestic Fee 2019</th>
<th>Domestic Fee 2020</th>
<th>International Fee 2019</th>
<th>International Fee 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>8950</td>
<td>Doctor of Medicine and Surgery (MChD)</td>
<td>Domestic medical science rate</td>
<td>Domestic medical science rate</td>
<td>$80,136 per 48 units</td>
<td>$84,143 per 48 units</td>
</tr>
<tr>
<td>9300 9600</td>
<td>Higher Doctorates excluding Medicine, Doctor of Laws, Doctor of Science</td>
<td>$1,654</td>
<td>$1,737</td>
<td>$1,654</td>
<td>$1,737</td>
</tr>
<tr>
<td>9911</td>
<td>Doctor of Medicine (MD)</td>
<td>$3,675</td>
<td>$3,859</td>
<td>$3,675</td>
<td>$3,859</td>
</tr>
<tr>
<td>1300</td>
<td>Study Abroad</td>
<td>N/A</td>
<td>N/A</td>
<td>$20,160 per 24 units</td>
<td>$20,160</td>
</tr>
<tr>
<td>1300</td>
<td>Study Abroad (Partner Institutions)</td>
<td>N/A</td>
<td>N/A</td>
<td>$12,735 per 24 units</td>
<td>$12,735</td>
</tr>
</tbody>
</table>

**ATTACHMENTS**

16.1 Analysis of Studymove and PPM desktop research comparing Group of 8 Fees

16.2 Commencing enrolment by cohort (note 2019 enrolments are first half of year only compared to 2018 full year figures)

**COMMUNICATION**

- For public release
- For internal release
- Not for release
17. **ANU COLLEGE COURSEWORK TUITION FEES FOR 2020**

**PURPOSE**
To outline proposed international tuition fees (excluding domestic CGS) for 2020.

**PREPARED BY**
Acting Deputy Vice-Chancellor (Academic)

**REVIEWED BY**
Provost

**APPROVED BY**
Provost

**SPONSOR**
Provost

**RECOMMENDATIONS**
That Council approve:

1. The 2020 fees outlined in Tables 1 and 2 for programs delivered by ANU College;

2. Continuation of the principles for schedule 2 programs and courses fee setting that:
   
a. Fees are proposed in EFTSL rather than by New Student Enrolment (NSE); and

b. Schedule 2 programs and courses will be reviewed annually based on comparative competitor data.

**ACTION REQUIRED**
- [x] For discussion
- [ ] For decision
- [ ] For information

**CONSULTATION**
- [x] Staff
- [ ] Students
- [x] Alumni
- [ ] Government
- [ ] Other
- [ ] Not applicable

**COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION**
- [x] Finance
- [x] Audit & Risk Management
- [ ] Campus Planning
- [ ] Remuneration
- [ ] Major Projects
- [ ] Honorary Degrees
- [ ] Nominations
- [ ] Academic Board

*The Senior Management Group and the ANU/Study Group Australia Fee Setting group have endorsed the recommendations.*

*Finance Committee also endorsed these recommendations on 5 July 2019.*

**BACKGROUND**
The University and Study Group set international tuition fees for ANU College taught Foundation and Diplomas. English preparation program fees have been included as context for the fee setting group but are set by Study Group. This paper represents the recommendations of the ANU-SGA Fee Setting Group following discussion and agreement in June 2019, and requests endorsement of the tuition fees for 2020.

The indexation for fees in 2020 has been set following market analysis and review, including:

- Pricing of Group of 8 competitor programs (Attachment 17.1).
- Performance of new entrants to the Diploma market (UNSW)
- Austrade Market Information Pack commencement data (Full Year 2018) (Attachment 17.2)
- Consideration of fee increase implemented by the ANU for degree programs for 2020 (average 5%)
Macro Factors: Education CPI at 2.9%, the Dollar value decreasing and interest rates remaining flat in key diversity markets.

Consideration of geographical locations as set out in new SG-ANU agreement and increased delivery cost (smaller class sizes)

Current performance of products and planned diversification strategy

Consideration of scholarship availability for students from identified diversity markets

**KEY ISSUES**

**Table 1: Proposed 2020 fees for Foundation programs**

<table>
<thead>
<tr>
<th>ANUC - pricing recommendations</th>
<th>Foundation Programs</th>
<th>2019 pricing</th>
<th>Proposed 2020 pricing</th>
<th>$ increase</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard (44 Weeks)</td>
<td>$29,900</td>
<td>$31,500</td>
<td>$1,600</td>
<td>5.4%</td>
<td></td>
</tr>
<tr>
<td>Extended (49 Weeks)</td>
<td>$37,400</td>
<td>$39,450</td>
<td>$2,050</td>
<td>5.4%</td>
<td></td>
</tr>
<tr>
<td>Rapid (33 Weeks)</td>
<td>$29,900</td>
<td>$31,500</td>
<td>$1,600</td>
<td>5.4%</td>
<td></td>
</tr>
<tr>
<td>Express (13 Weeks)</td>
<td>$18,950</td>
<td>$20,000</td>
<td>$1,050</td>
<td>5.5%</td>
<td></td>
</tr>
</tbody>
</table>

**Justification - Foundation**

1. Austrade Market Information Pack data shows that Foundation market is over-reliant on China market. China now accounts for 66% of all Foundation recruitment in 2019 (Attachment 17.2). Opportunity markets identified within the variation to the ANU-SG agreement that offer volume opportunities (within the top 5) account for 14% and include Vietnam, Hong Kong, Indonesia and Malaysia.

2. In order to capture these markets, Foundation pricing needs to remain competitive vs more desirable destinations with Go8 option (NSW, VIC & QLD), but can continue to lead pricing positioning against smaller destinations locations including SA and WA. (See benchmarking in Attachment 17.1)

3. Currently only UNSW and Trinity College has confirmed 2020 pricing, and both have increased their fees for 2020 by approximately 3 – 5%

4. Market feedback remains consistent with 2019, with China and Middle East (Sponsored students) being the most price insensitive market. Key South and South East Asian markets will require scholarships and other discounting strategies to drive volume.

**Table 2: Proposed 2020 fees for Diploma programs**

<table>
<thead>
<tr>
<th>ANUC - pricing recommendations</th>
<th>Diploma Programs</th>
<th>2019 pricing</th>
<th>Proposed 2020 pricing</th>
<th>$ increase</th>
<th>% increase</th>
<th>ANU 2020 Fee Rate: Bachelor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma of Computing (36 Weeks)</td>
<td>$39,840</td>
<td>$42,000</td>
<td>$2,160</td>
<td>5.42%</td>
<td>$47,880</td>
<td></td>
</tr>
<tr>
<td>Diploma of Liberal Studies (36 Weeks)</td>
<td>$39,840</td>
<td>$42,000</td>
<td>$2,160</td>
<td>5.42%</td>
<td>$45,864</td>
<td></td>
</tr>
<tr>
<td>Diploma of Science (36 Weeks)</td>
<td>$39,980</td>
<td>$42,000</td>
<td>$2,020</td>
<td>5.05%</td>
<td>$45,864</td>
<td></td>
</tr>
<tr>
<td>Diploma of Creative Design (36 Weeks)</td>
<td>$37,920</td>
<td>$39,800</td>
<td>$2,080</td>
<td>5.49%</td>
<td>$43,344</td>
<td></td>
</tr>
<tr>
<td>Diploma of Music (36 Weeks)</td>
<td>$36,480</td>
<td>$37,400</td>
<td>$1,820</td>
<td>2.52%</td>
<td>$38,304</td>
<td></td>
</tr>
</tbody>
</table>

**Justification – Diploma**

1. Austrade Market Information Package (MIP) data shows that Diploma market is more distributed than Foundation, with China accounting for 47% and the next largest market, India
accounting for 8% (Attachment 17.2). Opportunity markets identified within the new ANU-SG agreement that offer volume opportunities (within the top 5) account for 23% and include India, Vietnam, Indonesia and Pakistan.

2. Alignment with University activities in-market and a robust and strategic scholarship and discounting strategy will be critical to drive volume for these markets, particularly India and Pakistan.

3. In light of variation to the new ANU-SG Agreement, it has been proposed that a conservative approach of an average 5% increase be adopted for Diploma pricing in 2020.

ATTACHMENTS

17.1 Competitor pricing positions (side by side Foundation)
17.2 Austrade Market Information Pack (Full year 2018)
17.3 Proposed 2020 Fees for English Programs offered by ANUC

COMMUNICATION

For public release □ For internal release □ Not for release ☑
18. RESEARCH SCHOOL OF PHYSICS AND ENGINEERING - RENAMING

PURPOSE

For Council to approve the recommendation that the Research School of Physics and Engineering be renamed the Research School of Physics

PREPARED BY

Dean, ANU College of Science; Director, Research School of Physics and Engineering

REVIEWED BY

Vice-Chancellor

APPROVED BY

Vice-Chancellor

SPONSOR

Vice-Chancellor

RECOMMENDATION

That Council approve the proposal to change the name of the following:

From: Research School of Physics and Engineering
To: Research School of Physics

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

SMG endorsed the proposal for Council approval on 27 June 2019 (as required by the ANU Council Charter)

BACKGROUND

On 27 June, the University’s Senior Management Group endorsed a proposal to rename the Research School of Physics and Engineering (RSPE). The proposed name for the School is the Research School of Physics.

The proposal was initiated by the Director of RSPE, Professor Tim Senden. From the onset of the College of Engineering and Computer Science’s (CECS) Reimagining project, the Director of RSPE was supportive of removing ‘Engineering’ from the School name. Since mid-2018, the School community had been aware of this proposed change, having been made aware via the weekly School bulletin, the Event Horizon, at the open School Forum and through the Heads of Department meetings. This has provided an opportunity for views to be discussed informally with the School leadership over a period of more than a year.

The topic was discussed at the September 2018 meeting of the College of Science Executive Committee and the predominant view was supportive of simply removing the “and Engineering” from the existing name. As part of the CECS-led public consultation in October 2018 for renaming the existing Research School of Engineering, the RSPE Director reaffirmed his public support for relinquishing “Engineering” from the School name and undertook to trigger a process in RSPE.

To avoid extensive and costly debate the RSPE leadership, comprising the Heads of Department, the Associate Directors, School Manager, Facilities Manager and School Director met on 21st March 2019 to debate and conclude the proposal. On 28th March 2019 the Director informed the School via email...
about the outcome of the leadership meeting. To date, the RSPE Director has not received any written objections to the proposed name change.

The wider context relates to the approval of the CECS Reimaging Engineering project by Council in 2018, which has led to a need to provide clarification around the situation of engineering disciplines within the ANU. In particular, the name of the Research School of Physics and Engineering (RSPE) within the College of Science (CoS) is seen as a barrier to this clarification.

THE PROPOSAL

The ANU Senior Management Group supported the proposal of the Dean of the College of Science and the Director of RSPE to change the School’s name to the Research School of Physics (to be abbreviated to RSPhys).

As noted in Attachment 18.1, this proposal is made with acknowledgement of the history of Engineering within RSPE, and the risks the name change may engender for the School in terms of research and recruitment. Nevertheless, the proposed name change has the support of the University, in particular RSPE staff and the School Directors in the College of Science.

ATTACHMENT

18.1 Background to the Proposal

COMMUNICATION

For public release ☐ For internal release ☐ Not for release ☑
19. SIR ROLAND WILSON FOUNDATION STATUTE

PURPOSE
For Council to make the Australian National University (Sir Roland Wilson Foundation) Statute 2019

PREPARED BY
Executive Director, Sir Roland Wilson Foundation

REVIEWED BY
Vice-President (Engagement and Global Relations), Vice-President (Advancement), ANU’s Legal Office and Corporate Governance and Risk Office.

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council:

1. Make The Australian National University (Sir Roland Wilson Foundation) Statute 2019; and

2. Note the actions for the re-appointment of SRW Foundation Board.

ACTION REQUIRED
☑ For discussion ☑ For decision ☑ For information

BACKGROUND
At a special meeting of the Sir Roland Wilson (SRW) Foundation Board on 31 October 2018, the Board agreed to a request from the ANU to re-establish the SRW Foundation under a separate SRW Foundation Statute 2019. As an interim measure, the SRW Foundation and its Board was transitioned under section 8(5) of the Australian National University (ANU Foundation) Statute 2018.

The statute was triggered by a decision to revise the role and structure of the ANU Foundation and ANU Foundation Board as part of the Corporate Governance and Risk Office (CGRO) review of all University legislation, considered at the 5 October 2018 meeting of ANU Council. Transitional arrangements came into effect on 1 January 2018, on establishment of the ANU Foundation, and will remain in place until the statute is approved. These transitional arrangements, including the request to establish the SRW Foundation under its own legislation, were set out in a memo to the Vice Chancellor dated 7 December, 2018.

The revised framework of the SRW Foundation, the role, functions and composition of the SRW Board, and provisions for governance of the SRW Endowment and all other assets provided by the University or other stakeholders have since been articulated in the statute. The statute has been developed by the University’s legislative drafter on the instructions of the SRW Foundation, in close consultation with ANU Engagement and Global Relations, ANU Advancement, the University Legal Office and CGRO, based on recommendations to the Vice-Chancellor and the advice and agreement of the SRW Foundation Board.

Once made, the SRW Foundation Statute 2019 will supersede the transitional rules for governance of the SRW Foundation.

SUMMARY OF ISSUES

The SRW Foundation Statute 2019 is attached at Attachment 19.1 for Council review and making. A broad outline of the Statute is provided below.
The ANU SRW Foundation

The SRW Foundation Statute 2019 establishes the Foundation as a body within the University. The Statute recognises the SRW Foundation’s expanding remit, scale and alignment with the ANU Strategic Plan (2018-2023). It positions the Foundation and its Board as accountable to the ANU Vice-Chancellor, while clarifying and simplifying the governance arrangements.

The SRW Foundation Endowment will continue to be subject to the governance framework provided by the Foundation under the ANU Foundation Statute 2018, while the Foundation also seeks other revenue streams. This ensures that the SRW Foundation Endowment will continue to be managed as part of the Long-Term Investment Pool by the ANU Investment Office. In addition, a specific Fund Purpose Statement has been developed, to provide the overarching governance document for the SRW Endowment. This document will ensure that the SRW Endowment continues to be quarantined for use that is in line with the intent of the original bequest and meets the requirements of the Australian Public Service partnership.

The SRW Foundation Board

The draft statute establishes the SRW Foundation Board as the key oversight body for the SRW Foundation, advising Council and the Vice-Chancellor, the APS and other stakeholder groups on the governance, management, strategic direction and performance of the SRW Foundation.

Unlike the previous ANU Endowment for Excellence Statute & Rules, the functions, powers and duties of the SRW Board are clearly articulated. Under the statute, the Board is responsible to the University for the assets provided to the Foundation by the University or for which the Foundation is the responsible authority under the ANU Foundation Statute 2018, including the accounting for, and reporting on, the application and proper use of those assets. The Foundation is also responsible to the University and relevant stakeholders for assets provided for the purposes of the Foundation (other than assets provided by the University or as gifts to the University). The Board’s functions also include promoting the Foundation and its activities; and seeking funding for the purposes of the Foundation in accordance with the University’s policies as well as any other function given to it either under the statute, any other university legislation or by Council.

The statute includes rules related to the Board’s membership, eligibility and terms of appointment, remuneration and allowances, termination or resignation of appointed member as well as Board procedures.

Re-appointment of SRW Foundation Board members

As this statute establishes the Foundation and Board anew, Board members will be re-appointed in accordance with eligibility and terms of appointment as provided by the statute. After the making of the statute, members will be appointed in writing by the Vice Chancellor. The appointment will specify whether the member is appointed as the University member, APS member, external member or as the Indigenous member in accordance with the statute. In accordance with the advice, the two ex officio APS Board members do not need to be re-appointed.

Under the statute, in recommending and making appointments to the Board, the Board and Vice Chancellor will be required to have regard to the need for the members to have sufficient expertise and experience for the Board to properly exercise its functions, and to reflect the diversity of the Australian population, including in relation to gender and Australia’s Indigenous population.

SRW Foundation reporting

The statute aligns the SRW Foundation annual reporting with the University’s reporting requirements. This includes preparation of an annual report to the Vice Chancellor, for presentation to the Council, on the activities of the SRW Foundation and the Board during the year. The report will include information on Board meetings, activities undertaken by the Foundation in the report year and a projection of what is intended to be achieved by the Foundation and the Board during the next year.
Executive Director of the SRW Foundation

Under the statute, the Executive Director is to be appointed, in writing, by the Vice-Chancellor, after seeking the Board’s advice. The Executive Director is responsible for, among other functions, managing the day to day operations of the Foundation, including ensuring compliance with University legislation and decisions of the Council and University policies and procedures.

It should be noted that under the Statute, the Executive Director is not eligible to be a Board member.

Consultation

In drafting the SRW Foundation Statute 2019, the following groups were consulted or invited to comment:

- Office of the Vice-Chancellor
- Engagement and Global Relations
- ANU Advancement
- University Legal Office
- Corporate Governance & Risk Office
- SRW Foundation Board.

The Statute attached at Attachment 19.1 has been endorsed by:

- Vice-Chancellor
- Vice-President (Engagement & Global Relations)
- Vice-President (Advancement)
- SRW Foundation Board

ATTACHMENTS

19.1 The SRW Foundation Statute 2019
19.2 The SRW Foundation Board Membership

COMMUNICATION

For public release ☐ For internal release ☐ Not for release ☑
20. PARS A CONSTITUTION - AMENDMENTS

PURPOSE To consider amendments to the constitution for the Postgraduate and Research Students’ Association.

PREPARED BY Board Members, Postgraduate and Research Students’ Association (PARSA)

REVIEWED BY Associate Director, Corporate Governance and Policy

APPROVED BY Deputy Vice-Chancellor (Academic)

SPONSOR Provost

RECOMMENDATION That Council approve the amendments to the PARSA constitution, as agreed by the Annual General Meeting of members on 28 June 2019.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

The Protocol: Student organisation constitutional amendments states:

➤ 8. Amendments to constitutions are only considered annually by the ANU Council, at its 4th meeting for the year (usually held in July).

BACKGROUND

The proposed amendments to the Consultation were made publicly available on PARSA website (https://parsa.anu.edu.au/aboutparsa/minutesandreports/) on 7 June 2019. The proposed Constitutional amendments were passed at PARSA's Annual General Meeting (AGM) on 28 June 2019 without change.

The PARSA Constitution was rewritten in 2017-18 to ensure consistency, accessibility, and best practice governance for incorporated associations, while protecting a strong democratic and representative mandate. The revised Constitution took effect on 22 June 2018.

PARSA’s Constitution establishes processes for removing an Officer or Director from a PARSA position or disciplining a member. PARSA’s Board had cause to consider these provisions. In undertaking this task the Board noted that the process detailed in the Constitution provided that the affected Officer, Director or member was not afforded the opportunity to put her/his case to a decision-maker until a decision to take action against the affected Officer, Director or member was made. In the view of the Board, the affected Officer, Director or member should be afforded the opportunity to respond to the information against her/him prior to a decision being made. The Board determined that affording the affected Officer, Director or member prior to a decision being made would better align with the principles of natural justice and procedural fairness.

As per rule 44.2 of the PARSA Constitution (of 22 June 2018), all amendments to the constitution must be ratified by the University Council.

SUMMARY OF ISSUES / EXPLANATION OF THE AMENDMENTS

As detailed in the Background (above), the Board determined that the processes, established by the Constitution, for removing an Officer or Director from a PARSA position or disciplining a member could better align with the principles of natural justice and procedural fairness.
The proposed amendments to the PARSA Constitution seek to ensure better adherence to the principles of procedural fairness when considering removing an Officer or Director from a PARSA position or disciplining a member.

Specifically, the proposed amendments:

1. Ensure that the fair hearing rule is complied with by ensuring that the affected person has an opportunity to review and respond to the information the case (information) against them.

2. Reduce the likelihood of bias and/or conflict of interest during the process. This is to be achieved by allocating responsibility for the initial decision (to recommend the person be removed and the issuance of the Notice to Show Cause (NTSC)) with the PARSA Executive. The decision whether to remove the person (based on the information in the NTSC and the response to the NTSC) is the responsibility of the Board. Finally, the amendments establish a review mechanism (the Dispute Committee, rule 39bis).

3. In addition, the amendments provide that a person who has been removed from their position through this process is ineligible to be an officer or a Director of PARSA for a period of two years.

4. It was determined appropriate to take this opportunity to correct typographical errors (for example, the numbering of paragraphs in the contents) and remove superfluous paragraphs and process in light of the revised structure (for example, para 14). The amendments will also remove the transition schedule which related to the introduction of the revised Constitution in 2018.

CONTACT OFFICERS
Ms Alyssa Shaw, Chair, PARSA Board (email: alyssa.shaw@anu.edu.au; phone: 0414 792 540)
Ms Szabina Horvath, Director, PARSA Board (email: szabina.horvath@anu.edu.au; phone: 0416 198 525)

ATTACHMENT
20.1 PARSA Constitution in mark-up form showing proposed amendments

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

PARSA will be notified of the decision by Council and will be advised that they may communicate the decision to their membership.
21. WORONI CONSTITUTION - AMENDMENTS

PURPOSE
To consider changes to the ANU Student Media (Woroni) Constitution, as agreed by the Woroni membership at the Special General Meeting of 10 October 2018.

PREPARED BY
Deputy Editor-in-Chief, ANU Student Media (Woroni)

REVIEWED BY
Associate Director, Corporate Governance and Risk Office

APPROVED BY
Deputy Vice-Chancellor (Academic)

SPONSOR
Provost

RECOMMENDATION
That Council approve the changes to the ANU Student Media Constitution, as agreed by the Woroni membership at the Special General Meeting of 10 October 2018.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

The Protocol: Student organisation constitutional amendments states:

- 8. Amendments to constitutions are only considered annually by the ANU Council, at its 4th meeting for the year (usually held in July).

BACKGROUND
Consultation for this constitutional change was undertaken over a period of 9 months, with input from the current and former Woroni Boards of Editors, the membership of Woroni, student media outlets at other Australian Universities and the Corporate Governance and Risk Office.

From early 2018 consultation was focused primarily on reviewing the strategic direction of the organisation and whether continuing to print the Woroni publication in newspaper format remained both commercially viable and sustainable for the students who produce it. Consultation in the form of meetings, surveys and discussions reviewed the internal experience of members of the managing board and general team members amongst the 6 Woroni departments. From this, it was determined that the fortnightly print cycle which the newspaper demanded was negatively impacting the internal experience of the teams, compromising the quality of the output, and reducing readership.

From June onwards, Woroni’s managing Board of Editors engaged in industry research and benchmarking, discussion with other Australian student media outlets and discussions with former members of the board dating back to 2015, to determine alternatives to the fortnightly newspaper. Considering these sources, including reports on the commercial state of the media industry broadly, the Board of Editors determined to transition the print publication to a magazine produced once each month of the academic year.

Woroni also discussed with Andrew Heath, and later Megan Easton from the Corporate Governance and Risk Office for advice on any required constitutional changes. It was deemed necessary to omit one section from that version of the constitution, which was affirmed by the membership at the Special General Meeting on October 10, 2018.
Prior to the general meeting, an open consultation session was held for the student body to have input into the vision and direction of the association. Woroni produced a consultation and information dossier titled ‘The Move to a Magazine’ published September 24, which was referred to by students at the general meeting. The meeting itself was the most well-attended governance-related event by any student organisation over the last two years, with over 60 general members of the association engaging in respectful discussion of the implications of the change, expressing how Woroni can better service students, and resoundingly endorsing the business model proposed by Woroni’s Board of Editors.

SUMMARY OF ISSUES

As per section 23.3-23.4 of the Woroni Constitution, all amendments to the constitution must be submitted and ratified by the University Council. The whole constitution remains unchanged except for the omission of section 14.2.a, which required that Woroni be published on a fortnightly frequency during the academic semester. The Constitution in its entirety was not overhauled considering the significant re-write which occurred in 2017 and continuing utility of those changes. The Constitution itself makes no requirement or reference to Woroni being printed in newspaper format.

There were several significant pressures upon the organisation which prompted these changes, the most directly related to the constitutional amendment was the overwhelmingly negative impacts the fortnightly print cycle was having on personnel, on quality of outputs and risks the association was taking on. Without staff support, 5 out of the 8 members of the association’s board would spend hundreds of hours over the fortnightly weekend to produce the print publication, often foregoing income, studies and sacrificing good physical and mental health in the process. The exhaustive process and the toll taken, on both the executive and majority of the Board, exposed the association to unnecessary risk.

The change of formats coincides with industry research, from PricewaterhouseCoopers, about media consumer behaviour and financial outlooks for various media formats. With internet news consumption up and newspaper readership continuing to decline, print magazines deliver on distinctive outcomes which continue to engage audiences, particularly of the student demographic makeup, including presentation of artwork in visually conducive format. Uncoupling the release of news from the print schedule has also allowed for more timely and accurate news reporting which is more appropriate for the way in which students, our members, consume news media. To illustrate the effects: both of Woroni’s first two editions of the year were fully distributed however we were still unable to meet the unexpectedly high demand, and online readership of news has substantially improved.

As mentioned above, the proposed changes to the Woroni Constitution have been developed following a lengthy period of consultation with membership and on the advice of experts.

Key Changes

1. **S14.2.a Frequency of Publication**: The frequency of publication of Woroni, previously entrenched in the Constitution itself, has been removed from the Constitution to allow for the Board of Editors to determine how to allocate time and resources appropriately.

ATTACHMENTS

21.1 Australian National University Student Media Constitution
21.2 ANUSM Special General Meeting Minutes 10.10.18
21.3 Consultation Document: ‘The Move to a Magazine’

COMMUNICATION

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

ANU Student Media (Woroni) will be notified of the decision by Council and will be advised that they may communicate the decision to their membership.
22. ANU UNION CONSTITUTION - AMENDMENTS

PURPOSE
For Council to consider and approve the proposed amendments to the ANU Union Constitution.

PREPARED BY
Deputy Chair and Chair of the ANU Union Board.

REVIEWED BY
Associate Director, Corporate Governance and Risk Office

APPROVED BY
Deputy Vice-Chancellor (Academic)

SPONSOR
Provost

RECOMMENDATION
That Council approve the proposed amendments in the ANU Union Constitution.

ACTION REQUIRED
☐ For discussion  ☑️ For decision  ☐ For information

CONSULTATION
Staff  ☑️ Students  ☑️ Alumni  ☐ Government  ☐ Other

The Protocol: Student organisation constitutional amendments states:

8. Amendments to constitutions are only considered annually by the ANU Council, at its 4th meeting for the year (usually held in July).

BACKGROUND
The ANU Union has been an integral part of the ANU student's social experience for over seventy years. It was the heart of university social life and interwoven into student's day to day lives. The Union's longstanding commitment to students continues today in a new space in ANU Commons. The move and subsequent reopening at the beginning of 2019 poses naming issues (that is, with respect mainly to leaving 'Building 20') in the constitution which are addressed by the proposed amendments.

The constitutional changes listed below have been ratified by the Union Board and scheduled to be endorsed by a General Meeting of the Union on 24 July 2019.

SUMMARY OF ISSUES
The ANU Union constitution refers to “Notice Boards in the Union Building” and the “Union Building” this is no longer consistent and reflective of the new ANU Union location in the ANU Commons under Lena Karmel Lodge. The Board feels that this is not consistent with the new location and would prefer that all mentions of noticeboards or Union building be replaced simply with ‘ANU Union’. This allows for greater flexibility within the constitution and demonstrates the changes the ANU Union has experienced over the last few years. There are also wording changes to help with the fluidity and to reflect the changes that have occurred within ANU Student Organisations.

ATTACHMENT
22.1 Australian National University Union Constitution -amendments

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

ANU Union will be notified of the decision by Council and will be advised that they may communicate the decision to their membership.

PART 4 – OTHER MATTERS FOR DECISION
23. ANU OBSERVER CONSTITUTION - AMENDMENTS

PURPOSE
For Council to consider and approve the proposed amendments to the ANU Observer Constitution.

PREPARED BY
Chair, ANU Observer Council

REVIEWED BY
Associate Director, Corporate Governance and Risk Office

APPROVED BY
Deputy Vice-Chancellor (Academic)

SPONSOR
Provost

RECOMMENDATION
That Council approve the proposed amendments to the ANU Observer Constitution.

ACTION REQUIRED
☐ For discussion  ☑ For decision  ☐ For information

CONSULTATION
Staff ☑ Students ☑ Alumni ☐ Government ☐ Other

The Protocol: Student organisation constitutional amendments states:

➢ 8. Amendments to constitutions are only considered annually by the ANU Council, at its 4th meeting for the year (usually held in July).

BACKGROUND

On 29 May, a General Meeting of The ANU Observer Incorporated passed a motion to amend the association’s constitution.

The main part of the changes is the introduction of “teams”. Previously, the constitution only provided for news and digital teams, headed by their respective Editors. Now, through regulations (which must be passed and amended at a General Meeting), Observer will be able to have more teams if desired – Visual Content, Web, Finance, and Community Teams alongside the News Team. Whichever teams exist will have leaders, called Executives, who are elected by members at a General Meeting. The teams shall have representation on the Board (formerly the Council).

SUMMARY OF ISSUES

These changes allow Observer to have more flexibility, minimising the need for constitutional changes in future if Observer wishes to expand further. The make-up of the Board, however, will ensure that news remains Observer’s primary focus as an organisation. The amendments also overcome a number of issues currently faced by the organisation, including:

- The Digital Team being a “catch-all”, taking on miscellaneous tasks and roles, which in turn affects team cohesion;

- The Treasurer requiring extra assistance with managing the organisation’s finances and Student Services and Amenities Fee funding bid; and

- The Council feeling it would benefit from more members, but recognising that these members should come from those substantively involved in the organisation.
There are also a number of amendments to terminology. The Committee under the Act is to be called “the Board” rather than “the Council”. This brings Observer in line with other organisations. The News Editors have been renamed merely the “Editors”, and the leaders of other teams will be called “Executives”. This prevents the confusion that could arise from non-content producing roles including the term “Editor” in their titles. The Editorial Board is being renamed the “Editorial Committee” to avoid confusion with Observer’s governing body.

Overall, these changes will allow Observer to continue to grow and adapt, while still being accountable ultimately to students through General Meetings

ATTACHMENTS

23.1 Australian National University Observer Constitution
23.2 ANU Observer General Meeting Minutes 29 May 2019

COMMUNICATION

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

ANU Observer will be notified of the decision by Council and will be advised that they may communicate the decision to their membership.
PART 5 – OTHER MATTERS FOR NOTING

24. COUNCIL PROFESSIONAL DEVELOPMENT – AICD COURSE FEEDBACK

PURPOSE
For Council to note the report produced by Council members attending the AICD course, 8-10 May 2019.

PREPARED BY
Council Secretary

REVIEWED BY
Council members: Zyl Hovenga-Wauchope, Kate Reynolds, Eden Lim

APPROVED BY
Chancellor

RECOMMENDATION
That Council note the report from Council members.

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 ☑ Not applicable
☐ Major Projects ☐ Honorary Degrees ☐ Nominations ☐ Academic Board

BACKGROUND
Council members - Zyl Hovenga-Wauchope, Kate Reynolds, and Eden Lim - attended the Australian Institute of Company Directors (AICD) Foundations of University Governance training in Sydney on 8-10 May 2019. It was facilitated by Professor Geoffrey Kiel FAICD and Mr Stephen Marsden MAICD.

The training provided a broad overview of governance principles and practice in Australian Universities, along with a brief history of their development.

Several Council members, past and present, have completed the AICD course, one that is promoted and funded by the University for Council members and some ANU staff (for example, an Associate Director with the Planning and Performance Measurement Division attended the June 2019 course in Brisbane).

At the meeting of 24 May 2019, Council noted that a report about the May 2019 course would be presented at the next Council meeting.

ATTACHMENTS
24.1 AICD Course - Report from Council members
24.2 AICD Course - Introduction to Board Meetings and Governance (Statistics)

COMMUNICATION
☐ For public release ☐ For internal release ☑ Not for release ☐
25 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 update.

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.

This report was provided to the 24 May 2019 Council meeting, and noted, but discussion was deferred until the next meeting on 26 July 2019.

ATTACHMENT


COMMUNICATION

For public release ☐ For internal release ☐ Not for release ☑
26. **ANU CRAWFORD LEADERSHIP FORUM 2019 – REPORT**

**PURPOSE**
To receive a report on the outcomes from the 2019 ANU Crawford Leadership Forum.

**PREPARED BY**
Director, ANU Crawford Leadership Forum

**REVIEWED BY**
Chancellor

**APPROVED BY**
Chancellor

**SPONSOR**
Chancellor

**RECOMMENDATION**
That Council note the report on the outcomes from the 2019 ANU Crawford Leadership Forum.

**ACTION REQUIRED**
☐ For discussion  ☐ For decision  ☑ For information

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

**BACKGROUND**
The 2019 ANU Crawford Leadership Forum – the sixth since its inception – was held at the Crawford School of Public Policy in Canberra over 23-25 June 2019. The Forum is the flagship annual event for ANU. It aims to bring together, on an invitation only basis, Australia's top leaders - from business, the public sector and politics, and the research and advocacy community, together with distinguished international and domestic speakers, to address the major issues confronting Australian policymakers, businesses and innovators.

**SUMMARY OF ISSUES**

**Theme**
The over-arching theme was again *Global Realities, Domestic Choices* with a sub-theme of *Rebuilding Trust*. The Forum explored why trust is and has been falling and strategies to arrest its decline. The discussion at the Forum made it clear that we are at an important point of global and national history. In this sense, the decline in trust is a symptom of a much deeper set of challenges, challenges that the Forum will continue to pursue.

Overall, feedback from the evaluation (56 respondents) has indicated that the theme was timely and supplemented by a good mix of other selected topics.

**Participation**
A total of 215 people participated in the Forum and the three target sectors: Business, Public Sector and Research/Advocacy were well represented. These sectors were supplemented by participants from the media and Parliament.
This year, we formally introduced a ‘Development Cohort’ to help strengthen the diversity of thought and background of Forum participants. Twenty-five participants were nominated by senior leaders across business, the public sector and research and advocacy to participate in the Development cohort.

Gender balance was achieved in the speakers program (52% female) and came close in the overall participant group (46%).

We received a number of positive comments throughout the forum about the diversity and gender balance of the participant group and these have been reflected in the evaluation responses.

**International Speakers**

This year we had an outstanding cast of 9 international speakers; Gideon Rachman (UK), Jean-Marie Guehenno and Kelly Magsamen (US), Siddharth Varadarajan (India), Thomas Lembong (Indonesia), Zhu Feng and Justin Yifu Lin (China), Thant Myint-U (Myanmar) and John Denton (France).

**Format**

The overall format of the Forum, with plenary sessions, parallel sessions on geopolitics and economic/social issues and smaller breakfast sessions was maintained as it is well received by participants and works smoothly. We continued the small, intimate Chatham House Rule lunches with international guests and feedback has indicated they were once again popular and successful.

**Framing papers**

This year, we introduced a set of Framing Papers to signal to participants the context for each session and to provide context for the post-forum rapporteur report. The papers were written by the panels and contained background information and outlined the key points for discussion. We received 15 papers (from a possible 20) that were packaged together and made available to Forum participants one week prior to the Forum via the website and the app. Evaluation feedback indicates that the papers were a useful addition to the Forum, and also anecdotally seem to have had the added benefit of encouraging panels to discuss their sessions with each other in greater detail and they came better prepared for their sessions.

**Partners and Sponsors**

This year, after a number of years of support, the Forum parted ways with the Business Council of Australia and the Australian Financial Review. In early 2019 we welcomed new Forum Partner, the Committee for the Economic Development of Australia, led by CEO Melinda Cilento. We also welcomed new sponsor, Gilbert & Tobin, and once again received invaluable support from: NAB, Virgin, Woolworths Group and PwC.

**Media**

Thirty-four news items were identified in the media across online news (16), newspapers (14) and TV (4). This coverage reached a cumulative audience of 1,103,613 people. The twitter handle #ACLForum received 28 tweets by 21 contributors over the course of the forum, with up to 321,902 accounts reached.

**PART 5 – OTHER MATTERS FOR NOTING**

![Figure 1. Registration by sector: All attendees](image-url)
Nine podcasts were recorded for Policy Forum and featured 7 of the 9 international speakers. An additional two podcasts were recorded by New Mandala. Four of the podcasts have been released and initial engagement seems to be high with up to 500 listens each.

**Additional engagement activities**

Each of the international speakers was involved in at least one additional activity outside of the Forum. Feedback from these activities from the speakers and the organisers has been very positive.

**Table 1. International speakers’ engagement activities external to ACLF**

<table>
<thead>
<tr>
<th>Podcast Name</th>
<th>Podcast</th>
<th>Public event at ANU</th>
<th>Meeting APS</th>
<th>Meeting ANU</th>
<th>Future Shapers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gideon Rachmann</td>
<td>X</td>
<td>-</td>
<td>X (ONI)</td>
<td>-</td>
<td>X</td>
</tr>
<tr>
<td>Jean-Marie Guehenno</td>
<td>X</td>
<td>X (Melbourne)</td>
<td>-</td>
<td>-</td>
<td>X</td>
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<tr>
<td>Siddharth Varadarajan</td>
<td>X</td>
<td>-</td>
<td>-</td>
<td>X</td>
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<td>Kelly Magsamen</td>
<td>X</td>
<td>X (NSC)</td>
<td>-</td>
<td>-</td>
<td>X</td>
</tr>
<tr>
<td>Thomas Lembong</td>
<td>X</td>
<td>X (CBE)</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Zhu Feng</td>
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<td>X (DFAT)</td>
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<td>Thant Myint-U</td>
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<td>X (CAP)</td>
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<tr>
<td>John Denton</td>
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<td>-</td>
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</tr>
</tbody>
</table>

**Crawford Oration**

The 2019 Crawford Oration was due to be delivered by Dato Seri Anwar Ibrahim, President of the People’s Justice Party, Malaysia. Unfortunately, despite much planning and preparation, domestic issues in Malaysia led to his trip to Australia being cancelled at the last moment, and the Oration was postponed.

**Acknowledgments**

The Convening Group guided the development of the program and thanks go to Gareth Evans, Brian Schmidt, Graeme Samuel, Heather Smith, Helen Sullivan, Michael Wesley, Melinda Cilento, Allan Gyngell, Sean Innis and Sung Lee. Thanks also go to Lauren Bartsch, Forum Manager, who worked tirelessly to improve on the successes of the 2018 Forum.

**Summary**

Responses to the Forum evaluation and feedback received by email indicate that the Forum has been another success for ANU. The Forum Director and Manager are now preparing handover advice to inform planning for the 2020 Forum.
C27 - 34.  Confidential to Council Members
35. **AUDIT & RISK MANAGEMENT COMMITTEE - EXECUTIVE SUMMARY (10 JULY)**

**PURPOSE**
To note a summary of major items considered by the Audit & Risk Management Committee at its meeting held on 10 July 2019.

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

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

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

**SPONSOR**
Chair, Audit & Risk Management Committee

**RECOMMENDATION**
That Council note the summary of major items considered by the Committee at its meeting of 10 July 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 - 10 JULY 2019**

**SUMMARY**

**ITEM 2.1 CHAIR’S REPORT**
The report summarised major items considered by Council at its meeting on 24 May 2019.

The Council Secretary and Director, CGRO, Mr Chris Reid, advised the Committee of the ministerial appointment of Mr Michael (Mike) Baird as Mr Graeme Samuel’s successor on Council from 1 August 2019, for a period of four years.

Resolved:
The Committee noted the report.

**ITEM 2.2 VICE-CHANCELLOR’S REPORT**

In speaking to this report, the Vice- Chancellor highlighted the following:

- University Leadership
- ANU Data Breach
- Political landscape
- Rankings
- Progress in 2019 priorities.

Resolved:
The Committee noted the report.
ITEM 2.3 DATA BREACH BRIEFING

The Chief Information Security Officer (CISO), Mr Suthagar Seevaratnam, provided a verbal update on the recent data breach.

Resolved:
The Committee noted the update.

ITEM 2.4 INTERNAL AUDIT ON PURCHASE CARD EXPENDITURE – ACTION PLAN

The Chief Financial Officer, Mr Adam Black, provided an update on the Internal Audit on Purchase Card Expenditure - Action Plan, including:

- Cancelling purchase cards of former employees of the University
- Delegation issues concerning staff members who transfer within the University
- Working with the bank to create credit cards unique in appearance (eg. distinct in colour)
- Enhancing policies and procedures relating to credit cards.

The Committee also discussed the timeframe of Purchase Card training (for existing cardholders), and requested that this be reduced from the proposed 12 months to 3 months, initially.

Mr Reid informed the Committee that the University has also commissioned EY to undertake a supplementary audit on purchase cards with a focus on transactions that may amount to fraud or be a potential breach of PGPA legislation.

Resolved:
The Committee noted the update.

ITEM 2.5 LEARNING AND DEVELOPMENT AUDIT RECOMMENDATIONS STATUS UPDATE

The Acting Deputy Vice-Chancellor (Academic), Professor Grady Venville, provided a progress report on the outstanding audit recommendations concerning the November 2016 internal audit on Learning and Development for Academic Staff.

In discussion, the Committee noted that:

- Positive feedback has been recently received from academic staff on learning and development programs
- The Provost is working with College Deans on a review of the Performance Development and Review (PDR) process for academic staff.

The Committee requested that a follow-up audit on this matter be conducted in 12 months.

Resolved:
The Committee noted the update.

ITEM 3.1 AUDIT AND RISK MANAGEMENT COMMITTEE MEETING DATES FOR 2020

The Committee discussed the ARMC meeting dates for 2020 and noted that the 2020 Council meeting dates have not yet been finalised on account of the pending appointment of the new Chancellor.

Resolved:
The Committee endorsed the proposed meeting dates for 2020, subject to any meetings dates being revised to align with Council meetings, or as required by the Committee.

ITEM 4.1 AUDIT RECOMMENDATIONS STATUS UPDATE

Resolved:
The Committee:

1. Noted the status update
2. Requested that a further status report be provided to the Committee at its September 2019 meeting in relation to all recommendations that have been outstanding for two years or more.

PART 5 – OTHER MATTERS FOR NOTING
ITEM 4.2 INTERNAL AUDIT REPORT ON PAID OUTSIDE WORK – DRAFT

EY presented the draft internal audit report on Paid Outside Work.

In discussion, the Committee noted that the Report will be discussed by the Senior Management Group at its meeting of 11 July 2019. This meeting will also contribute Management Responses being added to the Report.

Resolved:
The Committee noted the update and requested that:

1. Management responses be provided to the Committee out-of-session
2. This item be included in the ARMC Executive Summary to Council on 26 July 2019
3. A progress report be provided to the Committee in 12 months.

ITEM 4.3 INTERNAL AUDIT PERFORMANCE SURVEY FOR 2018-19

The Committee discussed the internal audit performance survey for 2018-19, and noted the positive responses. The Committee also noted that the survey will continue to evolve in order to remain current and to support continuous improvement.

Resolved:
The Committee noted the survey results.

ITEM 4.4 BUSINESS CONTINUITY MANAGEMENT PROGRESS UPDATE

Resolved:
The Committee noted the progress update and also that the draft Business Continuity Management Policy and Framework will be provided to the Committee for consideration at its November 2019 meeting.

ITEM 4.5 UNIVERSITY EXECUTIVE PLANS PROGRESS UPDATE

Resolved:
The Committee noted the update.

ITEM 4.6 INTERNAL AUDIT WORK PLAN PROGRESS REPORT

Resolved:
The Committee noted the update.

ITEM 4.7 ARMC 2019 CHARTER AND PGPA RESPONSIBILITIES

Resolved:
The Committee noted update and requested:

1. That, in accordance with ARMC Charter, the Committee be given the opportunity to provide feedback on the University’s draft annual performance measures and KPIs (noting that the University’s Strategic Plan is accepted by the Commonwealth Government as its annual Corporate Plan for the purposes of satisfying the PGPA Act).
2. That meeting time be specifically assigned for the Committee to conduct a detailed review of the University’s financial statements prior to the March 2020 meeting.

ITEM 4.8 ANAO AUDIT ACTIVITY REPORT

Resolved:
The Committee noted the update and requested that:

1. A financial statement preparation plan be provided to the Committee at its September 2019 meeting.
2. Audit Strategy Document and Interim Management Letter (from ANAO) be provided to the Committee at its November 2019 meeting.

ITEM 4.11 LEGISLATION UPDATE

Resolved:
The Committee noted the update

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☒
36. CAMPUS PLANNING COMMITTEE – EXECUTIVE SUMMARIES (26 JUNE & 16 JULY)

PURPOSE
To note the summary of major items considered by the Campus Planning Committee at its meetings of 26 June and 16 July 2019.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Council Secretary and Director, Corporate Governance and Risk Office

APPROVED BY
Council Secretary and 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 meetings of 26 June and 16 July 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

A special meeting of the Committee was held on 26 June 2019 to consider the Campus Master Plan, followed by its scheduled meeting of 16 July 2019.

MEETING – 26 JUNE 2019

KEY BUSINESS ITEMS

*C5. ACTON CAMPUS MASTER PLAN
The Chancellor thanked the teams from Arup and Facilities and Services for their outstanding work in realigning and refining the Acton Campus Master Plan (the ‘Plan’) since it was first presented to the November 2018 meeting of the Committee.

The Chancellor informed the meeting that the Plan, should it be endorsed by the Committee, will be presented to Council for approval at its 26 July 2019 meeting, and publicly released on the University’s Foundation Day, 1 August 2019.

The Committee considered the Master Plan page-by-page. During this process, the Committee agreed to minor amendments to the document concerning wording and images that were to be finalised after the meeting, without further CPC review required.

The Committee also endorsed the Acton Campus Energy Management Strategy and the Acton Campus Heritage Framework.

The Committee thanked Arup and all concerned for the Master Plan and agreed that its overall quality was outstanding.

PART 5 – OTHER MATTERS FOR NOTING
Resolved:

The Committee endorsed the following suite of Acton Campus Master Plan documents for transmission to Council for approval at its 26 July 2019 meeting:

- Acton Campus Master Plan
- Acton Campus Design Guide
- Acton Campus Heritage Framework
- Acton Campus Energy Management Strategy

MEETING – 16 JULY 2019

KEY BUSINESS ITEMS

*C5. SOUTH OVAL PAVILION

The existing South Oval Pavilion houses club rooms and amenities used by various sporting groups and is critical infrastructure for users internal and external to the ANU. These facilities are dated and no longer meet the needs of the various sporting codes and groups. The building does not comply with current building codes. Work has been underway over the last two years to modernise the facilities. This has involved lengthy discussion around both heritage and indigenous aspects. Funding is a tripartite arrangement between ANU, ANU Sport and Service & Amenities Funding (SAAF).

Presentations and discussion concerned the:

- Overview of the brief and functional requirements
- Floor plans for the pavilion, walkways and balcony
- Alignment to the Acton Campus Master Plan
- Palette of materials proposed for the pavilion.

Resolved:

The Committee approved:

1. The Preliminary Sketch Plans for the proposed new South Oval Pavilion; and
2. Progress towards a National Capital Authority Works Approval for the project.

*C6 ANU COLLEGE OF ARTS AND SOCIAL SCIENCES, RESEARCH SCHOOL OF HUMANITIES AND THE ARTS

The Chief Operating Officer (COO), Mr Grange, introduced this item and noted that the project had been approved under the capital works program in 2017. The current infrastructure, previously predominantly based in the A.D. Hope Building (and now also in the Banks Building following the flood event of February 2018) is inadequate to meet the needs of students and academics alike. The proposed new facility will improve recruitment efforts, student engagement and philanthropic involvement.

Presentations and discussion concerned:

- The RSHA project site, which will incorporate three Schools
- ANU Master plan principles and catalyst sites
- Indigenous consultation
- Plans for each of the six levels
- Materials and palette
- Engagement with the College
- The design in detail.
- The access space between the building and the Family Law Court (which is dark).

The design concept will be refined based on the Committee feedback, with an aim of being presented again to the Committee in September.

PART 5 – OTHER MATTERS FOR NOTING
Resolved:
The Committee approved the schematic design for the ANU College of Arts and Social Sciences, Research School of Humanities and the Arts and progress the design process.

*C7 ANU COLLEGE OF BUSINESS AND ECONOMICS, RESEARCH SCHOOL OF MANAGEMENT, RESEARCH SCHOOL OF ACCOUNTING

The presentation and discussion concerned:

- The CBE project site
- ANU Master plan interaction with proposed pedestrian and vehicle access
- Indigenous consultation
- Materials and palette – a sustainable economy with massive timber construction
- Connecting civic to the creek
- The potential for more cross disciplinary or industry collaboration: and
- Informal space for staff and students, heritage matters, pedestrian and vehicle links.

The design will be refined based on the Committee feedback and presented again to the Committee.

Resolved:
The Committee approved the schematic design for the ANU College of Business and Economics, Research School of Management, Research School of Accounting and progress of the design process.

*C8 THE 2019 CAPITAL PROPOSALS PROCESS - RECOMMENDATION OF CAPITAL BIDS

Resolved:
The Committee:

1. Endorsed the recommended 2019 capital works proposals for Council approval, specifically:
   - Stage 1b of the Physics Redevelopment - $65M
   - Refurbishment and New Build for the School of Art and Design - $75M.

2. Noted that a detailed design process is being undertaken for two other projects, an additional common teaching building and a new building for Psychology and Population Health.

PART 3: OTHER MATTERS FOR DECISION OR NOTING

*C9 ACTON CAMPUS MASTER PLAN

The Director Facilities and Services reported that the Acton Campus Master Plan as endorsed at the 26 June meeting will be presented to July Council for approval.

Resolved:
The Committee noted the update on the Acton Campus Master Plan.

*C10 CAPITAL WORKS PROJECTS – PROJECTS UNDERWAY – STATUS UPDATE

Resolved:
The Committee noted the update on all major projects currently progressing at the University.

*C11. SA8 ACCOMMODATION

Mr Grange outlined some ongoing issues concerning the boundaries of land between Burgmann College and the ANU.

Resolved:
The Committee noted the current arrangements underway for the SA8 project.
*C12. PROPOSED NEW MULTI-STOREY CAR PARKING STATUS UPDATE

Resolved:
The Committee noted the commencement of work on the Campus Master Plans concepts for future parking on campus.

*C13. ANU CITY WEST INTEGRATION PRECINCT ‘THE ANU EXCHANGE PRECINCT’ UPDATE

Resolved:
The Committee noted the current arrangements underway for the ANU Exchange Precinct.

*C14 2019 CAPITAL MANAGEMENT PLAN UPDATE

Resolved:
The Committee discussed the updated University Capital Management Plan.

COMMUNICATION

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

PURPOSE To note a summary of the major items considered at its meeting of 26 June 2019.

PREPARED BY Secretary, Academic Board

REVIEWED BY Council Secretary and Director, Corporate Governance and Risk Office

APPROVED BY Chair, Academic Board

SPONSOR Chair, Academic Board

RECOMMENDATION That Council note the summary of major items considered by the Academic Board at its meeting of 26 June 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 – 26 JUNE 2019

Item 8 Report from the Vice-Chancellor

The Acting Vice-Chancellor, Professor Keith Nugent, spoke briefly to the written Report, including a discussion concerning the recent data breach and the National Institutes Grant.

Item 9 Report from the Chair

The Chair spoke to the report and provided an update on the following matters;

- Academic Risk Register Working Group, led by the A/DVC (Academic), and its terms of reference.
- The Working Group established to examine data and academic programs.

PART 5 – OTHER MATTERS FOR NOTING
Item 16  ANU Chancellor

Ms Anne-Marie Schwirtlich AM, a member of the ANU Council and of the Council’s Chancellor Nomination Committee tasked with searching for and recommending a new Chancellor, led a discussion with the Board about the qualities required for the role, the progress being made and the process being followed.

Item 17  Graduate Coursework Working Party Report

The Graduate Coursework Working Party was set up by the ANU Academic Quality Assurance Committee (AQAC) to ensure that ANU’s graduate coursework offerings are aligned to the Strategic Plan and ongoing pursuit of excellence.

Board approved the Graduate Coursework Working Party’s Report to commence implementation of proposed recommendations.

Item 18  PhB and Undergraduate Research Degrees Review

The DVC (Academic) commissioned a review of the advanced undergraduate research degrees offered at ANU in 2018. Board discussed the recommendations contained in the subsequent Review Report and endorsed the management response to the recommendations.

Item 19  Poll Questions

Board discussed the following three poll matters:

- Should lecture attendance be mandatory?
- What is the status of the ‘Re-imagining the ANU PhD’ initiative?
- What are the KPIs for the PVC (International Strategy)? What is the process for developing the Strategy?

Items 21-22 College Presentations

Board, at its Meeting on 12 March 2019, discussed program accreditation requests from Colleges and the need for improved oversight of overall goals and context to ensure appropriate quality control.

Consistent with this, the Deans of CECS and CASS presented their draft College strategic plans.

Item 23  VC’s Course Review

The Vice-Chancellor’s Courses were reviewed earlier this year by an external Education Consultant. Board noted that all 8 recommendations contained in the Review Report have been accepted by the University Executive, with DVC (Academic) and College Associate Deans (ADE) being responsible for the implementation of recommendations.

Items 24-26 Reports from Sub-Committees

Board noted the summary of major items considered by the following sub-committees;

- Academic Quality Assurance Committee
- Teaching and Learning Development Committee
- University Research Committee
Other matters approved/endorsed/noted by the Board

- Reports from senior Executives
- Amendments to Undergraduate and Graduate awards and specialisations
- Appointment of new Appeals Panel members
- Academic incidents
- Policy documents for VC approval

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
38. 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
38.1 Significant Events Register
38.2 Grants and Consultancies Report

COMMUNICATION
☐ For public release ☐ For internal release ☐ Not for release
39. 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 last Council meeting, on 24 May 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.

There were no transactions signed under Power of Attorney by the Investment Manager since the last meeting of Council, on 24 May 2019.

COMMUNICATION
For public release  ☐  For internal release  ☐  Not for release  ☑
40. 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 Council Secretary

APPROVED BY Vice-Chancellor

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note any legislation approved by the Vice-Chancellor since the last meeting of Council, on 24 May 2019.

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.

This report confirms that no legislation has been approved by the Vice-Chancellor since the last meeting of Council on 24 May 2019.

COMMUNICATION

For public release ☑ For internal release ☑ Not for release ☐
41. UNIVERSITY SEAL

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

PREPARED BY
Executive Assistant, Office of the Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note any documents to which the University Seal was affixed since the last meeting of Council, on 24 May 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.

This report confirms that there were no instances of the University Seal being used since 24 May 2019.

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

#### 42. 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**

- [x] For discussion  
- [ ] For decision  
- [ ] For information
43. **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 is scheduled to be held in Darwin, on 4 October 2019.

**ACTION REQUIRED**
- [ ] For discussion
- [ ] For decision
- [x] For information
ATTACHMENTS
### Glossary of ANU Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>AB</td>
<td>Academic Board</td>
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<td>AQAC</td>
<td>Academic Quality Assurance Committee</td>
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<td>AHEGS</td>
<td>Australian Higher Education Graduation Statement</td>
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<td>ANIP</td>
<td>Australian National Internships Program</td>
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<td>ANU</td>
<td>Australian National University</td>
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<td>ANUE</td>
<td>ANU Enterprise</td>
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<td>AOU</td>
<td>Academic Organisational Unit</td>
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<td>AQF</td>
<td>Australian Qualifications Framework</td>
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<td>ARC</td>
<td>Australian Research Council</td>
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<td>ARMC</td>
<td>Audit and Risk Management Committee</td>
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<td>ARP</td>
<td>Alumni Relations &amp; Philanthropy Division</td>
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<tr>
<td>CAP</td>
<td>ANU College of Asia &amp; the Pacific</td>
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<tr>
<td>CASS</td>
<td>ANU College of Arts &amp; Social Sciences</td>
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<td>CBE</td>
<td>ANU College of Business &amp; Economics</td>
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<td>CECS</td>
<td>ANU College of Engineering &amp; Computer Science</td>
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<td>CFO</td>
<td>Chief Financial Officer</td>
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<td>CGRO</td>
<td>Corporate Governance and Risk Office</td>
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<td>CHELT</td>
<td>Centre for Higher Education, Learning &amp; Teaching</td>
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<td>ANU College of Health and Medicine</td>
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<td>CRICOS</td>
<td>Commonwealth Register of Institutions and Courses for Overseas Students</td>
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<td>Commonwealth Department of Education and Training</td>
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<td>DSA</td>
<td>Division of Student Administration</td>
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<td>Acronym</td>
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<td>DSL</td>
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<td>EFT</td>
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<td>Electronic Records Management System</td>
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<td>Educational Services for Overseas Students Act 2000</td>
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<td>Vice-President (Advancement)</td>
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<tr>
<td>VP(E&amp;CA)</td>
<td>Vice-President (Engagement &amp; Corporate Affairs)</td>
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</table>
Thank you for your generosity and trust in ANU.

This report is a celebration of you, our donors, and your positive impact on the students, research and ambitions of The Australian National University (ANU).

Thanks to your support, students who may not have had the financial capacity to study here are now well on their way to realising their full potential.

Thanks to you, ANU researchers are developing novel cancer immunotherapy and providing hope for genetic diagnostics.

And thanks to you, we are harnessing the outstanding talent across our University to tackle the grand challenges ahead.

It is because of your commitment, leadership and vision that we are creating new partnerships with Indigenous Australia, supporting renewable energy research.

On behalf of the entire ANU community, we thank you for all that you give us.

Your support provides emotional encouragement, a recognition of excellence and a springboard for innovation.

The talent, potential and ambition nurtured by you will resonate for generations to come.
Since 1949, the ANU Art Collection has promoted a broader understanding of our visual culture and reflected important developments in Australian art. The cover of this report is graced by a detail from Sidney Nolan's Riverbend, which was donated to ANU in 1965 and is now on permanent display in a purpose-built space at the Drill Hall Gallery.

In recent years, our Collection has greatly benefited from the generosity of donors who value the cultural, visual and intellectual impact of art on both the ANU and broader communities.

In 2018, ANU alumnus Craig Edwards made a landmark gift of Indigenous art by donating a remarkable collection of 124 Western Desert art paintings. This included the Naata Nungurrayi panels which are now on display in the ANU Kambri Cultural Centre.

Such inspirational acts of philanthropy are celebrated throughout this report with images of just some of the artworks which have been donated by our generous supporters.

I would like to thank our donors and the artists for the impact of your generosity and talent on our community. Each artwork in our Collection significantly enriches the experiences of those who study, work or visit our beautiful ANU campus.

Terence Maloon
ANU Drill Hall Gallery Director
2018 Giving by numbers

Number of gifts: 4,230
Largest gift raised: $9,300,000
New funds raised for the University: $23,800,000+
(Needs to be clarified)

HOW IT HELPED

Number of students who benefited from philanthropic support: 850

WHO GAVE

International donors: 135
Australian donors: 1,922
Donors who gave for the first time: 844
Donors who continued their support in 2018: 1,213
Alumni donors: 1,230
Other donors: 709
Organisational donors: 118
Total donors: 2,057

NB. All figures refer to activity in the ANU Foundation in 2018 unless specified otherwise.

Drill Hall Gallery 2018 exhibition view featuring three works by Kurt Weibel O.T.W 7, 8 & 9 2003, acrylic paint on loomstate cotton, donated through the Australian Government’s Cultural Gifts Program by James and Jacqui Erskine. (Photo: David Paterson)
A gift from Myanmar

Professor Myint Zan has links with many international universities, but holds a special regard for the ANU College of Law, from which he graduated in 1984.

An active philanthropist, Myint has given generously to the ANU Centre for Law, Art and Humanities and the ANU School of Philosophy. He recently endowed a Prize in Law Studies to encourage students to explore interdisciplinary approaches to understanding the law.

"Interdisciplinary perspectives are so important because they help us to overcome and unpack compartmentalised thinking," said Myint.

Based in Myanmar, and having taught at universities in Malaysia, Australia and the South Pacific, Myint is passionate about legal education and philosophy. His focus on human rights law has been motivated both by the political and legal situation in Myanmar, and the challenges he faced in pursuing an international legal education.

Myint hopes to help others, especially international students, overcome these kinds of challenges in the future. He intends to leave a bequest to ANU to help fund disadvantaged students from South East Asia and Latin America to study in multiple disciplines, including law.
Donors to the Lesslie Endowment are supporting an ongoing partnership between ANU and the Yawuru people, who are the traditional owners of country in and around Broome, Western Australia.

In 2012, senior Indigenous leader and Yawuru man Patrick Dobson requested ongoing engagement from ANU in building geospatial capacity and broader skills to assist the Yawuru community in meeting post-native title challenges.

Today, the Yawuru are using Geographic Information System (GIS) mapping technology to digitally map Yawuru country in partnership with the Fenner School of Environment and Society.

Dr Bruce Doran, Senior Lecturer in GIS at the Fenner School, says the long-term partnership with the Yawuru community is focused on developing practical uses of GIS to support Native Title decision making.

“This process informs the geographic aspects of Yawuru country and maps places of cultural and social significance for Yawuru people,” said Dr Doran.

The partnership enables Yawuru people to map and monitor historical, current and future use of Yawuru terrestrial and marine environments, and provides evidence – both from a Yawuru cultural perspective and from western science – to assess the impact of activities on Yawuru country.

Currently, work is focused on the Yawuru estate, but discussions are underway to extend these innovative approaches to Indigenous communities across the Top End.

Dr Doran says that donor support for the Fenner-Yawuru GIS partnership has come at a key moment of looking to expand on and share the success of using mapping to support Yawuru decision-making processes.

“The flexibility of the funding enables us to take up opportunities that emerge at relatively short notice. In 2018, following a presentation at the Native Title Conference, we were invited to present at a Defence Environment Conference in Canberra, and ANU funds were used to support travel and accommodation for Yawuru colleagues. Donor support has also allowed us to purchase some GPS tracking equipment to further develop and validate some of our land use models.”

The partnership also includes the appointment of a Yawuru Visiting Fellow, Dean Matthews, who has co-supervised Honours projects and co-taught case studies about Yawuru country. This is an important recognition of the joint nature of the partnership and a model for collaborative work with Indigenous communities.

In 2016, Dr Bruce Doran and Dean Matthews received the ANU Vice-Chancellor’s Award for Indigenous Education.

The Lesslie Endowment recognises the contributions to landscape conservation and ecology by Dr Rob Lesslie, an alumnus of ANU, and supports applied research in these areas.
Healthier farms make for healthier farmers

Scientists from the ANU Difficult Bird Research Group have turned to crowdfunding so that Zorro the dog can help save one of Australia’s most elusive bird species, the Tasmanian masked owl.

Detection dogs are helpful in conservation programs like this one, because their sensitive noses detect targets more quickly and efficiently than people can.

“Masked owls are very hard to find using ordinary survey techniques so we had to get creative and find a new solution,” said campaign lead Dr Dejan Stojanovic.

The crowdfunding campaign built on previous work by the group to protect the critically endangered swift parrot and orange-bellied parrot and managed to raise $63,842.

Thanks to the enthusiastic donor response, Zorro is now being taught to sniff out owl pellets on the forest floor and is expected to be ready to deploy in the field by the end of 2019.

For two decades, ANU has researched and collected data from over 300 farmers engaged in sustainable farming from north-east Victoria to south-east Queensland. It is one of the largest, long-term studies of its kind in the world.

After a $2 million grant from the Ian Potter Foundation informed the Sustainable Farms initiative, which helps farmers better manage the balance between agricultural production and long-term sustainability.

Not only have farmers who are better environmental stewards reaped the benefits of their work financially; many farmers attest that the increased presence of vegetation, tree cover, greener pastures and bird calls has improved their mental health, sense of wellbeing and pride in what they do.

Paul and Rachel Graham took over Bongongo, the 1,800 ha family farm located near Adjungbilly, north-east of Gundagai, over a decade ago. They’ve gradually taken on larger and more challenging practical experience.

“Like all farmers, there’s a history for why you’re here. You’re really just the next custodian. If you take that into account, you look after the land better as the next custodian,” said Paul.
Happy to give back – ANU workplace giving

Sarah O’Callaghan says that she’s grateful for the important role that ANU has played in her life by giving her wonderful study and professional experiences, as well as friendships that have lasted for over two decades.

Sarah first arrived at ANU to study science and law in 1996, and has maintained these links throughout her career, by working with the Department of Geology after graduating and currently as the ANU Space Manager at Facilities and Services.

Eager to help others enjoy a similarly positive undergraduate experience, Sarah has established a Research School of Earth Sciences (RSES) Equity Scholarship along with RSES Director, Professor Stephen Eggins, through the ANU workplace giving program.

“I hope that the students who are supported by this scholarship get to successfully finish their degrees and have some of the incredible experiences that I had. There were people in my year group for whom even paying a couple of hundred dollars extra to go on a field trip was a struggle. There are still students like that and that’s why supporting an equity scholarship is important.”

Sarah says that she wishes more people realised how easy it is to participate in workplace giving.

“It’s a relatively small amount of money that can have a huge impact on someone.”

Sarah has also made the decision to update her Will, intending to leave her estate to the University in order to establish a scholarship for women to study geoscience.

“I passionately believe in what the University is doing. Leaving my Will to one place with a relatively narrow focus means that the scholarship can be there forever.”

Sarah says that, aside from her many positive associations with the geology department, she is also motivated by the importance of paying it forward.

“For me it’s about giving back. This University has given me a fantastic set of opportunities and a fabulous undergraduate experience. This is a way of saying thank you for the life experiences you’ve given me. I feel valued and in me feeling valued I’m happy to give back.”

For more information about workplace giving, go to: www.anu.edu.au/giving/how-to-give/giving-through-work

This is a way of saying thank you for the life experiences you’ve given me. I feel valued and in me feeling valued I’m happy to give back.

Sarah O’Callaghan
Supporting Indigenous students to study medicine

In 2017, the John James Foundation generously pledged $72,000 over four years in support of the ANU Medical School Indigenous Scholarship, which supports one Indigenous medical student with a scholarship valued at $18,000 annually.

The current John James Foundation Award recipient, Stephanie Pollard, is a Ngemba woman who says the support has made a real difference to her studies.

“The financial aspect has enabled me to purchase all of the necessary equipment and has also allowed me not to have to work.”

Stephanie has successfully completed her second year of the four-year Medicinae ac Chirurgiae Doctoranda degree and says she is proud of her academic improvement.

In 2019, Stephanie will undertake her study through the Rural Health Stream, which will see her spend the entire year in rural communities.

“The Indigenous and rural streams drew me to ANU as I saw them as the perfect way to boost my knowledge and experience so I am better prepared to treat Indigenous people.”
Hope for genetic diagnostics

Donors to the Alan Harvey CVID Research Endowment are supporting important research into the human immune system that offers valuable information on diseases such as Common Variable Immune Deficiency (CVID). Professor Matthew Cook is the group leader of the Cook Group at the John Curtin School of Medical Research and a co-director of the Centre for Personalised Immunology (CPI) at ANU. Professor Cook says that 2018 has seen considerable progress in CVID research at CPI.

“Our sequencing program is running very efficiently now and we have established a national network under the umbrella of the Australian Genome Health Alliance, which operates in parallel with CPI.”

“Almost 100 families have entered this program during 2018. We are able to make a new diagnosis about 25 per cent of the time because patients carry genetic variants that we already know about. For the other 75 per cent, we proceed to further research to try and discover new mechanisms of antibody deficiency,” said Professor Cook.

The Endowment was established in memory of ANU alumnus Alan Harvey, who suffered from CVID, a rare disease that leaves your body defenceless against infections due to an inability to develop and mature cells in the immune system.

“We are optimistic about bringing genetic diagnostics to more patients in the near future and are looking forward to developing further understanding of CVID and its genetic causes in 2019,” said Professor Cook.
Role models on the path to University

When Khamis Buol arrived in Australia as a nine year old from South Sudan his first meal was a burger.

“It was completely foreign to me! I didn’t know how to eat it. I took off the bun and ate each piece of the burger one by one, separately,” said Khamis.

When Hans and Connie Bachor arrived in Australia from Germany in 1981, they also found themselves in unfamiliar territory.

“Learning how to eat a meat pie at a football match was a very interesting challenge. Eating it with your hands, and discovering it’s boiling hot in the middle: something I never experienced in Germany!” said Hans.

The challenge of adapting to a new culture far from home inspired Hans and Connie to establish a scholarship for refugee students like Khamis.

“We arrived here with no support system, so we know what it is like,” said Connie.

They established The Bachor Undergraduate Science Scholarship to give refugees like Khamis easier access to university.

Khamis says the scholarship has helped him stay committed to his Bachelor of Science/Bachelor of Advanced Computing flexible double degree.

“The money from the scholarship has helped me buy a new laptop at a time when I was financially unstable. It has also helped me not be so reliant on the bus for transport, so I can stay at uni studying longer.”

Khamis says he’s now motivated to be a positive role model to his younger brother and sister.

“I want to encourage them to come to university because it gives you so many more options in life.”

Hans says he’d like to be a role model too. Not to future immigrants, but to future donors.

“Our science scholarship is a good start,” he says. “But I would love to see other refugee scholarships in areas such as law and business studies following suit.”

“I want to encourage them to come to university because it gives you so many more options in life.”
Trialing a novel cancer treatment

Thanks to the generous support of donors to the Lea Chapuis Memorial Fund, Associate Professor Aude Fahrer and her small team from the Fahrer Group at ANU are trialing a novel cancer treatment.

The treatment involves injecting a slow-release bacterial preparation as an immune stimulant directly into a cancer tumour.

Lea was the Principal of Yarralumla Primary School, a close family friend of Aude and a cancer patient.

"Lea followed my research for many years and had volunteered to take part in a clinical trial. Sadly, she just missed out as she got too sick. One of her final wishes was that people would make donations to the Fund in lieu of flowers at her funeral," says Aude.

Two years after the untimely loss of Lea, the generosity of her family, friends and the community has made an incredible difference to the Fahrer laboratory.

"It has kept our research going and it's supported some brilliant young PhD students," says Aude.

"One of the real benefits is that the treatment is so inexpensive and simple that it can be used everywhere in the world. It also has few side effects, which is incredible compared to the horrible side effects of chemotherapy."

Aude is immensely grateful for the difference that donors to Lea's Fund have made to her team's research, saying that the Fund will continue to support improving a cheap, simple and potentially life-saving cancer treatment.

A rose for cancer research

When Ken Cooper lost his wife Susan to cancer, he created a new rose dedicated to Susan's memory.

Working with Swanes Nurseries, Ken searched through nearly 400 potential new roses which could bear her name.

"There was one that I thought was absolutely Susan. When I showed it to our children, they said, 'That's Mum.' It is a very beautiful rose that subtly changes colour over time and it has this wonderful fragrance."

For every Susan Cooper Rose sold, the family will donate ten dollars to the John Curtin School of Medical Research (JCSMR) at ANU.

"It felt like a good way to honour Susan, and bring attention and funding to the JCSMR. I hope it will help to build a groundswell of interest in the research currently being carried out at this world-class institution."

Susan Cooper Rose is stocked at the Swanes Nurseries www.swanes.com/susan-cooper-winter-rose.html
Paintings from the 2018 Celebration of Giving event held at the Drill Hall Gallery’s exhibition Western Desert Sublime

A musical gift - honouring a brother’s memory

Since 2010, the Imad Nassir Prize for Encouragement in Piano Performance has both honoured the memory of a beloved brother and son as well as inspired talented young pianists.

Imad Nassir was a gifted Iraqi-born pianist who suffered from Alagille syndrome, a genetic disorder that affects the liver and heart.

At only four years of age, his family noticed his talent for music and at age six Imad enrolled at the Music and Ballet School of Baghdad. When Imad later arrived in Australia, he enrolled at the ANU School of Music but sadly passed away two years later because of his illness.

To honour the memory of a gifted young pianist, the School of Music suggested that Imad’s family establish a prize in his memory. Imad’s brother, Oday Nassir, says that the family were thrilled with this suggestion.

“I’m inspired to keep my brother’s name alive in music, as it is what he loved most in his short life. Despite his health condition, Imad was so devoted to music.”

The 2018 prize recipient, Alexander Pecenko, says that receiving the prize has been very encouraging.

Oday hopes that the prize will continue to motivate musicians into the future.

“I would like students to get the message that, despite how hard and unfair life is, you can still make success through tough times,” says Oday.
JWLand and ANU partnership to support renewable energy research

In 2018, JWLand and the Australian National University’s Energy Change Institute announced a two-year partnership to support renewable energy research.

Michael Prendergast, JWLand Head of Development, said JWLand recognised that Australian businesses have a role to play in investing in clean energy as part of the global effort to reduce carbon emissions.

“JWLand is committed to advancing sustainability and the use of renewable energy in the property sector, and the partnership with the Energy Change Institute is part of this.”

Professor Ken Baldwin, Director of the ANU Energy Change Institute, said JWLand’s support was a welcome boost for their research programs.

“This generous pledge will enable us to push forward the frontiers of knowledge in energy research, and contribute to advancing the shared interest we have with JWLand in creating a productive and low-carbon future for the nation.”

Funding from JWLand will be used to support two researchers in partnership with the Department of Environment and Energy (DoEE). The researchers will be seconded to ANU from the department and will be instrumental to the ECI in undertaking projects that have an impressive mix of energy policy and industry-led research relevant to society.
The President’s message

On behalf of the Board of Governors of the ANU Endowment for Excellence, thank you to all our valued donors for your support of our students, researchers and staff.

Your support means that talented students can study at ANU regardless of background and that ANU can keep achieving research breakthroughs of global benefit. Your support contributes to ANU achieving global excellence in research and education, and having a transformative impact on society.

The ANU Endowment for Excellence is the University’s main vehicle for receiving, sourcing and managing donations and gifts, including bequests, from University graduates, staff and friends in Australia and globally. I am honoured to work with our dedicated Board, each of whom serves in a volunteer capacity, to keep building on the successes the Endowment has already achieved.

I would like to thank Dr Vince Fitzgerald AO for his many years of service as the previous President of the Endowment. Alongside our Board members, Vince has provided exceptional stewardship and service to ensure the wishes and interests of donors are honoured as we keep evolving philanthropic development at ANU.

Your ongoing support is not only critical to students, researchers and staff, but also to philanthropic development at ANU, so that we can continue to grow as one of the world’s great universities. Thank you for your support and all that you help us achieve.

Ms Robyn Watts
President, Board of Governors
ANU Endowment for Excellence
ANU School of Music Foundation

School of Music and Canberra Symphony Orchestra collaboration

In 2018, funding from the School of Music Foundation supported an exciting collaboration between the School of Music and the Canberra Symphony Orchestra (CSO). Students and faculty members joined musicians from CSO to form the Side By Side Chamber Orchestra, which performed in the School’s May and September Gala concerts. The collaboration was an invaluable experience for students and engaged the Canberra community with the performance excellence of the School.

Joint orchestra conductor

David (Max) McBride was engaged by the School in 2018, partially funded by the Foundation. As conductor for the Side By Side orchestra, Max provided strong guidance and mentorship. His contribution to both the excellent concert performances and broader mentoring of students was a highlight of 2018.

Excellence in Performance Fund

The School of Music Foundation contributed to artists and chamber music coaching during 2018. Masterclasses included European saxophone virtuoso Julian Arguelles, pianist Bernadette Hervey and cellist Julian Smiles from the Australia Ensemble and the Goldner String Quartet; acclaimed pianists Sonya Utschitz and Lisa Moore; and the dynamic touring jazz band, Speedball. Multi-award-winning pianist, Edward Neeman, delivered intensive one-on-one chamber music coaching for many pianists and chamber orchestra players.

Edith and Joy London Foundation

In 2018 there were renewed efforts to rebuild the Edith and Joy London Foundation, culminating in the first meeting of the new Board of Directors in May 2018. The result is a broader spread of skills and talents in the Foundation Board, and a commitment to seeing the Kokoa Coastal Campus offer significant research opportunities to ANU academic programs and an attractive off-campus conference facility.

Herbert and Valmae Freilich Foundation

Since 1999, the Herbert and Valmae Freilich Foundation has supported research into the causes, histories and effects of ethnic, cultural, religious and sexual bigotry. Approaching its 20th anniversary, the Foundation has benefited from an upgraded website, a growing mailing list and the ongoing support of the ANU and broader Canberra community.

In 2018, the Foundation hosted a number of public events, including two lectures, a film screening, a graduate masterclass and a book launch. The Freilich Foundation wishes to thank its partner organisations for these public events: the Embassy of the Czech Republic in Canberra, the Australian Baha’i Community and the Australian Human Rights Commission.

In 2018, Professor James Arvanitakis of the University of Western Sydney was appointed to the Foundation’s Advisory Board. The Foundation also thanks its ongoing board members: Professor Will Christie (Chair), Mrs Valmae Freilich, Professor Rae Francis, Ms Felicity Gouldthorp, Dr Renata Grossi and Professor Suzanne Rutland.

The Freilich Foundation congratulates the following researchers who will receive funding from the 2018 round of the Early Career Research (ECR) Small Grants Scheme:

- Dr Bernhard Resch, University of Sydney Business School, for Human Methods Lab: Deploying Human Difference to counter Bigotry. Award amount: $5,000.

- Mrs Kristen Stevens, University of South Australia, for Welfare stigmatisation and racial conflict: Contextual explorations of the lived experiences of the cashless debit card impacting community cohesion and inclusion in Australia. Award amount: $5,000.

- Mr Jordan McSwiney, Department of Government and International Relations, University of Sydney, for Networked Organisation: The Far Right in Australia. Award amount: $5,000.
The Sir Roland Wilson Scholarship Foundation advances the study and development of public policy in Australia, its regions and the world. The Foundation assists the School of Art and Design and the Drill Hall Gallery with a variety of activities including visiting artists, student scholarships, exhibition development, catalogue publication, and the University Art Collection and its presentation.

In 2018, ANU welcomed its 8th group of SRW PhD scholarship recipients, bringing the number of scholars on campus to 15. The Foundation also established the Sir Roland Wilson Pat Turner Scholarship Scheme Patrons event and the end of year awards ceremony.

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IMPACT OF GIVING

Celebrating five years of community connections

Thank you to the 203 students who had 23,158 conversations with our Alumni community and received 3,804 donations.

Your impact in 2018

313,896
Donations to the Annual Giving Appeals
163
Recurring donors

1,073
Alumni donors
622
New donors

Giving more than a degree

Seraina Elia is studying a Bachelor of Health Science at ANU. She is the recipient of an ANU Love Scholarship and a Bendigo and Adelaide Bank Scholarship for rural and regional students. Despite focusing on humanities subjects during her high school years, Seraina is studying Health Science to realise her ambition of becoming a rural doctor so that she can help people.

“I think it comes from having chronically ill family members. Every single member of my family that I live with has been chronically ill, so I’ve watched all these doctors for years take care of my family.”

Seraina says that receiving scholarship support has helped her settle in to her first year of a demanding degree.

“The scholarship has made the transition from rural to city life a lot easier because I’ve had that buffer zone to get acquainted with how city life works. It’s allowed me to branch out and do things that I couldn’t have done if I’d had to work full time. I can go out and do things around campus, I can volunteer and I can take all these opportunities that don’t exist in rural Australia.”

Seraina thinks that donors make the difference to a student being able to live their life instead of just surviving day to day. The generosity of donors has also inspired Seraina’s philanthropic instincts.

“I’d like to do more than I’d already imagined I would. One of our local GPs helps school students by giving a bit of encouragement and a small cash reward to the highest scoring HSC student. I’d like to do things on that level as well as on a wider level of helping out with schools and getting students to university, because that’s really pivotal in rural areas.”

For Seraina, there’s no doubt that scholarships truly make a difference to recipients’ lives.

“For a child who may have had a difficult upbringing or couldn’t make it to university, you’re changing their entire life. Because that’s what a scholarship is; it’s life-changing.”

Seraina Elia

Your impact

35 The Impact of Giving | 2018 Report to Donors

ATTACHMENT 15.1 2018 REPORT TO DONORS: THE IMPACT OF GIVING 101
Eleanor enjoys calling alumni

Eleanor Armstrong is a third-year ANU student studying a Bachelor of Philosophy with a Diploma in Languages. “I’m lucky enough to be a recipient of the National University Scholarship, which has given me the freedom to enjoy my studies and University life and get more than a degree. And it’s a good thing too that I’m enjoying ANU as I plan to do more study after my Bachelors and be at university for a long time!

One of the things I’ve enjoyed most about being at ANU has been working as a caller on the Phone Appeal. This is my second year on the Phone Appeal and it’s a great opportunity for me to give back to a community that has given me so much.

As someone who has benefitted from financial support, I feel proud that I can raise money for the ANU Fund, which helps areas all across the university. I’ve seen first-hand the impact these donations can have on students.

The best part about the Phone Appeal for me is hearing stories from alumni – learning about alumni experiences during their time at ANU and what they’ve done since is fascinating and fun. It’s helped me gain a better perspective on my studies and opened my mind to the many different paths I can take in the future.

Stories are so important and I can’t wait to share mine with a student caller after I graduate.”
Fulfilling a childhood dream

Bill Nicholes lived and worked on his family’s farm, Willigobung, near Tumbarumba in New South Wales, for most of his life. He also cared for his elderly parents at the farm as their health deteriorated. Bill’s experiences caring for his parents and his own medical conditions most likely contributed to his decision to leave a generous bequest of more than $4.2 million to support graduate medicine students at ANU.

I became really interested in Indigenous health, and other aspects of community healthcare provision like cultural safety and health justice.

Last year I worked in policy and communications for the Australian Indigenous Doctors Association, which was an absolute privilege. I hope to be part of the Indigenous Health stream and to work on a research project looking at these sorts of issues.

My first few months at medical school have been primarily focused around bringing everyone up to a level playing field in basic biomedical science knowledge and skills. The idea of doing an intensive biomedical bridging course in two months sounds really intimidating but it has been a very supportive environment.

Maybe I’m biased, but the community at ANU and the ANU Medical School is really great. Even within just a few days, almost everyone knows you by name. That’s really important, especially when you may feel a bit out of place – in my case because I’ve come from a non-science background, but for others because they’ve moved far from home.

When you do a postgraduate medical course, you meet people who have led these crazy past lives which seem completely unrelated to medicine, alongside many who seem to have been waiting to do medicine their whole life. I think deep down I am one of those people even if I didn’t realise it initially.

It is really exciting and a huge privilege to be able to look ahead to everything that is to come.

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Bequests

Leaving a gift in your Will gives you the opportunity to create a lasting legacy and ensure your support reaches far into the future.

There are many ways you may direct your future gift to the University and we would welcome the opportunity to talk to you.

If you have included ANU in your Will, or would like more information on how you can leave a bequest, please let us know.

For further information, please contact the Gifts and Estate Planning team at development@anu.edu.au

$9,055,685 raised by bequests in 2018
Create opportunity

Talent is everywhere; opportunity is not.

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CRICOS Provider #00120C
ANU Student Tuition Fees Comparative Analysis with Group of Eight

Section 1: ANU Planning and Performance Measurement Group of 8 Tuition Fee Increases 2018-2019
Section 1: StudyMove Pty Benchmarking Domestic Postgraduate fees 2019 by ANU Program
Section 2: StudyMove Pty Benchmarking International Undergraduate and Postgraduate Fees 2019 by Discipline
Section 3: ANU Planning and Performance Measurement International Comparative Analysis

SECTION 1: GROUP OF EIGHT TUITION FEE INCREASES 2018-2019

ANU increased its 2019 fees by 4.8% across all cohorts and disciplines. The fee bands, rates, and domestic fee adjustments bands for 2019 remained the same as 2018.

International Undergraduate

- On average, fee increases for the Go8 were between 3.8% and 6.4% while UNSW applied the highest fee increase by an average of 32% across all disciplines. UWA applied no fee increases.
- Adelaide, Sydney, Melbourne applied an average 4% increase while Monash applied an average of 6.4%, and UQ at 5.4%;
- Adelaide and UWA applied no fee increase to Psychology (Clinical/ Health);
- UNSW applied the highest fee increase across the Go8 within Law at 21.5% and Monash by 13.6%.

International Postgraduate

- On average, fee increases for the Go8 were between 4.3% and 6.7%. UWA applied no fee increases;
- UNSW increased management and commerce by 27.6%, Monash by 11.3% and Adelaide increased its MBA by 13%;
- Monash increased agriculture, environmental and related studies by 11.3% and UNSW by 10.9%;
- Monash increased economics by 9.2%;
- UQ increase information technology by 14.2%;
- Adelaide increased political science and policy studies by 19.8%;
- Sydney increased psychology (clinical/ health) by 15.1% while UQ increased by 13.8%.

Domestic Postgraduate

- On average, fee increases for the Go8 were between 1.2% and 5%. UWA applied no fee increases;
- UNSW increased agriculture, environmental and related studies by 20.3% while Melbourne reduced by 23.2%;
- UNSW increased fees by 13.3% for management and commerce;
- No fee increases for creative arts by Sydney, UNSW and UWA;
- UQ increased economics by 10.1%;
- UQ Medical Science by 21.3% and Sydney increased Medicine (Clinical) by 33.7%;
- Sydney was the highest across the Go8 and increased psychology (clinical/ health) by 9.8%.

SECTION 2: DOMESTIC POSTGRADUATE FEES 2019 BY ANU PROGRAMS
Data Source: StudyMove Pty

<table>
<thead>
<tr>
<th>KEY</th>
<th>Highest Fee</th>
<th>Lowest Fee</th>
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</thead>
</table>

ANALYSIS OF COMPARATIVE GO8 FEES
## Agriculture, Environmental and Related Studies

<table>
<thead>
<tr>
<th>ANU Program</th>
<th>ANU</th>
<th>Monash</th>
<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
<th>UWA</th>
<th>ANU vs Highest</th>
<th>ANU vs Lowest</th>
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</thead>
<tbody>
<tr>
<td>M Environment</td>
<td>$30,720</td>
<td>$33,500</td>
<td>$30,976</td>
<td>$30,976</td>
<td>$28,640</td>
<td>$29,500</td>
<td>$30,720</td>
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<td>M Environmental, Resource Economics</td>
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</tr>
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## Natural and Physical Sciences

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<th>UQ</th>
<th>Sydney</th>
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<th>ANU vs Lowest</th>
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## Engineering and Related Technologies

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<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
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<tr>
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<td>Sydney</td>
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**Information Technology**

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<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
<th>UWA</th>
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<th>ANU vs Lowest</th>
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<tbody>
<tr>
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<td>$29,500</td>
<td>$34,368</td>
<td>$25,280</td>
<td>$33,000</td>
<td>$30,400</td>
<td>26.9%</td>
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**Public Policy and Administration**

<table>
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<th>Monash</th>
<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
<th>UWA</th>
<th>ANU vs Highest</th>
<th>ANU vs Lowest</th>
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<tbody>
<tr>
<td>Executive Master of Public Administration</td>
<td>$30,720</td>
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<tr>
<td>Executive Master of Public Policy</td>
<td>$30,720</td>
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<tr>
<td>M Public Policy</td>
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<td>$28,512</td>
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**Economics**

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<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
<th>UWA</th>
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<th>ANU vs Lowest</th>
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<tbody>
<tr>
<td>M Applied Economics</td>
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<td>$29,500</td>
<td>$34,112</td>
<td>$32,960</td>
<td>15.5%</td>
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<tr>
<td>M Economic Policy</td>
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<td>$30,040</td>
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<tr>
<td>M Economics</td>
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<td>$34,112</td>
<td>$32,930</td>
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<td>$31,500</td>
<td>14.6%</td>
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**Law**

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<th>Monash</th>
<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
<th>UWA</th>
<th>ANU vs Highest</th>
<th>ANU vs Lowest</th>
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</thead>
<tbody>
<tr>
<td>M Laws</td>
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Psychology and Public Health

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<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
<th>UWA</th>
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Society and Culture

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<th>Monash</th>
<th>Adelaide</th>
<th>Melb</th>
<th>UQ</th>
<th>Sydney</th>
<th>UWA</th>
<th>ANU vs Highest</th>
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<tbody>
<tr>
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<td>Participatory Development</td>
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<tr>
<td>M Arts Administration / M Museum Heritage Studies</td>
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<td>14.8%</td>
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<td>$25,000</td>
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### Creative Arts

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<th>UQ</th>
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<th>UWA</th>
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### Management and Commerce (including MBA)

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<th>Adelaide</th>
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<th>Sydney</th>
<th>UWA</th>
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## SECTION 3: INTERNATIONAL UNDERGRADUATE AND POSTGRADUATE FEES 2019 BY DISCIPLINE

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## SECTION 4: INTERNATIONAL COMPARATIVE ANALYSIS

Data source: Desktop analysis of Go8 websites

### Comparative Analysis of International 2019 Undergraduate Fees

Data Source: Study Move Pty

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# Summary for International 2019 Postgraduate Fees

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### Summary for International 2019 HDR Fees

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## Commencing Enrolments by Citizenship and Discipline 2015-2019

### ANU Enrolment Pivot Table

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<th>2017</th>
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<th>2019 (15 Apr)</th>
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<tr>
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### Commencing enrolments for International Undergraduate

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<th>2019</th>
<th>Proportion</th>
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<td>1,567</td>
<td>1,662</td>
<td>581</td>
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### Commencing enrolments for International Postgraduate

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### Commencing enrolments for International HDR

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<td>1,707</td>
<td>1,362</td>
<td>1,238</td>
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<td>359</td>
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<tr>
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<tr>
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### Commencing enrolments for Domestic Undergraduate

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<tr>
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<td>359</td>
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<td>389</td>
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<tr>
<td>01 - Natural and Physical Sciences</td>
<td>242</td>
<td>249</td>
<td>285</td>
<td>265</td>
<td>238</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>09 - Society and Culture</td>
<td>114</td>
<td>107</td>
<td>118</td>
<td>136</td>
<td>114</td>
<td>6%</td>
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<tr>
<td>02 - Information Technology</td>
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<td>109</td>
<td>113</td>
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<td>1,048</td>
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### Commencing enrolments for Domestic Postgraduate

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<th>2018 (15 Apr)</th>
<th>2019</th>
<th>Proportion</th>
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<td>1,608</td>
<td>1,657</td>
<td>1,707</td>
<td>1,362</td>
<td>1,238</td>
<td>58%</td>
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<tr>
<td>01 - Natural and Physical Sciences</td>
<td>365</td>
<td>354</td>
<td>359</td>
<td>319</td>
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<tr>
<td>09 - Society and Culture</td>
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<td>285</td>
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<tr>
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<td>107</td>
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<td>136</td>
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<td>113</td>
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<td>4%</td>
<td></td>
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<tr>
<td>06 - Health</td>
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<td>66</td>
<td></td>
<td></td>
<td></td>
<td>2%</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,484</td>
<td>2,238</td>
<td>1,878</td>
<td>1,687</td>
<td>1,048</td>
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### Commencing Enrolments by Citizenship and Discipline 2015-2019

#### ANU Enrolment Pivot Table

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<th>2018 (15 Apr)</th>
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<td>857</td>
<td>1,162</td>
<td>1,567</td>
<td>1,662</td>
<td>581</td>
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<tr>
<td>Master of Financial Economics</td>
<td>14</td>
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### Commencing Enrolments for Domestic Postgraduate - Breakdown for programs

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<tr>
<td><strong>09 - Society and Culture</strong></td>
<td>2,143</td>
<td>1,908</td>
<td>1,547</td>
<td>1,366</td>
<td>798</td>
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### Commencing Enrolments for International Undergraduate - Breakdown for programs

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<th>2016</th>
<th>2017 (31 Dec)</th>
<th>2018 (15 Apr)</th>
<th>Proportion</th>
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Competitor pricing positioning (side-by-side Foundation)

These tables compare relevant programs at competitor institutions. Further information such as location desirability must also be taken into account when comparing like programs.

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<tr>
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<td>$23,500</td>
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<tr>
<td></td>
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<td>$24,750</td>
<td>$25,590</td>
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<td>$29,574</td>
<td>4.6%</td>
<td>3.1%</td>
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<td>$46,010</td>
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<td>4.3%</td>
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<td>$29,574</td>
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<td>18.3%</td>
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<td>2.5%</td>
<td>5.5%</td>
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Austrade Market Information Pack Data

This data shows the distribution of international students studying in Australia by year. SGA have referenced this to determine feasibility of programs in the diversity markets ANU is looking for in future. Relevant excerpts are below.

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<th>Nationality</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>% of overall</th>
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</thead>
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<tr>
<td>China</td>
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<td>8,274</td>
<td>7,928</td>
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<td>523</td>
<td>469</td>
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<td>Hong Kong</td>
<td>362</td>
<td>535</td>
<td>495</td>
<td>436</td>
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<tr>
<td>Indonesia</td>
<td>295</td>
<td>344</td>
<td>423</td>
<td>390</td>
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<tr>
<td>Malaysia</td>
<td>424</td>
<td>488</td>
<td>417</td>
<td>384</td>
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<td>Grand Total</td>
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<td>12,375</td>
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<table>
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<tr>
<th>Nationality</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>% of overall</th>
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<tbody>
<tr>
<td>China</td>
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<td>6,228</td>
<td>6,761</td>
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<td>927</td>
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SGA Proposed English Language fees for 2020

These figures are included for the information of the Senior Management Group. These fees are set by StudyGroup and are not subject to endorsement by ANU.

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<th>Proposed 2020 Fee</th>
<th>Proposed $ Increase</th>
<th>Proposed % Increase</th>
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<td>AEP</td>
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<tr>
<td>Access English</td>
<td>$585</td>
<td>$600</td>
<td>$15</td>
<td>3%</td>
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</tbody>
</table>

Justification – English
1. CPI increase for both AEP and Access English programs is proposed for 2020.
ANU COLLEGE OF SCIENCE – RENAMING OF A RESEARCH SCHOOL

Background to the Proposal to rename the Research School of Physics and Engineering

Professor Tim Senden, Director RSPE

As this represents a significant juncture for RSPE, in our 70th anniversary year, it is worthwhile in briefly outlining the history of the School's past names. In 1949, Sir Mark Oliphant established the Research School of Physical Sciences (RSPS) to foster a multidisciplinary environment in a post-war era of technological advances and specifically sought to bring engineering and physical sciences closer together. He advocated that in a research-intensive university the traditional disciplines should no longer be siloed and that more could be accomplished if the old boundaries grew less distinct. Nonetheless, successive Directors were obliged to deviate from Oliphant’s ideal when, due to the need for budget autonomy in growing discipline areas of Earth Sciences, Astronomy, Mathematics and Engineering, four new Research Schools grew out of RSPS in 1973, 1986, 1989, and 1994, respectively. Throughout the 1980's, the greatest architect of the change in the School since Oliphant, Director, the late John Carver restored the multidisciplinary attributes of the School under the new name, Research School of Physical Sciences and Engineering (RSPSE). He wished to reflect the progressive and leading contributions made by the emerging departments of Engineering Physics, Systems Engineering, Energy Research and Electronic Materials Engineering. Today, only the department of Electronic Materials Engineering remains in RSPE with Systems Engineering and Energy Research now components of CECS Schools. In 2012, to support the new College of Physical and Mathematical Sciences, RSPSE was required to adopt the current name, Research School of Physics and Engineering (RSPE). “Physical Sciences” was considered by some to be too broad for a school to own.

It is also important at this juncture to reflect on the impact of not being seen to connect physics with engineering. It is true that in the long-term names never truly define a School’s characteristics, however in transition there remains a potential to defeat the long-maintained evidence that a productive nexus between engineering- and physics-based pursuits exists at ANU. While this School has never accredited professional engineering undergraduates, the post-graduate research engineering-physics fields have been strong and well recognised over the past 70 years. Engineering characteristics can be seen in:

- Heavy-scale engineering development of national facilities, supported by the largest technical workshops at ANU. The Heavy Ion Accelerator had been recognised by the Australian Institute of Engineers in their centenary record this year as one of Australia’s significant technical achievements.

- Dominant contributions to ERA 5 ranking fields materials and electronics engineering, as well as nanotechnology.

- The broad ability to embody spin-out technologies in instrumentation and advanced computation, eg. Lithicon, Liquid Instruments, wearable technologies and multiple novel imaging systems. The highest sector ranking in physics for 2018 ERA Engagement and Impact was due to the productive interface between engineering capability and physics excellence.

- Laboratory-based systems design for complex novel experiments, such as the recent advance published in *Science* (2018) using machine learning to control quantum systems.

Over 70% of our PhD cohort, in excess of 140 students, are attracted to Physics at ANU as their fields of research overlap with other science and engineering disciplines. These multidisciplinary students are either in engineering physics fields, such as nanotechnology or electronic materials, or rely on technical engineering to build instrumentation or maintain major facilities. Removing the evident affiliation with ‘engineering’ in its various forms within the School presents an undetermined risk to our research intensity. Indeed, none of our successful spin-off companies could have achieved their success without a core engineering component.
Future staff recruitment is also potentially challenged by this proposal and requires independent review. Over half of 140 academic staff have backgrounds beyond physics, and predominantly spanning engineering-based disciplines. The risks may in the end be minor, but without market analysis their extent is unknown.

In December 2018, the ANU Council approved the business case to rename the existing engineering school and establish two new Schools. In line with that business case and in support of the *Reimagining Engineering* project the leadership of RSPE propose to remove “Engineering” from the School name. For well over a year now, there has been considerable informal discussion about what the new name should be as well as the process we should follow to agree on a new name. Taking into account feedback already received from within the School and the broader University on possible alternative names, it is clear that that the most, and possibly only, acceptable name is likely the simplest - that being the “Research School of Physics”. This is in line with the naming conventions at most of the top Universities in the world including MIT, Harvard, Oxford and Cambridge. The Director would like to acknowledge the Heads and Associate Directors for their considered debate and ultimately unanimity on the proposal. With their assent we request that the Senior Management Group, and the ANU Council, approve this change.

19 June 2019
THE AUSTRALIAN NATIONAL UNIVERSITY

Australian National University (Sir Roland Wilson Foundation) Statute 2019

The Council of the University makes the following statute.

Dated DAY MONTH 2019

Professor the Hon Gareth Evans AC QC FASSA FAIIA
Chancellor
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<tbody>
<tr>
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Part 1—Preliminary

1 Name

This is the Australian National University (Sir Roland Wilson Foundation) Statute 2019.

2 Commencement

This instrument commences on 4 August 2019.

3 Authority

This instrument is made under the ANU Act, section 50 (Statutes).

4 Definitions

In this instrument:

ANU Act means the Australian National University Act 1991.

ANU Foundation Statute means the Australian National University (ANU Foundation) Statute 2018.

appointed member, of the Board, means a member of the Board appointed by the Vice-Chancellor.

APS member means a person appointed as an APS member of the Board.

[Note: For eligibility for appointment as an APS member, see section 15(2).]

assets includes money and any other kind of property.

Board means the Sir Roland Wilson Foundation Board.

Chair means the Chair of the Sir Roland Wilson Foundation Board.

Deputy Chair means the Deputy Chair of the Sir Roland Wilson Foundation Board.

Executive Director means the Executive Director of the Sir Roland Wilson Foundation.

external member means a person appointed as an external member of the Board.

[Note: For eligibility for appointment as an external member, see section 15(3).]

Foundation means the Sir Roland Wilson Foundation.

function includes authority, duty and power.

Indigenous member means a person appointed as the Indigenous member of the Board.

[Note: For eligibility for appointment as the Indigenous member, see section 15(4).]

member means a member of the Board and, to remove any doubt, includes the Chair, the Deputy Chair, any appointed member and any other member of the Board.

proper use means use that is efficient, effective, economical and ethical.

University legislation includes any statute, rule or order of the University.

University member means a person appointed as a University member of the Board.
[Note: For eligibility for appointment as a University member, see section 15(1).]
Part 2—Sir Roland Wilson Foundation

5 Establishment of Sir Roland Wilson Foundation

The Sir Roland Wilson Foundation is established as a body within the University.

6 Foundation functions

The Sir Roland Wilson Foundation has the following functions:

(a) honouring the contribution of Sir Roland Wilson to the development of public policy in Australia, and providing a permanent acknowledgement of his achievements and his contributions to, and place in, Australian history;

(b) advancing the study and development of public policy in Australia, particularly by fostering closer links between the Australian Public Service and the University;

(c) promoting and supporting activities that maintain and enhance the University’s role as Australia’s national university and contribute to any of the following:

(i) promoting and supporting excellence in public policy research and analysis, particularly in areas of national importance to Australia;

(ii) providing a national, regional and international public policy resource to address major issues confronting governments, business and communities;

(iii) maintaining and further developing long-term strategic relationships with governments, business, other universities and institutions and the public, both within Australia and internationally;

(iv) supporting the development of Australia’s national unity and identity, including the advancement of its Indigenous peoples;

(v) supporting public policy capability and leadership;

(d) supporting the development of the individual capabilities of future leaders in public policy;

(e) exercising any other function given to it under this instrument, any other University legislation or a decision of the Council;

(f) doing anything incidental or conducive to the exercise of any of its other functions.

7 Foundation powers

(1) The Sir Roland Wilson Foundation has power to do all things necessary or convenient to be done for, or in connection with, the exercise of its functions.

(2) Without limiting subsection (1), the Foundation may:

(a) exercise any power given to the Foundation under this instrument, any other University legislation or a decision of the Council; and

(b) do anything necessary or convenient to be done for, or in connection with, the exercise of any of its powers.

8 Foundation to comply with Commonwealth laws, University legislation etc.

To remove any doubt, the Sir Roland Wilson Foundation must comply with Commonwealth laws that apply to the University, University legislation (including this instrument and, as far as applicable, the ANU Foundation Statute), decisions of the Council, and University policies and procedures.
Part 3—Sir Roland Wilson Foundation Board

Division 3.1—Sir Roland Wilson Foundation Board and its functions and powers

9 Establishment of Sir Roland Wilson Foundation Board

The Sir Roland Wilson Foundation Board is established as a body within the University.

10 Board functions

(1) The Sir Roland Wilson Foundation Board:
   (a) is responsible to the University for the following matters:
       (i) the governance, management, strategic direction and performance of the Sir Roland Wilson Foundation;
       (ii) any assets provided to the Foundation by the University and any assets for which the Foundation is the responsible authority under the ANU Foundation Statute, including the application and proper use of those assets;
       (iii) accounting for, and reporting on, the application and proper use of those assets; and
   (b) is also responsible to the University and relevant stakeholders for the following matters:
       (i) the application and proper use of assets provided for the purposes of the Foundation (other than assets provided by the University or as gifts to the University);
       (ii) accounting for, and reporting on, the application and proper use of those assets.

(2) The Board has the following other functions:
   (a) promoting the Foundation and its activities;
   (b) seeking funding for the purposes of the Foundation in accordance with the University’s policies;
   (c) reporting to the Council and Vice-Chancellor on the exercise of its functions, including at the times, and in the way, required by the Council or Vice-Chancellor;
   (d) exercising any other function given to it under this instrument, any other University legislation or a decision of the Council;
   (e) doing anything incidental or conducive to the exercise of any of its other functions.

11 Board committees and working groups

The Board may establish committees and working groups to assist it to exercise its functions.

12 Delegation by Board

(1) The Board may delegate all or any of its functions under this instrument to a committee consisting of members or members and other persons.

(2) However, the board may not delegate any of its functions to the Executive Director or to a committee of which the Executive Director is a member.
Division 3.2—Board composition

13 Board membership

(1) The Sir Roland Wilson Foundation Board consists of the following members:
   (a) the Secretary to the Treasury;
   (b) the Australian Public Service Commissioner;
   (c) at least 3 members appointed as University members;
   (d) at least 1 other member appointed as an APS member;
   (e) at least 3 other members appointed as external members;
   (f) any member appointed under subsection (5) as the Indigenous member.

(2) Each of the members mentioned in subsection (1)(c) to (f) is an appointed member.

(3) An appointed member is to be appointed, in writing, by the Vice-Chancellor.

(4) Once the initial appointments have been made to the Board:
   (a) a member appointed as a University member or APS member must be appointed by
      the Vice-Chancellor after consulting with the Board; and
   (b) a member appointed as an external member must be appointed by the Vice-
      Chancellor on the recommendation of the Board.

(5) If there is no Indigenous person holding a position on the Board, the Vice Chancellor may
    appoint a person as the Indigenous member after consulting with the Tjabal Indigenous
    Higher Education Centre.

(6) The appointment of an appointed member must specify whether the member is appointed
    as a University member, an APS member, an external member or the Indigenous member.

(7) In recommending and making appointments to the Board, the Board and the Vice-
    Chancellor must have regard to the need for the members to have between them sufficient
    expertise and experience for the Board to properly exercise its functions, and the need for
    the Board to reflect the diversity of the Australian population, including in relation to
    gender and Australia’s Indigenous peoples.

14 Board Chair and Deputy Chair

(1) The Board is to have a Chair and a Deputy Chair.

(2) The Vice-Chancellor must, in writing, appoint a member of the Board as the Chair and
    another member of the Board as the Deputy Chair.

(3) Once the initial appointments have been made to the Board, the Chair and the Deputy
    Chair must be appointed by the Vice-Chancellor after consulting with the Board.

(4) The Chair or Deputy Chair automatically ceases to be Chair or Deputy Chair if the Chair or
    Deputy Chair ceases to be a member of the Board.

(5) The Chair may, where necessary, take executive action on behalf of the Board between
    meetings and must report to the Board as soon as practicable on any executive action taken.
Division 3.3—Board members

15 Eligibility for appointment as appointed member

(1) A person is not eligible for appointment as a University member unless the person is an officer or member of staff of the University.

(2) A person is not eligible for appointment as an APS member unless the person is an Agency Head or APS employee under the Public Service Act 1999.

(3) A person is not eligible to be appointed as an external member if the person is eligible to be appointed as a University member or APS member.

(4) A person is not eligible for appointment as the Indigenous member unless the person is a member of staff of the University who is an Indigenous person.

(5) However, a person must not be appointed as an appointed member if the person is:
   (a) the Executive Director of the Foundation; or

(6) To remove any doubt, nothing in this instrument prevents the appointment of any of the following as an appointed member if the person is eligible for appointment under this section:
   (a) the Chancellor, Pro-Chancellor, Vice-Chancellor or Provost;
   (b) a member of the ANU Foundation Board.

16 Terms of appointment of Chair, Deputy Chair and appointed members

(1) The Chair is appointed as the Chair, and the Deputy Chair is appointed as the Deputy Chair, for the period (no longer than 3 years) decided by the Vice-Chancellor, but may be reappointed.

(2) An appointed member is appointed as an appointed member for the period (no longer than 3 years) decided by the Vice-Chancellor.

(3) However, an appointed member may be reappointed as an appointed member for a period. However, a person must not hold office as an appointed member (in any position or combination of positions) for longer than 8 consecutive years, unless the Vice-Chancellor considers it appropriate for the person to hold office as an appointed member for longer than that period.

17 Remuneration and allowances of members

(1) A member of the Board is not entitled to be paid remuneration or allowances as a member.

(2) To remove any doubt, this section does not prevent the reimbursement of a member for expenses reasonably incurred by the member in performing the duties of a member.

(3) This section does not apply to:
   (a) allowances decided by the Council to reimburse a member on account of expenses incurred (or that the Council considers may reasonably be expected to be incurred) by a member in performing the duties of a member; or
(b) the payment of amounts, or reimbursement of amounts paid, for directors and officers liability insurance; or
(c) the payment of amounts under any deed of indemnity provided by the University to a member; or
(d) the Chancellor, Pro-Chancellor or Vice-Chancellor (the relevant University officer) if the relevant University officer is a member.

Examples for subsection (3)(a)
1 travelling allowances
2 training and development allowances

18 Application of PGPA Act and Rule

(1) In this section:

PGPA Act means the Public Governance, Performance and Accountability Act 2013.

PGPA Rule means the Public Governance, Performance and Accountability Rule 2014.

relevant provisions means the following provisions:
(a) for the PGPA Act—Part 2-2, Division 3, Subdivision A (General duties of members);
(b) for the PGPA Rule—Part 2-2, Division 2, Subdivision D (Other requirements to disclose material personal interests).

(2) This section applies to a member if, but only if, the relevant provisions do not apply, by force of the PGPA Act and PGPA Rule, to the member as an official of a Commonwealth entity.

(3) The relevant provisions of the PGPA Act and the PGPA Rule apply, by force of this subsection, to the member as if the member were an official of a Commonwealth entity.

(4) Without limiting subsection (3), to remove any doubt, the relevant provisions apply to the member as if:
(a) the University were the Commonwealth entity; and
(b) the affairs of the Sir Roland Wilson Foundation and Sir Roland Wilson Foundation Board were part of the affairs of the University; and
(c) all members of the Board were officials of the University who were appointed under this instrument as members of the Board; and
(d) each meeting of the Board were a meeting of the appointed members of the Board.

19 Termination of appointment of appointed members

The Vice-Chancellor must terminate the appointment of an appointed member of the Board if:
(a) the member is absent, except on leave of absence given by the Board, from 3 consecutive meetings of the Board; or
(b) the member is disqualified from managing corporations under the Corporations Act 2001, Part 2D.6; or
(c) the member, in the Board’s opinion formed by resolution passed at a meeting of the Board:
(i) has breached the member’s duties under the *Public Governance, Performance and Accountability Act 2013*, Part 2-2, Division 3, Subdivision A as a member (including those provisions as applied by this instrument); or

(ii) is incapable (otherwise than on a temporary basis) of performing the duties of a member; or

(d) if the member is a University member—the member ceases to be eligible to be appointed as a University member; or

(e) if the member is an APS member—the member ceases to be eligible to be appointed as an APS member; or

(f) if the member is an external member—the member cease to be eligible to be appointed as an external member; or

(g) if the member is the Indigenous member—the member ceases to be a member of staff of the University.

20 Resignation of Chair, Deputy Chair and appointed members

(1) The Chair or Deputy Chair may resign as Chair or Deputy Chair by written notice given to the Vice-Chancellor.

(2) An appointed member may resign as appointed member by written notice given to the Vice-Chancellor.

(3) To remove any doubt, the Chair or Deputy Chair may resign as Chair or Deputy Chair and remain a member of the Board or may resign both as Chair or Deputy Chair and as a member of the Board.

Division 3.4—Board procedures

21 Holding Board meetings

(1) The Board is to meet at the times and places that it decides.

(2) However, the Board must meet at least 3 times a year.

(3) Also, the Chair may at any time call a Board meeting and must call a Board meeting if asked by at least a quarter of the persons for the time being holding office as members.

(4) The Chair must, when calling a meeting, give the other members reasonable notice of the time and place of the meeting.

22 Presiding at Board meetings

(1) The Chair presides at all Board meetings at which the Chair is present.

(2) If the Chair is absent, the Deputy Chair presides.

(3) If the Chair and Deputy Chair are both absent, the member chosen by the members present presides.

23 Quorum at Board meetings

Business may be carried out at a Board meeting only if a majority of the persons for the time being holding office as members are present.
24 Voting at Board meetings

(1) A question arising at a Board meeting is to be decided by a majority of the members present and voting.

(2) The member presiding and the other members present each have a single vote on each question to be decided.

25 Board decisions without meetings

(1) A decision of the Board is a valid decision, even though it is not made at a Board meeting, if:

(a) the decision is of a kind that the Board has previously decided could be made without a meeting; and
(b) all members were given notice, or reasonable efforts were made to give all members notice, of the proposed decision; and
(c) the notice was given, or reasonable efforts were made to give the notice, in accordance with procedures previously decided by the Board; and
(d) a majority of the persons for the time being holding office as members indicated their agreement with the proposed decision; and
(e) the agreement was indicated in accordance with a method previously decided by the Board.

(2) For subsection (1), a member must not indicate the member’s agreement with a proposed decision if the member would be required not to be present or vote on the question if the question were to be considered at a Board meeting.

[Note: Under the Public Governance, Performance and Accountability Rule 2014 (see section 16B(2)), if a member has a material personal interest that relates to the affairs of the University (including the Sir Roland Wilson Foundation or its Board), the member must not be present at a Board meeting if a matter in which member has the interest is being considered at the meeting and must not vote on the matter.]

26 Board proceedings generally

Subject to this instrument, the Board may conduct its proceedings (including its meetings) as it otherwise considers appropriate.

[Note: The Public Governance, Performance and Accountability Act 2013 (see section 29) and the Public Governance, Performance and Accountability Rule 2014 (see Part 2-2, Division 2) contain provisions requiring members to disclose details of material personal interests and dealing with the consequences of a disclosure, including not participating in Board meetings or voting on a matter in which the member has an interest.]

Division 3.5—Annual reports and operational plans

27 Annual reports of Foundation and Board

(1) After the end of each calendar year, the Board must prepare and give an annual report to the Vice-Chancellor, for presentation to the Council, on the activities of the Sir Roland Wilson Foundation and the Board during year (the report year).
(2) The report must be given to the Vice-Chancellor by 1 March after the end of the report year or any further period that the Vice-Chancellor allows in writing.

(3) The annual report must comply with any requirements notified, in writing, by the Vice-Chancellor to the Board during the report year.

(4) Without limiting subsection (3), the annual report for the report year must include the following:
   (a) a list of the present and immediately past members of the Board;
   (b) the dates of the Board meetings held during the report year;
   (c) information about the activities undertaken, in whole or part, by the Foundation during the report year;
   (d) a projection of what is intended to be achieved by the Foundation and the Board during the next year;
   (e) the Board’s comments on any audit report during the report year relating to the Foundation or the Board.

28 Operational plans

(1) Before the end of each calendar year, the Board must prepare and give an operational plan to the Vice-Chancellor on the proposed activities of the Sir Roland Wilson Foundation and the Board during the next year (the plan year).

(2) The operational plan for the plan year must include the following:
   (a) projected revenue and expenses for the Foundation and the Board for at least the plan year;
   (b) any anticipated changes to the staff of the Foundation (including the Executive Director) during the plan year;
   (c) activities intended to be undertaken by the Foundation and the Board during the plan year;
   (d) information about the status of those activities.

(3) The Board may, at the Vice-Chancellor’s request or on its own initiative, vary the operational plan to reflect changes in the funding available for the activities of the Foundation and the Board.

(4) If the Board varies the operational plan, the Board must give a copy of the varied plan to the Vice-Chancellor.
Part 4—Executive Director of Foundation

29 Executive Director

(1) The Sir Roland Wilson Foundation is to have an Executive Director, who is to be a member of staff of the University.

(2) The Executive Director is to be appointed, in writing, by the Vice-Chancellor, after seeking the Board’s advice.

(3) A member of the Board cannot be appointed as the Executive Director.

(4) The Executive Director is responsible for:
   (a) supporting the Board and its Chair in the exercise of their functions; and
   (b) managing the operations of the Foundation; and
   (c) ensuring that the Foundation complies with:
      (i) Commonwealth laws that apply to the University; and
      (ii) University legislation, including this instrument and, as far as applicable, the ANU Foundation Statute; and
      (iii) decisions of the Council and University policies and procedures.

(5) Without limiting subsection (4)(a), the Executive Director must:
   (a) provide the Board and its Chair with the reports that they require on the Foundation’s operations; and
   (b) provide the Board and Chair with the assistance that they require for the exercise of their functions; and
   (c) ensure that the Board has sufficient timely information to prepare its annual reports and operational plans.

(6) If the Executive Director loses the confidence of the Board, the Board may ask the Vice-Chancellor to end the Executive Director’s appointment.
Part 5—Miscellaneous

30 Delegation by Vice-Chancellor

The Vice-Chancellor may, in writing, delegate all or any of the Vice-Chancellor’s functions under this instrument (other than the power to make rules and orders) to the Provost.

31 Power to make rules and orders

The Vice-Chancellor may, by legislative instrument, make rules and orders for the purposes of this statute:

(a) regulating, or providing for the regulation of, any of the following matters with respect to which statutes may be made:
   (i) any matter required or permitted by this instrument or another statute to be prescribed by rule or order;
   (ii) any other matter specified in the ANU Act, including section 50(2) (Statutes);
   (iii) any other matter specified in this instrument or another statute; or

(b) for carrying out or giving effect to the statutes.
Part 6—Transitional

32 Transitional: existing entity

The entity established under the ANU Foundation Statute, section 8(5) as the Sir Roland Wilson Foundation ceases to exist.

33 Transitional: rules and orders

(1) Rules and orders made under section 31 (Power to make rules and orders) may prescribe matters of a transitional nature (including prescribing any savings or application provisions) relating to the making of this instrument.

(2) This instrument (other than this Part) does not limit the matters that may be prescribed by rules or orders made for the purposes of subsection (1).

(3) Rules and orders made for the purposes of subsection (1) have effect despite anything in this instrument (other than this Part).
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<td>Ken Henry</td>
<td>Chair of the board</td>
<td>2001</td>
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<tr>
<td>Steve Sedgwick</td>
<td>Deputy Chair of the board</td>
<td>2010</td>
<td>2021</td>
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<tr>
<td>Peter Woolcott</td>
<td>APS Commissioner (ex-officio)</td>
<td>2018</td>
<td>Ongoing (term linked to ex-officio role)</td>
</tr>
<tr>
<td>Chris Moraitis</td>
<td>APS Representative (Attorney General's Department)</td>
<td>2014</td>
<td>2021</td>
</tr>
<tr>
<td>Asmi Wood</td>
<td>ANU Representative</td>
<td>2017</td>
<td>2020</td>
</tr>
<tr>
<td>Cath Ingram</td>
<td>External Representative (KPMG)</td>
<td>2015</td>
<td>2021</td>
</tr>
<tr>
<td>John Hewson</td>
<td>External Representative</td>
<td>2014</td>
<td>2020</td>
</tr>
<tr>
<td>Philip Gaetjens</td>
<td>Secretary to the Treasury (ex-officio)</td>
<td>2018</td>
<td>Ongoing (term linked to ex-officio role)</td>
</tr>
<tr>
<td>Ted Crook</td>
<td>External Representative (SRW family representative)</td>
<td>1999</td>
<td>No current end date (propose a 3 - year term in accordance with the new statute)</td>
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<tr>
<td>Helen Sullivan</td>
<td>ANU Representative</td>
<td>2019</td>
<td>2022</td>
</tr>
<tr>
<td>Bruce Chapman</td>
<td>ANU Representative/SRW Chair in Economics</td>
<td>2017</td>
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Adopted: 22 June 2018
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PART I - PRELIMINARY

Name
1.1 The name of the Association shall be “The Australian National University Postgraduate and Research Students’ Association Incorporated”.

Legal Entity
1.2 Subject to the provisions of s.14 of the Act, enabling by licence a non-profit unincorporated entity to be incorporated as a body corporate, this Association is an Incorporated Association (a legal entity, separate and distinct from that of the individual members, distinguishing the liability of the Association from that of its members) under the Associations Incorporation Act 1991 (ACT).

Principal Purpose
1.3 “The Australian National University Postgraduate and Research Students’ Association Incorporated” is formed for the benefit of postgraduate and research students of the Australian National University for the promotion of the stated objects of the Association and through the coordination and sponsorship of services, events, facilities, ventures, and endeavours to achieve those stated objects.

Constitution
1.4 This Constitution applies to the Association “The Australian National University Postgraduate and Research Students’ Association Incorporated” and reference to particular clauses has a corresponding meaning and which may for the purposes of this document and the internal purposes of the Association be cited as the “governing rules” and reference to particular rules has a corresponding meaning and has the same meaning as “governing rules” pursuant to the ACNC Act 2012.

1.5 This Constitution shall comply with the subscribed matters specified in the relevant sections of the Associations Incorporation Act 1991 (ACT) [the Act] and such matters that may be prescribed by Australian Law. Any powers conferred under this Constitution must be exercised in such a way as to be consistent with the Act and any other applicable laws. Where a Board-made resolution, regulation, policy, procedure, protocol, or process is inconsistent with this Constitution or any applicable law, the resolution, regulation, policy, procedure, protocol, or process will be invalid to the extent of the inconsistency.

1.6 Unless the context indicates a contrary intention and except for the definitions and interpretations in rules 52.1 and 52.2 in this Constitution:

1.6.1 a reference to the Associations Incorporation Act 1991 (ACT) is to the Associations Incorporation Act 1991 (ACT) in force in relation to the
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Association after taking into account any waiver, modification or exemption which is in force either generally or in relation to the Association; and

1.6.2 a word, expression or phrase given a meaning in the Associations Incorporation Act 1991 (ACT) has the same meaning in this Constitution where it relates to the same matters as the matters for which it is defined in the Associations Incorporation Act 1991 (ACT), unless that word or phrase is otherwise defined in this Constitution.

Explanation: This means the words used in this Constitution shall, unless the contrary intention appears, have the same meaning as they have in the Law.

1.7 The Constitution binds the Association and each member and contains covenants on the part of each member to observe all the provisions of the Constitution.

Explanation: Associations Incorporation Act 1991 s.48 – this means the Constitution has the effect of a ‘contract’.

1.8 All members upon request may have a copy of this Constitution in either electronic ‘read-only’ format or ‘hard copy’. A cost recovery fee, determined by the Board, may be charged for a (non-electronic) ‘hard copy’ of this Constitution. The Constitution must be provided within 21 days of the request.

1.9 The Model Rules contained under section 16(c)(ii), 26(1)(b) or 33(1)(b) of the Act do not apply to the Association, except insofar as this Constitution may be silent on the matters referred to.

Inadvertent omissions in, or ambiguity of, interpretation of the Constitution

1.10 If some formality required by this Constitution is inadvertently omitted or is not carried out the omission does not invalidate anything, including any resolution, which but for the omission would have been valid unless it is proved to the satisfaction of the Board that the omission has directly and unfairly prejudiced any member financially.

1.11 If there is any matter relating to the Association on which this Constitution is silent or where any ambiguity, inconsistency, or contradiction exists in the interpretation of any meaning, this Constitution shall be interpreted according to the Associations Incorporation Act 1991 (ACT) and the ACT Associations Incorporation Regulation 1991 and its successors or otherwise by a determination of the Chair. The decision of the Chair has binding authority until such time as a subsequent Chair determines otherwise or the Members in General Meeting add to or amend the Constitution to clarify the omission, ambiguity, or meaning. A determination by the Chair according to this rule must be communicated at the next Board meeting of the Association.
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Income and Property

1.12 The Association is a non-political, not-for-profit corporate entity.

1.13 The income, property, and assets of the Association, however derived, shall be applied solely towards the promotion, and in furtherance of the objects of the Association pursuant to rule 2.1 and, subject to rule 1.14, no portion shall be paid, distributed or transferred, directly or indirectly, by dividend or bonus, to any member of the Association except as bona fide compensation for services rendered or expenses incurred on behalf of the Association pursuant to rule 1.14 or as grants, vouchers, or other payments made pursuant to the objects of the Association.

1.14 Rule 1.13 does not prevent the payment in good faith to any person or organisation on the basis that the payment is:

1.14.1 remuneration in return for services actually provided to the Association;

1.14.2 consideration for goods supplied to the Association in the ordinary course of business;

1.14.3 interest at current bank overdraft rate on money lent;

1.14.4 a reasonable and proper sum by way of rent for premises let to the Association by the person or organisation;

1.14.5 reimbursement of monies for expenses incurred on behalf of the Association;

or prohibit payment, in good faith, approved by the Board on the basis that the payment is for:

1.14.6 out of pocket expenses, incurred by a Director in performing a duty as a Director of the Association.

1.14.7 a service rendered to the Association by a Director in a professional or technical capacity, where:

1.14.7.1 the provision of the service has the prior approval of the Directors; and

1.14.7.2 the amount payable is not more than an amount that commercially would be reasonable payment for the service.

1.15 Subject to this section, the Chair, Directors, President, and Officers may be paid an honorarium of a reasonable and proper amount in recognition of the work, service, time, and effort commitment made to perform a specific task, assignment, or commission on behalf of the Association under a board-
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delegated authority on reasonable terms and conditions as determined by the Board from time to time. Excluding the Chair, the amount of honoraria for Director duties can only be approved by a resolution of members at a General Meeting.

1.15.1 Any honorarium decided must be made in accordance with criteria established in regulations governing the determination of honorariums pursuant to the provisions and requirements at rule 48.

2. OBJECTS AND POWERS OF THE ASSOCIATION

Objects
2.1 The objects for which the Association is established are for the direct support of and to promote the welfare and further the interests of enrolled ANU postgraduate and research students both within and outside the ANU:

2.1.2 to achieve:

2.1.2.1 a mutually supportive ANU postgraduate and research student community;

2.1.2.2 effective policy and practices that support the diverse needs of ANU postgraduate and research students;

2.1.2.3 a well-informed ANU postgraduate and research student body regarding issues that may affect them in their university life;

2.1.2.4 improvements in the university life of ANU postgraduate and research students that enhance academic outcomes;

2.1.2.5 solutions to problems or disputes ANU postgraduate and research students may have within the context of their university life.

2.1.3 to afford a recognised means of representation for said ANU postgraduate and research students, and a recognised means of communication between ANU postgraduate and research students and the University authorities;

But at all times recognising that the Association may be constrained to pursue only some of those objects to exclusion of others from time to time or pursue some objects with differing priorities.
Powers

2.2 In addition to the powers conferred on the Association by the Act or Legislative Regulation, this Constitution and consistent with the assigned authorities in rule 15, the Association has all such powers as are necessary or convenient to carry out its objects and, in particular, shall have the following powers solely for and consistent with the purpose of carrying out and furthering the aforesaid objects and not otherwise to:

2.2.1 Employ, appoint, or engage and at its discretion remove, dismiss, or suspend any employees, officers, staff, servants, agents, contractors, tradespersons, or professional persons;

2.2.2 Determine wages, salaries, gratuities, or honoraria of appointees and employees;

2.2.3 Establish and support, or aid in the establishment and support of services, funds, trusts, schemes, and conveniences calculated to benefit employees or past employees of the Association and their dependants, and the granting of pensions, allowances, or other benefits to employees or past employees of the Association and their dependants, and the making of payments towards insurance or superannuation in relation to any of those purposes;

2.2.4 Print and publish by any technological means newsletters, periodicals, books, leaflets, or other documents;

2.2.5 Receive or make gifts, grants, devises, bequests, subscriptions, or donations from or to any person, fund, authority, or organisation and accept any gift whether subject to special trust or not and to act as trustee of money or other property vested in the Association on trust;

2.2.6 Take any measures from time to time as the Association may deem expedient or appropriate for the purpose of facilitating the raising of revenue and the procuring of contributions to the funds of the Association, whether through fundraising or other events or by way of donations, subscriptions, grants, or otherwise;

2.2.7 Draw, make, accept, endorse, discount and issue cheques, draft bills of exchange, promissory notes, and other negotiable instruments;

2.2.8 Borrow or raise money in such manner and on such terms as the Association may think fit;

2.2.9 Secure the repayment of money raised or borrowed or the payment of a debt or liability of the Association by giving mortgages, charges or securities upon or over all or any of the real or personal property of the Association;
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2.2.10 Invest any monies of the Association not immediately required for any of its objects or purposes in any manner authorised by law;

2.2.11 Enter into contracts;

2.2.12 Establish and support, or aid in the establishment or support of, any other service formed;

2.2.13 Establish, maintain, and manage any building or works and arrange for the construction maintenance and alteration of buildings or works and expend money and do any other thing necessary, convenient or advisable in relation to any building or;

2.2.14 Purchase, take on lease or in exchange and the hiring or otherwise acquiring of any real or personal property that may be deemed necessary or convenient;

2.2.15 Buy, sell, and supply of and deal in, goods or services of any kind

2.2.16 To co-operate with any person or organisation;

2.2.17 Form a solely owned incorporated entity as a subsidiary entity;

2.2.18 Subscribe to, become a member of, form or participate in the formation of or enter into a partnership or joint venture, or co-operate with any other persons or bodies.

2.2.19 Establish and support, or aid in the establishment and support of such internal ‘business’ units of the Association that function as logical elements or segments of the Association representing a specific internal organisational function including but not limited to branches, divisions, departments, chapters, interest groups, panels or other practical or similar associated body or by whichever other name is deemed suitable;

2.2.20 Undertake exhibitions, seminars and consultative forums or similar;

2.2.21 prepare and make submissions or representations to Territory, State and Federal governmental departments and agencies.

2.2.22 Appoint an Auditor;

2.2.23 Appoint a Public Officer.

2.2.24 Do any other lawful act as may be necessary, incidental or conducive to the achievement of the aforesaid objects of the Association.
Provided always that the Association shall not support with its funds any object, or endeavour to impose on or procure to be observed by its Members or others any regulation or condition which being an object of the Association would make it a trade union.
PART II – MEMBERSHIP

3. MEMBERSHIP - QUALIFICATIONS AND CATEGORIES

3.1 A person is qualified to be a member of the Association if they qualify in a membership category pursuant to rule 3.2 and, by using the benefits of membership, they agree to:

3.1.1 support the objects of the Association;

3.1.2 be bound by and to act in a manner consistent with the regulations of the Association and all the provisions of this Constitution;

3.1.3 not make public statements on behalf of the Association unless prior to making such statements the Board or the Board’s nominated delegate has approved the making of such statements.

Membership categories

3.2 The Association shall have the following membership categories:

3.2.1 An ordinary member of the Association is a person who:

3.2.1.1 is a postgraduate or research student at the ANU and,

Explanation: noting that, subject to rule 3.1, all postgraduate and research students at the ANU are, by their University enrolment, automatically admitted as members of PARSA;

3.2.1.2 has not stated that the person does not wish to be a member pursuant to rule 7.

3.2.2 An honorary life member of the Association is a person who has been conferred honorary life membership by resolution of a joint meeting of the Board and the Postgraduate Representative Committee if, in the opinion of the joint meeting of the Board and the Postgraduate Representative Committee, such member has rendered meritorious service to, and contributed to the fulfilment of the objectives of the Association over an extended period and the person accepts the conferred membership and has not stated that they do not wish to be a member pursuant to rule 7;

3.2.3 Any other category the board may establish (and dissolve) from time to time as considered desirable or necessary to be included in the membership mix of the Association. The Board may establish or amend the eligibility criteria and the rights, privileges, and obligations for newly established category of membership in accordance with this Constitution.
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3.3 A person may be denied membership, at the Board’s absolute discretion, by

3.3.1 resolution of the Board if the applicant does not have the legal capacity to enter into a contractual agreement;

3.3.2 resolution of not less than a % (75%) majority of the total number of Directors of the Board if they deem that acceptance of the applicant as a member would or could be subject to the disciplinary provisions of rule 13, and if so, the procedures of rule 13 will apply.

4. MEMBERSHIP RIGHTS AND POWERS

4.1 In addition to those member rights and powers that are permitted by this Constitution to benefit or otherwise be performed by members of the Association:

4.1.1 All Members may attend the Association’s General Meetings.

4.1.2 All Members may enjoy reduced fees for PARSA product and service offerings as determined by the Board from time to time.

4.1.3 Ordinary Members, subject to this Constitution:

4.1.3.1 have full voting rights as Members of the Association;

4.1.3.2 have speaking rights at all the Association’s General Meetings;

4.1.3.3 may nominate persons to, or, subject to eligibility pursuant to rule 16.2, may themselves stand as candidates for election as a Director of the Association pursuant to rule 16.1.1 or as President pursuant to rule 16.1.2.

4.1.3.4 may nominate persons to, or themselves stand as candidates for election as, a Portfolio Officer of the Association pursuant to rule 27.1.1 or a College Officer pursuant to rule 27.1.2.

4.2 Membership of the Association does not confer on a member any right, title, or interest, whether legal or equitable, in the Association’s assets.

5. MEMBERSHIP - CESSATION OF

5.1 A member ceases to be a member of the Association if the member:

5.1.1 ceases to fulfil the conditions pursuant to rules 3.2.1 or 3.2.2 or 3.2.3 respectively; or
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5.1.2 has that membership terminated pursuant to rule 13;

5.1.3 dies or becomes of unsound mind or a person whose property is liable to be dealt with under a protective jurisdiction law relating to mental health; or

5.1.4 ceases to satisfy any criteria for admission to membership of the Association which may be established from time to time.

5.2 A member shall continue to be liable for any unpaid monies due to the Association (if any) at the date of their cessation due by them to the Association.

6. MEMBERSHIP - ENTITLEMENT NOT TRANSFERABLE

6.1 A right, privilege, or obligation which a person has by reason of being a member of the Association

6.1.1 is not capable of being transferred or transmitted to another person unless otherwise permitted under this Constitution;

6.1.2 shall remain with that person; and

6.1.3 expires upon cessation of the membership.

7. MEMBERSHIP - RESIGNATION OR REFUSAL OF

7.1 A member of the Association is not entitled to resign or refuse that membership except pursuant to this Constitution.

7.2 A member of the Association may resign from membership of or refuse to be a member of the Association by first giving notice being not less than one month (or such shorter period as the Board may determine) in writing to the Secretary of the member’s intention to resign or refuse membership stating that the person does not wish to be a member. Upon the expiration of the period of notice, the member ceases to be a member.

7.3 A person who resigns from or refuses to be a member of the Association pursuant to rule 7.2 ceases to be a member of the Association and is no longer entitled to any of the rights, privileges, or obligations which a person may have by reason of being a member of the Association.
8. **MEMBERSHIP - REGISTER OF**

8.1 Pursuant to s.67(1) of the Act and s.10 of the Legislative Regulation, the Association shall keep and maintain a register of members of the Association which specifies:

8.1.1 reference to the postgraduate and research students as being members of the Association;

8.1.2 the name and electronic transmission address (if any) of each member of the Association;

8.1.3 the date each member became a member of the Association;

8.1.4 the date (if any) each member ceased to be a member of the association.

8.2 The register of members shall be kept at the principal place of business of the Association (or other place as determined by the Board from time to time).

8.3 Pursuant to s.67(2)(a) of the Act, the register of members shall be open for inspection, free of charge, at the principal place of business of the Association (or other place as determined by the Board from time to time) during business hours by a member of the Association at any reasonable hour, having first given the Association reasonable notice in writing to, and made prior arrangement with, the Secretary to inspect. The inspection may be supervised by the Secretary and undertaken at a time convenient to both parties.

8.3.1 The registrar of members is not to be photographically, electronically or manually copied or removed from the principal place of business of the Association (or other place determined as by the Board from time to time) and remains the property of the Association to be used solely for the purposes of the Association pursuant to the matters required as described in this Constitution and the Act and Legislative Regulation.

9. **MEMBERSHIP - FEES**

There shall be no fee, subscription, levy, or equivalent payable for membership of the Association as an ordinary, honorary, or other member.

10. **MEMBERSHIP - COMMUNICATION WITH THE BOARD**

10.1 A member may raise any matter in relation to the direction, control and management of the affairs of the Association with the Board that the
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member sees fit to raise. The member shall adhere to the following procedure for raising a matter with the Board:

10.1.1 The matter must be stated in writing, addressed to the Secretary, clearly described the matter, and be signed by the member;

10.1.2 The Secretary shall ensure the correspondence relating to the matter is placed on the agenda of the next Board meeting to be dealt with by the Board at that Board meeting, but no later than sixty (60) days from the date of receipt of the correspondence.

10.1.3 The Secretary shall inform the member in writing of the outcome of the Board’s deliberation of the matter within seven (7) days of the meeting at which the matter was discussed.

10.1.4 Following receipt of notification of the outcome of any Board deliberation of the matter, the member may, if they so choose, pursue the matter further, by making a request, in writing, to be invited to attend and address the Board in person as an attendee at the next Board meeting, notwithstanding that the Board can accept or reject the request for invitation for the member to address the Board at their absolute discretion pursuant to rule 17.2.

10.1.5 Within fourteen (14) days of receipt of such a request the Secretary will notify the member of the outcome of the request, and if accepted, shall notify the member of the date and time that the member may attend the next Board meeting to discuss the matter and be dealt with pursuant to rule 17.2. The date of the meeting must be no more than sixty (60) days from the date of receipt of the request.

11. MEMBERSHIP – LIABILITIES OF MEMBERS

11.1 The liability of the members is limited to the amount of any unpaid monies owed (if any) by the member in respect of any other outstanding monies due by them to the Association if the Association is wound up at a time when that person is a Member, or within one year of the time that person ceased to be a Member, for:

11.1.2 payment of the Association’s debts and liabilities contracted before that person ceased to be a Member;

11.1.2 payment of the costs, charges and expenses of winding up the Association; and

11.1.2 adjustment of the rights of the contributories among themselves.
12. **MEMBERSHIP - DISPUTE AND GRIEVANCE RESOLUTION PROCEDURE AND REVIEW**

12.1 If any Member has a grievance with, or disputes any decision made by the Association which directly adversely affects that Member, the Member may write to the Secretary setting out the details and the basis of the grievance or dispute of the Member.

12.1.1 The Secretary shall, within fifteen (15) working days, acknowledge the Member’s communication and set out an explanation of the decision made in respect of the grievance or dispute and explain the reasons for the decision made by the Association.

12.1.2 If the Member is dissatisfied with the explanation pursuant to rule 12.1.1, the Member may write to the Secretary requesting that the Board mediate the grievance or dispute (in person or via telecommunication means if thought most practical and appropriate), within a period of not more than sixty (60) days.

12.1.3 The Board may, at their discretion, but cognisant of the rules of natural justice and their duty to act fairly, refuse to conciliate the matter if they believe the matter is of an irrelevant, frivolous, or vexatious nature.

13. **MEMBERSHIP - DISCIPLINING OF MEMBERS**

13.1 The Board in its discretion may determine, by resolution of not less than a ¾ (75%) majority of the Directors of the Board eligible to consider the matter, to discipline a member of the Association either by reprimand or suspension or termination of the member’s membership of the Association, subject to compliance with the later provisions of rule 13 and only where a member of the Association:

13.1.1 wilfully refuses or neglects to adhere to any provisions of this Constitution or the regulations of the Association; or

13.1.2 wilfully acts in any way or manner that the Board determines is liable to bring or has brought the Association into disrepute through their activities or inactivity or in any way or manner determined by the Board to be prejudicial or detrimental to the interests or pursuit of the objects of the Association.

13.2 Prior to considering the reprimand or suspension or termination of the member’s membership of the Association pursuant to rule 13.1, the affected member must be issued with a “Notice to Show Cause” why the proposed action(s) should not taken. The Notice to Show Cause is to be issued by an Officer, in consultation with the President and other Officers as appropriate.
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13.2.1 The affected member shall have fourteen (14) days from the date of the “Notice to Show Cause” to either respond in writing and/or seek to address the Board personally, stating any reason why proposed action(s) should not be taken;

13.2.2 The Board must, within fourteen (14) days of the receipt of any response pursuant to rule 13.2.1, convene a meeting of the Directors specifically called to consider the proposed action(s) in accordance with rule 13.1. The Board will consider the “Notice to Show Cause”, and any response, either in writing or hear the personal address from the affected member. The Board’s resolution shall be final and binding.

13.2.3 Should no response be received from the affected member within the fourteen-day (14) period pursuant to rule 13.2.1 the Board shall meet in accordance with rule 13.1 and determine the matter.

13.2.4 The resolution of the Board must be communicated to the affected member as soon as practicable and takes effect at 5pm the day after the resolution is sent to the member. The Board must provide a statement of reasons for its decision to the affected member within 14 days of its decision.

13.3 The affected member may request a Dispute Committee be established pursuant to rule 39bis to review the Board’s decision pursuant to rule 13.1. The affected member must make such a request in writing to the Secretary within 14 days of the action against the member taking effect.

13.5 Nothing in rule 13 shall limit, constrain, or prevent the Association’s lawful right to pursue any legal action it deems necessary or warranted.

14. MEMBERSHIP - NO RIGHT OF APPEAL OF DISCIPLINED MEMBER

14.1 A member does not have a right of appeal to the Association in General Meeting against a resolution of the Disputes Committee.
PART III - THE BOARD

15. THE BOARD - POWERS OF

15.1 Subject to the Act, the Legislative Regulation, the ACNC and this Constitution, the Board:

15.1.1 shall direct, control, and be responsible for the management of the affairs and the furtherance of the objects of the Association;

15.1.2 may exercise all such functions as may be exercised by the Association other than those functions that are required by this Constitution to be exercised at a General Meeting of members of the Association; and

15.1.3 has power to perform all such acts and do all such things and determine such regulations as appear to the Board to be necessary or desirable for the proper management and conduct of the business and affairs of the Association for the furtherance of the objects of the Association.

15.2 Except in the case of a specific delegation of authority pursuant to rule 24 or as permitted pursuant to rule 48, the Board, or their nominated delegate, shall approve any and all public statements made on behalf of the Association by any duly authorised member, Director, office bearer, President, Portfolio Officer, College Officer, employee, delegated person, or committee or agent of the Association, prior to that person making such statement.

15.3 Without limiting the general powers of the Board pursuant to rule 15.1, the role, functions, and activities of the Board include, but are not limited to, the:

15.3.1 formulation of the Association’s strategic direction;

15.3.2 determination of the Association’s governance regulations (pursuant to rule 48);

15.3.3 day-to-day management of the operations of the Association with and through the President;

15.3.4 monitoring and supervision of the Association’s strategic, organisational, and financial performance and risk and compliance management processes;

15.3.5 provision of accountability to the members;

in pursuit of the aforementioned objects of the Association described at rule 2.1.
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16. THE BOARD - COMPOSITION AND MEMBERSHIP

Board composition
16.1 The governing authority of the Association shall be the Board which shall consist of not less than 6 and not more than 11 Directors. The Board shall include:

16.1.1 Up to eight (8) natural persons who must be ordinary members of the Association and who shall be duly elected by ordinary members of the Association to the position of Director at the annual elections of the Association pursuant to the Election Regulations (and who shall take office on the expiry of six (6) weeks from the declaration of the results of that election) and rule 19 or as otherwise appointed as a casual vacancy pursuant to rule 16.6;

16.1.2 One (1) natural person who must be an ordinary member of the Association and who shall be duly elected by ordinary members of the Association to the position of President at the annual elections of the Association pursuant to the Election Regulations and rule 19 (and who shall take office on the expiry of six (6) weeks from the declaration of the results of that election) or as otherwise appointed as a casual vacancy pursuant to rule 26.2;

16.1.3 Up to two (2) natural persons, who may be ordinary members of the Association, or otherwise, may not have any relationship with the Association, and with an appropriate mix of skills and attributes thought desirable by the Board to assist with the efficient and functional governance of the Association including to enhance the Board’s compositional mix as an inclusive reflection of the collective student body, who may be appointed by and at the discretion of the Board to the position of Director;

16.1.3.1 A Director appointed under rule 16.1.3 must be appointed by resolution of not less than a ¾ (75%) majority of the Directors elected by ordinary members of the Association pursuant to rule 16.1.1 and 16.1.2.

16.1.4 There shall be no less than two (2) persons who identify as female and two (2) persons who identify as male and two (2) international students and two (2) domestic students among the compositional mix of Directors pursuant to rule 16.1.1 (noting that a gender of the international and domestic students is counted among the quota for that gender and vice versa). Subject to the Election Regulations, these quota requirements are to be satisfied first from the highest votes in descending order pertaining to these quota characteristics, and once achieved, the next highest votes among the candidates in descending order.
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order will be elected as Directors of the Board regardless of gender or residential origin status.

Board office bearer
16.1.5 A duly elected Director of the Board of the Association pursuant to rule 16.1.1 shall be elected by the Board pursuant to rule 21.2 as the Chair;

Director eligibility
16.2 Persons elected as Directors pursuant to rule 16.1.1 must be ordinary members of the Association on the date of their election (or re-election pursuant to rule 16.3) and may, if they cease to be an ordinary member during their tenure, remain a Director for up to a period of six (6) months from that cessation date pursuant to rule 16.4.3.1 and subject to rule 16.3. A person elected as President pursuant to rule 16.1.2 must cease to be a Director (and President) if they cease to be an ordinary member during their tenure pursuant to rule 16.4.3.2;

Explanation: Associations Incorporation Act 1991 s.63, 63A and 63B disqualifies certain persons from accepting an appointment on the Board or as an Officer.

16.2.2 A or any:

16.2.2.1 current employee of the Association (or any of its associated bodies corporate, affiliates or companies or body corporate under the auspice of the Association);

16.2.2.2 member who has been an employee of the Association for a period of six (6) months or more (or any of its associated bodies corporate, affiliates, or companies or bodies corporate under the auspice of the Association) within the immediate preceding one-year period from the date of the forthcoming annual elections of the Association;

16.2.2.3 person who has been disciplined, suspended or removed pursuant to rule 13.1 or rule 20.3 or rule 27.5.1 in the preceding two years

is excluded and ineligible from being nominated, elected, or appointed as a Director pursuant to rules 16.1.1, 16.1.2, 16.1.3 and 16.6.

Explanation: That the President and Officers receiving an honorarium pursuant to rule 1.15 does NOT constitute them as employees for the purpose of rule 16.2.2 as they are deemed to be performing services in a voluntary capacity for which they may receive a payment in recognition of the extra work, service, time and effort commitment made.

Explanation: An ordinary member acting as a volunteer worker or engaged in a voluntary capacity or position within the Association, does not disqualify a person from being a Director of the Association.
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Explanation: Associations Incorporation Act 1991 s.62 requires certain changes in the Board composition to be lodged with the registrar-general within one (1) month of the occurrence.

Director tenure
16.3 Each Director, subject to this Constitution, shall:

16.3.1 if

16.3.1.1 elected pursuant to rule 16.1.1, hold office for a term of two (2) years until the expiry of six (6) weeks after the declaration of the results of the second annual elections of the Association following the date of the Director’s election and shall retire from office upon the expiry of six (6) weeks after the declaration of the results of those annual elections of the Association and may, subject to eligibility requirements of rule 16.2, nominate for re-election pursuant to rule 16.1.1 or otherwise nominate for election pursuant to rule 16.1.2 or otherwise be appointed pursuant to rule 16.1.3;

16.3.1.2 a casual vacancy appointment pursuant to rule 16.6, shall hold office until the expiry of the period of the vacated Director’s tenure pursuant to rule 16.3.1.1 and may, subject to eligibility requirements of rule 16.2, nominate for re-election pursuant to rule 16.1.1, nominate for election pursuant to rule 16.1.2, or be appointed pursuant to rule 16.1.3;

16.3.1.3 appointed pursuant to rule 16.1.3, hold office for a term of one (1) year following their appointment, at which time they must retire but are eligible to be re-appointed by the Board;

16.3.2 if

16.3.2.1 elected pursuant to rule 16.1.1, be eligible to be re-elected for a maximum of three (3) x two-year (2) terms (a maximum of six (6) years) within any ten-year (10) period;

16.3.2.2 appointed pursuant to rule 16.1.3, be eligible to be re-appointed for a maximum of six (6) x one-year (1) terms (a maximum of six (6) years) within any ten-year (10) period.

Board vacancies
For the purpose of this Constitution, and in addition to any circumstances prescribed by the Act, a Director vacates their position on the Board when the Director:

16.4.1 retires as a Director pursuant to the requirements of rule 16.3 and is not re-elected or appointed, as the case may be;

16.4.2 resigns the office of Director by notice in writing given to the Secretary;

16.4.3 if elected pursuant to:

   16.4.3.1 rule 16.1.1, ceases to be an ordinary member of the Association for more than a period of six (6) months;

   16.4.3.2 rule 16.1.2, ceases to be an ordinary member of the Association;

16.4.4 is absent without the consent approval of the Board from two (2) consecutive meetings of the Board;

16.4.5 if elected or appointed pursuant to rule 16.1.1, is removed from office pursuant to rule 20;

16.4.6 becomes a paid employee of the Association (or any of its associated bodies corporate, affiliates or companies, or bodies corporate under the auspice of the Association), whether full-time, part-time or casual, or has been a member who has been an employee of the Association for a period of six (6) months or more within the immediate preceding one-year (1) period from the date of the forthcoming annual elections of the Association or otherwise as pursuant to rule 16.2.2;

16.4.7 becomes bankrupt or insolvent under administration within the meaning of the Corporations Act or makes arrangement or composition with their creditors generally;

16.4.8 is convicted on indictment of an offence in the promotion, formation, or management of a body corporate or involving fraud or dishonesty;

16.4.9 is prohibited by the Act from holding office or continuing as a Director;

16.4.10 becomes of unsound mind or a person whose person or estate is liable to be dealt with in any way under a protective jurisdiction law relating to mental health;
16.4.11 dies.

A vacating Director pursuant to rules 16.4.1 through to 16.4.9 shall be responsible for ensuring all documents in their possession belonging to the Association are delivered to the Association within fourteen (14) days after vacating office.

Any vacancy created pursuant to this rule 16.4 (except rule 16.4.1) shall be deemed a casual vacancy.

Director proxy, alternate, substitute, or deputy
16.5 No Director shall be entitled to appoint another Director as their proxy nor be entitled to appoint any person as an alternate, substitute, or deputy to act as a Director in their place or role.

Casual vacancy
16.6 In the event of a casual vacancy occurring among the Directors elected pursuant to rule 16.1.1, the Board may appoint a suitable and eligible person subject to rule 16.2 to fill the vacancy who shall hold office until the expiry of the period of the vacated Director’s tenure pursuant to rule 16.3.1.1 and may, subject to eligibility requirements of rule 16.2, nominate for re-election pursuant to rule 16.1.1, nominate for election pursuant to rule 16.1.2, or be appointed pursuant to rule 16.1.3. Such an appointment shall be conducted according to a process determined pursuant to rule 48.

Director duties
16.7 Directors are expected to understand and comply with the provisions of this Constitution, the Act, and the ACNC duties, obligations and governance standards and to adhere to all common law fiduciary duties owed to the Association and in particular shall:

16.7.1 exercise their powers and discharge their duties with the degree of care and diligence that a reasonable person would be expected to exercise commensurate with the nature and complexity of the structure and operations of the Association;

16.7.2 act in good faith and in the best interest of the Association to further the charitable and benevolent purpose for which the entity was created and exercise delegated powers for the purposes for which they were originally conferred;

16.7.2.1 Noting that persons elected or appointed as Directors are elected or appointed as individuals and not as representatives of any formal or informal sectional interest body, group, or other collective assemblage and as such have a duty to act solely in and for the benefit of the
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Association’s interests as a whole through the promotion and furtherance of the purpose and objects of the Association and not to act so as to provide unreasonable preferential benefit to any particular sectional interest body, group, or person to the detriment of other members and not allow personal interests, or the interest of any associated bodies or persons to conflict with the interests of the Association;

Explanation: ref ACNC Regulation 2013 Reg.45.25(2)(b)&(c)

16.7.3 disclose any material personal interest in a matter that relates to the affairs of the Association (including any direct or indirect pecuniary interest in a contract or proposed contract to which the Association is or may be a party) pursuant to s.65 of the Act, Reg.45.25(2)(e) of the ACNC Regulation 2013, and rules 16.8 - 16.11;

16.7.4 not knowingly or recklessly make improper use of their position or use information acquired by virtue of their position as a Director so as to gain, directly or indirectly, any pecuniary benefit or material advantage for themselves or any other person or so as to cause detriment to the Association;

16.7.5 ensure that the financial affairs of the Association are managed responsibly, and that the Association does not incur debts that are not expected to be repaid nor allow the Association to operate while it is insolvent;

16.7.6 comply with any additional duty set out in this Constitution and pursuant to the governing regulations of the Association.

Conflict of Interest

16.8 A Director must give the other Directors notice of any actual, potential or perceived conflict of interest on any matter arising in relation to the Association and give details of the nature and extent of the interest; and the relation of the interest to the affairs of the Association; and be given at a Board meeting as soon as practicable after the Director becomes aware of his or her interest in the matter.

16.9 For clarity, a conflict of interest has the same definition in this Constitution as that provided in the Corporations Act 2001 (Cth) (or any subsequent Commonwealth Corporations Law and the ACNC Regulation 2013 Reg.45.25(2)(e)) and shall be interpreted consistent with legal interpretations applied to the Corporations Act 2001 (Cth);

16.10 The Director does not need to give notice of an interest if:
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16.10.1 the interest arises because the Director is a member of the Association and is held in common with the other members of the Association;

16.10.2 the Director has given a standing notice of the nature and extent of the interest and the notice is still effective in relation to the interest.

16.11 Once a conflict has been declared the Board shall determine the nature and severity of the conflict and apply management of the conflict in their best discretion and noting that the Director may be present and vote if Directors who do not have a material personal interest in the matter have passed a resolution that:

16.11.1 Identifies the Director, the nature and extent of the Director’s interest in the matter and its relation to the affairs of the Association; and

16.11.2 states that those Directors are satisfied that the interest should not disqualify the Director from voting or being present.

16.12 The details of any conflict that is declared and the Board’s decision in relation to the declaration shall be recorded in the minutes of the meeting and the declaration registered in the Association’s ‘Conflict of Interest Register’.

17. THE BOARD - MEETINGS AND QUORUM

Number, means, place, and time of meeting

17.1 The Board shall meet as regularly as it deems necessary to adequately fulfil its duties under the Act and this Constitution but not less than once in each period of 6 months commencing 1 January and 1 July either in person or via electronic telecommunication means at such place, time, and duration as the Board may determine.

17.1.1 Additional meetings of the Board may be convened as deemed necessary by the Chair or by any three Directors and conducted subject to the quorum requirements of rules 17.5 – 17.7.

17.2 The Board shall be entitled to hold all Board meetings as in camera sessions, but may invite, at their own discretion, any person or persons as an attendee to any part of the Board meeting who may be invited to raise a matter or speak on agenda items to provide reports, advice, counsel and information or answer questions on Association related matters as requested by Board members.
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17.2.1 In most instances the senior executive employee shall attend all meetings of the Board for the full duration, unless excused or requested not to by the Board;

17.2.2 In most instances the Secretary (or their delegate pursuant to rule 25.3) shall attend all meetings of the Board for the full duration to fulfil their delegated governance administrative functions pursuant to rule 25.2, unless excused or requested not to by the Board. If the Secretary duty is carried out by a Board member then that person is entitled to attend all Board meetings in their Director capacity;

17.2.3 Notwithstanding the provisions of this rule 17.2, the Board shall invite the members of the Postgraduate Representative Committee to attend:

17.2.3.1 a specified agenda item of a meeting of the Board no less than once in each period of 6 months to provide reports, advice, counsel and information in relation to:

A. the direction, control and management of the affairs of the Association; or

B. any other matter that the members of the Board or Postgraduate Representative Committee see fit to raise in relation to matters aligned with the member’s respective Portfolio designation or College;

pursuant to rules 10, 27.6.3, 27.6.4, 27.7.3 and 27.7.4; and to:

C. deal with matters pursuant to rules 3.2.2, 42.6.1, 42.6.2, 43.1, 43.3 and 48.5.

and otherwise,

17.2.3.2 a separate joint meeting as required from time to time to deal with matters pursuant to rules 3.2.2, 42.6.1, 42.6.2, 43.1, 43.3 and 48.5.

Notice of meetings
17.3 Oral or written notice of a meeting of the Board shall be given by the Secretary to each Director within seven (7) days, or such period as may be unanimously agreed upon by the members of the Board, before the time appointed for the holding of the meeting.
17.4 Notice of a meeting given under rule 17.3 herein shall specify an agenda of the business to be transacted at the meeting, in a format as prescribed by the Board from time to time.

**Quorum**

17.5 Six (6) Directors being present in person shall constitute a quorum for the purpose of passing a resolution and the transaction of the business of a meeting of the Board. A quorum for a Board meeting must be present at all times during the meeting. Each individual Director present may only be counted once towards a quorum.

17.6 No resolution shall be passed, or business transacted by the Board unless a quorum is present and if within half an hour of the time appointed for the meeting a quorum is not present the meeting stands adjourned to the same place and at the same hour of the same day in the following week.

17.6.1 If at the adjourned meeting a quorum is not present within half an hour of the time appointed for the meeting, the meeting shall be dissolved.

17.7 If the number of Directors is reduced below the number fixed as the necessary quorum of the Board pursuant to rule 17.5, the continuing Directors may act for the purpose of:

17.7.1 increasing the number of Directors to fill casual vacancies pursuant to rule 16.6 or otherwise appoint Directors as permitted pursuant to rule 16.1.3, up to no less than six (6) Directors; or

17.7.2 convening a General Meeting of members of the Association pursuant to rule 30.1 for the purpose of the election of additional Directors until the number of Directors is made up to no less than six (6) Directors;

but for no other purpose.

**Presiding member**

17.8 At a meeting of the Board:

17.8.1 the Chair shall act as the presiding member; or

17.8.2 if the Chair is absent or unwilling to act, such one of the remaining members of the Board as may be chosen by the Directors’ present at the meeting shall preside as Chair of the meeting.
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Minutes
17.9 The Directors must cause minutes to be made of:

17.9.1 the names of the Directors present at all Board meetings;

17.9.2 all proceedings including:

17.9.2.1 meeting validity matters such as time, place, attendance, apologies, or quorum.

17.9.2.2 statutory item approvals such as previous minutes, correspondence, and use of seal.

17.9.2.3 items noted, matters delegated, reports and documents tabled at Board meetings;

17.9.3 all formal decisions resolved by the Board pursuant to rule 18, which may include at any Director’s discretion, among other things, essential contextual information that provides background to the decision, risk, or issues considered;

Explanation: It is not necessary to record the mover and seconder of a motion or those voting for or against the motion or the margin of the vote. Simply, any resolution passed by the required margin needs only be recorded. Any resolution not passed need not be recorded.

Individual Board members, if they desire and so request, can have their vote noted in the minutes although this does not necessarily absolve the Director from their responsibility as part of the Board’s collective accountability in relation to the effect of the resolution [see rule 18.1.1].

17.9.4 all Board-authorised appointments including casual vacancies among Directors, office bearers, or officers;

17.9.5 all disclosures of interests made under rules 16.7.3 and 16.8; and

17.9.6 any other proceedings of the meeting deemed necessary to record by the Board.

17.10 Minutes of proceedings at a meeting shall be signed by the presiding Chair of the meeting or by the presiding Chair of the next succeeding meeting.

17.11 The Association must keep all registers required by this Constitution and the Law.
18. **THE BOARD - VOTING AND DECISIONS**

**Voting**

18.1 Resolutions arising at a meeting of and put to the Board shall be determined by a majority of the votes of the Directors present at the meeting, with every vote being equal (a majority vote being more than half, i.e. 50% + 1) with the exception of a resolution pursuant to rules 3.3.2, 13.1, 16.1.3.1, 20.3, 26.1.4, 26.2.1 and 27.5.1, which require not less than a ¾ (75%) majority.

18.1.1 A decision by the majority of Directors is for all purposes a decision of the Board that binds all Directors who, being accountable as a group, have a collective responsibility to the entity, act as a whole, and make decisions as one.

18.2 In the event of an equality of votes on any resolution, the person presiding at that meeting pursuant to rule 17.8, and provided that person is entitled to vote on the resolution, has a deliberative vote in his or her capacity as a Director in respect of that resolution but does not have any entitlement to a casting vote on that resolution and the resolution (not being in the majority) is not passed.

**The Board may act notwithstanding any vacancy**

18.3 Subject to a quorum being achieved pursuant to rule 17.5, the Board may act notwithstanding any vacancy on the Board.

**Circular resolutions**

18.4 Where the voting intention is made clear a resolution in writing signed by all the members of the Board shall be as valid and effectual as if passed at a meeting of the Board duly convened and held. The resolution is deemed carried at the date on which the last Board member signs and votes and if the Directors vote in favour of the resolution by the required margin pursuant to rule 18.1. Any such resolution may consist of several documents in like form each signed by one or more members of the Board.

**Validity of Acts of the Board**

18.5 Any act or thing done or suffered, or purporting to have been done or suffered, by the Board, is valid and effectual notwithstanding any defect that may afterwards be discovered in the appointment or qualification of any Board person.

19. **PROCEDURE FOR ELECTION OF DIRECTORS, PRESIDENT, and OFFICERS**

19.1 Subject to the Election Regulations, nominations of candidates for election, to the Board as Directors pursuant to rule 16.1.1, as President pursuant to rule 16.1.2, or as Portfolio Officers, College Officers, and the Vice President of the Association pursuant to rule 27.1:
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19.1.1 shall be made in writing on the form of nomination as determined pursuant to rule 48.5;

19.1.2 shall be endorsed and signed by two other ordinary members of the Association (not being the nominated candidates) and who personally know and can vouch for the prerequisite eligibility, qualification, and competence of the applicant;

19.1.3 shall be accompanied by the written consent of the candidate, which may be endorsed on the form of nomination;

19.1.4 shall be delivered to the Secretary not fewer than fourteen (14) days before the date fixed for the holding of the election; and

19.1.5 must declare anything whatsoever that will or may prevent the nominee from acting as a Director or President and must be made not less than five (5) days prior to the date of the meeting of members.

Failure to declare any relevant matter that would or could prevent the nominee from acting as a Director will be grounds for the Board to remove the nominated person’s name from the list of eligible nominees or, if once appointed, cause the cessation of the Director’s appointment.

19.2 If the number of nominations received is equal to the vacancies to be filled, the persons nominated shall be deemed to be elected.

19.3 If:

19.3.1 the number of nominations received for Directors are less than the number of vacancies to be filled, the Board may fill the remaining vacancy or vacancies pursuant to rule 16.6;

19.3.2 there are no nominations received for the position of President, the Board may fill the vacancy pursuant to rule 26.2;

19.3.3 the number of nominations received for each of the Portfolio Officer, College Officer, or Vice President positions pursuant to rule 27.1 is less than the number of vacancies to be filled, the Board may fill the remaining vacancy or vacancies pursuant to rule 27.4.

19.4 If the number of nominations received exceeds the number of vacancies to be filled, a ballot of members shall be held pursuant to the Election Regulations. Any tie shall be broken by lot.

19.5 Other than for casual vacancies, ballots for the election of members of the Board, President, Vice President, or Officers shall be conducted at the annual elections of the Association to be held at the same time and in the same
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manner pursuant to the Election Regulations notwithstanding any particular requirements for each position pursuant to this Constitution.

20. DIRECTORS – VACATION OF OFFICE AND REMOVAL OF

20.1 The office of a Director immediately becomes vacant if a Director vacates their position on the Board pursuant to rule 16.4.

20.2 The members may by resolution in a General Meeting remove a Director elected pursuant to rule 19 from office before the end of their term of office at any time, (either at a Special General Meeting convened pursuant to rule 30 or at the Annual General Meeting pursuant to rule 29.2.4) and the vacancy shall then be treated as a casual vacancy pursuant to rule 16.6. A resolution of the Association under this rule 20.2 is of no effect unless:

20.2.1 the motion names the Director or Directors of the Board who is or are subject of the motion;

20.2.2 the motion is signed by not less than one hundred (100) members or not less than five percent (5%) of the total ordinary membership of the Association, whichever is less;

20.2.3 notice of the General Meeting is provided pursuant to the requirements of this Constitution to members of the Association, and to the Director(s) affected by the proposed resolution;

20.2.4 the Director(s) affected by the proposed resolution are provided with an adequate opportunity to speak against the motion and to participate in debate concerning it; and

20.2.5 no less than twenty (20) ordinary members or not less than one percent (1%) of the total membership of the Association (whichever is less) are present when the motion is voted on pursuant to rule 31.2.

20.3 The Board may by resolution of not less than a ¾ (75%) majority of the Directors of the Board eligible to consider the matter suspend a Director elected pursuant to 16.1.1 and 16.1.2 (the President) from office, if, in their opinion, they establish sufficient legitimate grounds for them to determine a breach of the Act or that the conduct of a Director is in persistent breach of this Constitution or the governing regulations of the Association or such that continuance in office would be prejudicial to the interests of the Association.

20.3.1 Prior to the Board considering a suspension pursuant to rule 20.3, the affected Director must be issued with a “Notice to Show Cause” why the Director should not be removed as a Director, The Notice to Show
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Cause is to be issued by an Officer, in consultation with the President and other Officers as appropriate.

20.3.1.1 The affected Director shall have twenty-one (21) days from the date of the “Notice to Show Cause” to either respond in writing and/or seek to address the Board personally, stating any reason why the Director should not be removed.

20.3.1.2 The Board must, within fourteen (14) days of the receipt of any response pursuant to rule 20.3.1.1, convene a meeting of the Directors specifically called to consider the suspension of the Director in accordance with rule 20.3.1. The Board will consider the “Notice to Show Cause” and any response, either in writing or hear the personal address from the affected Director. The Board’s resolution shall be final and binding.

20.3.1.3 Should no response be received from the affected Director within the twenty-one day (21) period pursuant to rule 20.3.1.1 the Board shall meet in accordance with rule 20.3 and determine the matter.

20.3.1.4 The resolution of the Board must be communicated to the affected Director as soon as practicable and takes effect at 5pm the day after the resolution is sent to the affected Director. The Board must provide a statement of reasons for its decision to the affected Director within 14 days of its decision.

20.3.2 The affected Director may request a Dispute Committee be established pursuant to rule 39bis to review the Board’s decision pursuant to rule 20.3. The affected Director must make such a request in writing to the Secretary within 14 days of the date from which the Director is suspended.

21. OFFICE BEARER OF THE BOARD- ELECTION OF

Office Bearer of the Board

21.1 The office bearer of the Board shall be the Chair.

21.2 The office bearer of the Board shall, subject to rule 21.2.1, be elected annually from among the Directors by resolution of the Board in such manner as the Board may determine. Such elections shall be held immediately following each annual election of the Association.
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21.2.1 The office bearer position in rule 21.1 may not be held by the President.

21.2.2 A re-elected Director who was office-bearer in their previous term may be re-elected to the same office-bearer position as previously held. A person may not be an office bearer for a period exceeding the tenure of their directorship pursuant to rule 16.3.

21.3 In the event of a casual vacancy in the position of Chair, the Board shall, subject to rule 21.2.1, elect from among the remaining Directors a person to fill the vacancy.

21.4 A person shall cease to be Chair if:

21.4.1 that person ceases to be a Director pursuant to rule 16.4;

21.4.2 that person resigns as Chair; or

21.4.3 the Board by resolution so determines at any time.

22. CHAIR

22.1 The Chair shall be elected pursuant to rule 21.2;

22.2 Subject to rules 17.8.2 and 32.2, the Chair is to preside as Chair at each General Meeting of the Association and Board meeting at which the Chair is present.

22.3 The Chair shall be responsible to the Board to ensure that absolute discretion, appropriate governance protocols, and confidentiality shall apply in all Board activities, meetings, and dealings related to the governance of the Association according to any governing regulation pursuant to rule 48 the Board may determine from time to time.

22.4 The Chair shall represent and be the spokesperson for the Board to the members and in external public contexts in relation to governance matters of the Association. In all other matters and unless determined otherwise by the Board from time to time pursuant to rule 48 or rule 24, the President shall be the delegated representative and spokesperson for the Association.

23. POSTGRADUATE MEMBER OF THE UNIVERSITY COUNCIL

23.1 The postgraduate student of the ANU to be elected to the position of Postgraduate Student Member of the University Council shall be elected in accordance with the Australian National University Act (or its successors), any relevant Statute or Rule of the ANU and as otherwise provided for in the PARSA Constitution or Election Regulations.
23.2 Any postgraduate student of the ANU, whether a member of the Association or not, may nominate for election as the Postgraduate Student Member of the University Council, and may nominate for re-election insofar as they are eligible.

23.3 The Postgraduate Student Member of the University Council may concurrently hold positions as a Director, an office bearer, President, or officer of the Association.

23.4 The Postgraduate Student Member of the University Council holds office subject only to the provisions of the Australian National University Act (or its successors) and any relevant Statute or Rule of the ANU.

23.5 A vacancy in the office of Postgraduate Student Member of the University Council must be filled in accordance with the Australian National University Act (or its successors), any relevant Statute or Rule of the ANU and as otherwise provided for in the PARSA Constitution or Election Regulations.

24. **DELEGATION**

24.1 The Board may, by instrument or in writing, delegate the exercise of the functions of the Board or any of its powers for any period and on any terms (including the power to further delegate), as the Board resolves, to:

24.1.1 the President;

24.1.2 a Portfolio Officer, College Officer, or employee of the Association;

24.1.3 a Director or officer bearer;

24.1.4 a committee; or

24.1.5 any other person or persons considered by the Board to be reliable and competent to perform the functions;

as are specified in the instrument of delegation or any directions of the Board, other than:

24.1.6 this power of delegation; and

24.1.7 a function which is a duty imposed specifically on the Board by the Act or by any other law.

24.2 A function, the exercise of which has been delegated under this rule, may, while the delegation remains unrevoked, be exercised from time to time by
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the delegated person, persons, or committee pursuant to the terms of the delegation.

24.3 A delegation under this rule may be made subject to such conditions or limitations as to the exercise of any function the subject thereof, or as to time or circumstances as may be specified in the instrument of delegation.

24.4 Notwithstanding any delegation under this rule, the Board may continue to exercise any function delegated.

24.5 Any act or thing done or suffered by the delegated person, persons, or committee acting in the exercise of a delegation under this rule has the same force and effect as it would have if it had been done or suffered by the Board and noting that the exercise of the power by the delegate is as effective as if the Directors themselves had exercised it.

24.6 The Board may, by instrument or in writing, revoke wholly or in part any delegation under this rule.

24.7 Any person, persons, or committee appointed under this rule shall report to the Board on the exercise of the delegated functions or powers as and when and by a method and at a frequency the Board shall from time to time determine.
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25. **DELEGATED POSITIONS - SECRETARY, PUBLIC OFFICER, AND TREASURER**

**Secretary**

25.1 The Board shall appoint a Secretary of the Association (who may be either a Board member, an employee, a member, or another person) annually by resolution of the Board immediately following each annual elections of the Association in such manner as the Board may determine and who shall, as soon as practicable after being appointed as Secretary, lodge notice with the Association of his or her address.

25.2 It is the duty of the Secretary to undertake and fulfil any functions so delegated, and pursuant to the terms of the delegation as determined by the Board from time to time, as well as keep minutes of:

25.2.1 all appointments of Directors and office bearers;

25.2.2 the names of the Directors present at all Board meetings and members present at all General Meetings; and

25.2.3 proceedings of all Board meetings and General Meetings.

25.3 The Board may, in the absence of the formally appointed Secretary, by instrument or in writing, delegate some or all of the above duties or any other duties of the Secretary pursuant to this Constitution to another person as the acting Secretary pursuant to rule 24.

**Public Officer**

25.4 The Board shall appoint a Public Officer of the Association (who may be either a Board member, an employee, a member, or another person) annually by resolution of the Board immediately following each annual elections of the Association in such manner as the Board may determine who must be at least 18 years of age and must reside in the Australian Capital Territory and shall be responsible for:

25.4.1 acting as the official contact for the Association, including receiving legal notices, information or changes to legislation or procedures from the relevant regulatory authorities and taking delivery of documents served on the Association and bringing them to the attention of the Board as soon as possible;

25.4.2 lodging of reporting obligations for incorporated associations as required by the Act, the Legislative Regulation, and the ACNC including an annual information statement and notifications of change of Board members or Association name, public officer, registered office address, and any Constitutional rules with either Access Canberra or the ACNC as applicable;
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25.4.3 custody of any documents as required by the Act or this Constitution.

25.5 The Board may, in the absence of the formally appointed Public Officer of the Association, by instrument or in writing, delegate some or all of the above duties or any other duties of the Public Officer pursuant to this Constitution to another person as the acting Public Officer pursuant to rule 24.

25.6 The Board shall be responsible for appointing a Public Officer and once the position becomes vacant, the Board must fill the position within twenty-eight (28) days. The new Public Officer must, not later than one (1) month after being appointed, lodge with the relevant regulatory authorities a notice of the appointment and their address on the approved form.

Secretary and Public Officer
25.7 The appointed positions pursuant to rules 25.1 and 25.4 may be held by the same or different person(s).

Treasurer
25.8 The Board may appoint a Treasurer of the Association (who shall be a Board member) annually by the Board immediately following each annual elections of the Association in such manner as the Board may determine. The office of Treasurer of the Association need only be created if the Board deem (at their discretion) the office necessary or desirable for the proper management of the affairs of the Association and shall undertake and fulfil any functions so delegated, and pursuant to the terms of the delegation as determined by the Board from time to time.

25.8.1 The President, through delegation and governing regulation, shall have the delegated responsibility for the entity’s financial management and administration which is an operational activity sitting under President delegation (who shall have the power to further delegate financial management and administration activities to other employees) and who shall have the delegated responsibility for presenting the entity’s financial management to the Board, who in turn are responsible for determining what financial governance reporting data should be presented to them and are accountable for the governance oversight of the entity's financial condition and status.

25.9 The Treasurer (if appointed) may be called upon to present the annual financial statements of the Association at the AGM and undertake any other formally delegated financial governance functions the Board deem necessary and applicable to the role.

25.10 The Treasurer (if appointed), at the discretion of the Board, may be appointed to occupy the Chair function of any committee established by the Board in relation to the finances of the Association (where established from
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time to time pursuant to rule 24) to undertake and fulfil any functions so
delegated, and pursuant to the terms of the delegation as determined by the
Board from time to time.

25.11 The Board may, in the absence of the formally appointed Treasurer, by
instrument or in writing, delegate some or all of the above duties or any
other duties of the Treasurer pursuant to this Constitution to another person
not acting formally as the Treasurer pursuant to rule 24.

26 PRESIDENT

26.1 The Members shall elect pursuant to rule 16.1.2 a person as the President
who shall be the President of the Association for a one-year term (and being
eligible for re-election for a second one-year term (i.e. the President may
hold tenure for two (2) x one (1) year periods - a maximum of two years). A
retiring President shall be eligible to be elected as a Director pursuant to
rule 16.1.1 following their tenure as President subject to the requirements
of rule 16.3.2.1 where their President’s tenure shall count as one (1) two-
year term as a Director.

The President:

26.1.1 shall be under the direction of and be accountable and responsible to
the Board and shall undertake and fulfil any functions, responsibilities,
powers, and authorities subject to any constraints, related processes,
protocols or relevant accountability obligations applying to the
functions so delegated. Such functions, responsibilities, powers, and
authorities shall operate pursuant to the terms and conditions,
including any honorarium pursuant to rule 1.15, of the delegation as
determined by the Board and consistent with any governing policies
established pursuant to rule 48;

26.1.2 shall, as an ‘ex-officio’ Director, be entitled to attend all meetings of
the Board subject to any declaration pursuant to rules 16.8 – 16.10
and determination pursuant to rule 16.11;

26.1.3 may, subject to any other direction of the Board, delegate to an
employee, the Vice President, or an Officer of the Association a
function or power delegated to the President pursuant to rule 26.1.1,
but that power or function may not be further delegated. Any act or
thing done or suffered by the delegated employee or officer acting in
the exercise of a delegation under this rule has the same force and
effect as it would have if it had been done or suffered by the
President, noting that the exercise of the power by the delegate is as
effective as if the President themselves had exercised it;
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26.1.4 may be removed from their position according to the same process as for the removal of Directors pursuant to rule 20.2 or rule 20.3. Such a removal shall be considered to be a casual vacancy in the position of President and rule 26.2 shall apply;

26.1.5 must not wilfully act in any way or manner that the Board determines is liable to bring, or has brought, the Association into disrepute through their activities or inactivity or in any way or manner determined by the Board to be prejudicial or detrimental to the interests or pursuit of the objects of the Association;

26.1.6 must not wilfully refuse or neglect to adhere to any provisions of this Constitution or the regulations of the Association.

26.2 Should there be a casual vacancy in the President’s position, the Board:

26.2.1 may appoint, by resolution of not less than a ¾ (75%) majority of the total number of Directors of the Board and according to a process devised pursuant to rule 48, a current ordinary member of the Association as the President for the remainder of the tenure of the President if there is less than eight (8) months before the expiry of the vacated President’s tenure, or

26.2.2 should the Board fail to appoint a President pursuant to rule 26.2.1, within one (1) month of the position being vacant or if there are more than eight (8) months before the expiry of the vacated President’s tenure, shall conduct an election among the Members, within two (2) months of the position being vacant, pursuant to rule 48.5, who shall duly elect an ordinary member as President for the remainder of the tenure of the vacated President.

26.3 If the appointment of an acting President pursuant to rule 26.2 creates a casual vacancy among the Directors elected pursuant to rule 16.1.1, the casual vacancy shall be dealt with pursuant to rule 16.6.

27. OFFICERS - PORTFOLIO OFFICERS, COLLEGE OFFICERS, AND VICE PRESIDENT

27.1 The members shall, pursuant to the Election Regulations, elect:

27.1.1 Portfolio Officers of the Association, who shall be ordinary members of the Association but not a Director, office bearer, or an employee and shall include at least the following Officers and such others as the Board may determine from time to time:

27.1.1.1 Aboriginal and Torres Strait Islander Officer;

27.1.2 Coursework Officer;
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27.1.1.3 Disabilities Officer;
27.1.1.4 Education Officer;
27.1.1.5 Environmental Officer;
27.1.1.6 Equity Officer;
27.1.1.7 Higher Degree by Research (HDR) Officer;
27.1.1.8 International Student Officer;
27.1.1.9 Queer Officer;
27.1.1.10 Social Officer;
27.1.1.11 Women’s Officer;

27.1.2 two College Officers from each of the ANU Colleges, who shall be ordinary members of the Association but not a Director, office bearer, or an employee;

27.1.2.1 The two College Officers from each of the ANU Colleges shall consist of one coursework student and one Higher Degree by Research student except that, in the case that no nominations are received to enable this, the College Officers may be from the same category.

27.1.3 a Vice President, who shall be an ordinary member of the Association but not a Director, office bearer, or an employee.

Tenure

27.2 Each Portfolio Officer, College Officer, or Vice President of the Association shall, subject to this Constitution:

27.2.1 hold office for a period of one (1) year until the expiry of six (6) weeks from the declaration of the results of the next annual election of the Association following the date of the Officer's election;

27.2.2 be eligible for re-election to the same Officer designation or another Officer designation for an additional three (3) x one-year (1) terms (making for a maximum of four (4) years) within any ten-year (10) period;

27.2.3 only be eligible to hold one Officer designation at any one time;

27.2.4 be ineligible to be an Officer (or hold any other position established by this Constitution) if disciplined, suspend or removed pursuant to rule 13.1 or rule 20.3 or rule 27.5.1 for a period of two years from the date the decision to discipline, suspend or remove the person took effect.
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Vacation of office
27.3 For the purpose of this Constitution, and in addition to any relevant circumstances prescribed by the Act, a Portfolio Officer, College Officer, or Vice President of the Association vacates their position when the Officer:

27.3.1 retires as an Officer pursuant to the requirements of rule 27.2.3;

27.3.2 resigns the office of Officer by notice in writing given to the Secretary;

27.3.3 ceases to be an ordinary member of the Association;

27.3.4 is removed from office pursuant to rule 27.5;

27.3.4 becomes a paid employee of the Association or holds paid employment in any related body corporate of the Association, noting that acting as a volunteer worker, or being engaged in a voluntary capacity or position within the Association, does not disqualify a person from being an Officer.

27.3.5 dies.

Any vacancy created pursuant to this rule 27.3 shall be deemed a casual vacancy and shall be dealt with pursuant to rule 27.4.

Casual vacancy
27.4 In the event of a casual vacancy occurring in a Portfolio Officer, College Officer, or Vice President position, the Board may appoint a suitable and eligible ordinary member of the Association to fill the vacancy who shall hold office until the conclusion of the next annual elections of the Association following the date of the person’s appointment and shall be eligible for re-election pursuant to rule 27.2.3. Such an appointment shall be conducted according to a process determined pursuant to rule 48.

Disciplining
27.5 An Officer of the Association may be removed from their position in the following manner:

27.5.1 By resolution of not less than a ¾ (75%) majority of the Directors of the Board eligible to consider the matter if they are of the reasonable opinion that the Officer:

27.5.1.1 has failed to satisfactorily fulfil their functions responsibilities, powers and authorities pursuant to rule 27.6 or rule 27.7; or
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27.5.1.2 wilfully refuses or neglects to adhere to any provisions of this Constitution or the regulations of the Association; or

27.5.1.3 wilfully acts in any way or manner that the Board determines is liable to bring or has brought the Association into disrepute through their activities or inactivity or in any way or manner determined by the Board to be prejudicial or detrimental to the interests or pursuit of the objects of the Association.

27.5.2 Prior to the considering the removal of an officer pursuant to rule 27.5.1, the affected Officer must be issued with a "Notice to Show Cause" why the Officer should not be removed as an Officer. The Notice to Show Cause is to be issued by an Officer, in consultation with the President and other Officers as appropriate.

27.5.2.1 The affected Officer shall have fourteen (14) days from the date of the "Notice to Show Cause" to either respond in writing and/or seek to address the Board personally, stating any reason why the Officer should not be removed;

27.5.2.2 The Board must, within fourteen (14) days of the receipt of any response pursuant to rule 27.5.2.1, convene a meeting of the Directors specifically called to consider removal in accordance with rule 27.5.1. The Board will consider the "Notice to Show Cause", and any response, either in writing or hear the personal address from the affected Officer. The Board’s resolution shall be final and binding.

27.5.2.3 Should no response be received from the affected Officer within the fourteen-day (14) period pursuant to rule 27.5.2.1, the Board shall meet in accordance with rule 27.5.2.2 and determine the matter.

27.5.2.4 The resolution of the Board must be communicated to the affected Officer as soon as practicable and takes effect at 5pm the day after the resolution is sent to the affected officer. The Board must provide a statement of reasons for its decision to the affected Officer within 14 days of its decision.

27.5.3 Subject to a determination pursuant to rule 27.5.2.2 or 27.5.2.3 the Board may appoint a suitable and eligible ordinary member of the Association to fill any resultant vacancy pursuant to rule 27.4.
27.5.4 The affected officer may request a Dispute Committee be established pursuant to rule 39bis to review the Board’s decision pursuant to rule 27.5.1. The affected officer must make such a request in writing to the Secretary within 14 days of the date from which the officer is removed.

Functions and Powers

27.6 The Portfolio Officers of the Association:

27.6.1 shall be responsible for, provide leadership in, undertake, and perform any operational day-to-day functions aligned with their portfolio designation as delegated by the Board or as otherwise determined by the President within the scope of the Board’s delegated functions of each respective portfolio designation, and shall be accountable for their assigned budgets;

27.6.2 shall be responsible to the President for the undertaking and performance of their operational day-to-day functions;

27.6.3 subject to rule 10 and 17.2.3, may raise any matter the Portfolio Officer sees fit to raise with the Board in relation to:

27.6.3.1 the provision of advice, counsel, and information in relation to the direction, control, and management of the affairs of the Association; or

27.6.3.2 any matter aligned with the Portfolio Officer’s designation;

27.6.4 subject to rule 10 and 17.2.3, may be invited, at the Board’s discretion, as an attendee to any part of the Board meeting to speak on agenda items or to report to the Board on any matter aligned with the Portfolio Officer’s designation as requested by the Board from time to time;

27.6.5 may be deemed to be an officer of the Association and as such are bound by the duties pursuant to the law, the Act, the ACNC, this Constitution and other such duties in accordance with any governing regulations established by the Board pursuant to rule 48.

27.7 The College Officers of the Association:

27.7.1 shall be responsible for, provide leadership in, undertake, and perform any operational day-to-day functions aligned with their College designation as delegated by the Board or as otherwise determined by the President within the scope of the Board’s delegated functions of each respective College designation, and shall be accountable for their assigned budgets;
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27.7.2 shall be responsible to the President for the undertaking and performance of their operational day-to-day functions;

27.7.3 subject to rule 10 and 17.2.3, may raise any matter the College Officer sees fit to raise with the Board in relation to:

27.7.3.1 the provision of advice, counsel, and information in relation to the direction, control, and management of the affairs of the Association; or

27.7.3.2 any matter aligned with the College Officer’s designation;

27.7.4 subject to rule 10 and 17.2.3, may be invited, at the Board’s discretion, as an attendee to any part of the Board meeting to speak on agenda items or to report to the Board on any matter aligned with the College Officer’s designation as requested by the Board from time to time;

27.7.5 may be deemed to be an officer of the Association and as such are bound by the duties pursuant to the law, the Act, this Constitution and other such duties in accordance with any governing regulations established by the Board pursuant to rule 48.

27.8 The Vice President of the Association shall:

27.8.1 assist the President to perform their day-to-day administrative and management duties and functions and, as such, shall undertake and fulfil any functions, responsibilities, powers, and authorities, within any constraints, related processes and protocols, and relevant accountability obligations applying to the functions, as determined by the Board from time to time pursuant to rule 48;

27.8.2 be responsible to the President for the undertaking and performance of their operational day-to-day functions;

27.8.3 take on the functions of the President pursuant to rule 26.1.1 in an acting capacity should there be a casual vacancy in the President’s position until the casual vacancy position is filled;

27.8.4 be deemed to be an officer of the Association and as such are bound by the duties pursuant to the law, the Act, this Constitution, and other such duties in accordance with any governing regulations established by the Board pursuant to rule 48;
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27.8.5 for the sake of clarity, not be an ‘ex-officio’ Director pursuant to rule 16.1.2 and shall only be entitled to attend meetings of the Board at the determination of the Board.
PART IV - GENERAL MEETINGS

28. ANNUAL GENERAL MEETINGS - HOLDING OF

28.1 The Association shall, at least once in each calendar year and within the period of five (5) months beginning at the end of the Association’s most recently ended Financial Year, convene an Annual General Meeting of its members pursuant to the Act.

Explanation: s.69 of the Act.

28.1.1 A General Meeting of the Association shall only be held between ANU Orientation Week and the publication of ANU examination results.

28.2 Rule 28.1 has effect subject to any extension and condition or permission granted under the Act.

Explanation: s.120 of the Act.

29. ANNUAL GENERAL MEETINGS - CALLING OF AND BUSINESS AT

29.1 The Annual General Meeting of the Association shall, subject to the Act and rule 28, be convened on such date and at such place and time as the Board determines.

29.2 The business of an Annual General Meeting shall be to:

29.2.1 confirm the minutes of the last Annual General Meeting and of any Special General Meeting held since that meeting;

29.2.2 receive and consider the audited statement of the Association’s accounts for the most recently ended financial year and a copy of the auditor’s report for the accounts;

Explanation: s.72(2) and s.73(1)(a)&(b) of the Act and s.11 of the Legislative Regulation.

29.2.3 receive and consider from the Board a report signed by the Chair and the President stating the:

Explanation: s.73(1)(c) of the Act.

29.2.3.1 name of each Director of the Association during the most recently ended financial year of the Association and, if different, at the date of the report; and

29.2.3.2 principal activities of the Association during the most recently ended financial year and any significant change in the nature of those activities that occurred during that financial year; and
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29.2.3.3 net profit or loss of the Association for the most recently ended financial year.

29.2.4 conduct other special business of which notice has been given to the members pursuant to rule 36.2.

29.3 The Secretary shall cause a notice convening an Annual General Meeting to be given to members no less than fourteen (14) days before the date fixed for the holding of the Annual General Meeting by advertisement. The notice convening an Annual General Meeting shall specify the meeting as an Annual General Meeting and specify the place, date, and time of the meeting and the nature of the business, and all reports, documents, or financial statements pursuant to rule 29.2 proposed to be transacted at the meeting.

29.3.1 If a special resolution is being proposed, the notice will also include the intention to propose the resolution as a special resolution and include the proposed wording of the resolution. Such a resolution shall operate pursuant to rule 36.2.

29.4 The procedure for an Annual General Meeting shall be as set out in rule 31.

30. SPECIAL GENERAL MEETINGS - CALLING OF

30.1 The Board may, whenever it thinks fit, convene a Special General Meeting of the Association.

30.1.1 A Special General Meeting of the Association shall only be held between ANU Orientation Week and the publication of ANU examination results.

30.2 The Board shall convene a Special General Meeting of the Association on the requisition in writing of not less than one hundred (100) ordinary members or not less than five percent (5%) of the total ordinary membership of the Association, whichever is less.

30.3 A requisition of members for a Special General Meeting:

30.3.1 shall state the purpose or purposes of the meeting and shall clearly state any resolution(s) to be proposed at the meeting;

30.3.2 shall be signed by each of the members making the requisition;

30.3.3 shall be lodged with the Secretary; and
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30.3.4 may consist of several documents in a similar form, each signed by one or more of each member making the requisition.

30.4 If the Board fails to convene a Special General Meeting within twenty-one (21) days after the date on which a requisition of members for the meeting was lodged with the Secretary, any one or more of the members who made the requisition may convene a Special General Meeting to be held not later than three (3) months after the date on which the requisition was lodged.

30.5 Where possible, a Special General Meeting convened by members as referred to in rule 30.4 shall be convened to coincide with the Annual General Meeting convened by the Board and any member who thereby incurs expense associated with the organisation of the Special General Meeting is entitled to be reimbursed by the Association for any expense so incurred.

30.5.1 Where a Special General Meeting requisitioned by members as referred to in rule 30.4 is not convened by the Board to coincide with the Annual General Meeting, or where it is not possible to do so, the organising members shall be reimbursed for all reasonable costs associated with organisation of the Special General Meeting, as determined by the Board.

30.6 The procedure for a Special General Meeting shall be as set out in rule 31.

31. GENERAL MEETINGS – PROCEDURE AT

31.1 No item of business shall be transacted at a General Meeting unless a quorum of members entitled under this Constitution to vote is present during the time the meeting is considering that item.

31.2 A quorum for the transaction of the business of a General Meeting shall constitute twenty (20) ordinary members or not less than one percent (1%) of the total membership of the Association, whichever is less, entitled under this Constitution to vote at a General Meeting being present in person.

31.3 If within half an hour after the appointed time for the commencement of a General Meeting a quorum is not present, the meeting if convened upon the requisition of members shall be dissolved and in any other case shall stand adjourned for seven (7) days and shall resume at the same time and at the same place (unless another place is specified at the time of the adjournment by the person presiding at the meeting or communicated by written notice to members given before the day to which the meeting is adjourned).

31.4 If at the adjourned meeting a quorum is not present within half an hour after the time appointed for the commencement of the meeting, the members present, being not fewer than eleven (11) ordinary members shall constitute a quorum.
32. **GENERAL MEETINGS - PRESIDING MEMBER**

32.1 The Chair shall preside as Chair at each General Meeting of the Association. If the Chair cannot attend a General Meeting they shall delegate a Director to Chair in their stead.

32.2 If the Chair or their delegate is absent from or unwilling to act at a General Meeting, those ordinary members present shall elect one of their number or a Director to preside as Chair at the meeting.

33. **GENERAL MEETINGS - ADJOURNMENT**

33.1 The Chair of a General Meeting at which a quorum is present, with the consent of the majority of members present at the meeting, adjourn the meeting from time to time and place to place, but no business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.

33.2 Where a General Meeting is adjourned for fourteen (14) days or more, the Secretary shall give notice of the adjourned meeting to each member of the Association (in the manner pursuant to rule 36) stating the place, date, and time of the meeting and the nature of the business to be transacted at the meeting.

33.3 Except as provided in rules 33.1 and 33.2 herein, notice of an adjournment of a General Meeting or of the business to be transacted at an adjourned meeting is not required to be given.

34. **GENERAL MEETINGS - MAKING OF DECISIONS**

34.1 A question arising at a General Meeting of the Association is to be decided by a show of hands and, unless before or on the declaration of the show of hands a poll is demanded, a declaration by the person presiding that a resolution has, on a show of hands, been carried or carried unanimously or carried by a particular majority or lost, and an entry to that effect has been entered in the minute book of the Association, is evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against that resolution.

34.2 At a General Meeting of the Association, a poll may be demanded by the person presiding or by not less than five (5) members present in person at the meeting. The poll shall be taken:

34.2.1 immediately in the case of a poll which relates to the election of the Chair of the meeting or to the question of an adjournment; or
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34.2.2 in any other case, in such manner and at such time before the close of the meeting as the Chair directs, and the resolution of the poll on the matter shall be deemed to be the resolution of the meeting on that matter.

35. GENERAL MEETINGS – VOTING

35.1 Upon any question arising at a General Meeting of the Association, and on any motion at a General Meeting, each ordinary member shall be entitled to one (1) vote. All votes must be given personally. Pursuant to rule 38, voting by proxy or by attorney is not permitted.

35.2 The register of members will be conclusive in determining membership and eligibility to vote.

35.3 A resolution, other than a special resolution, is deemed carried if more than 50% of the total eligible votes cast on the resolution (i.e. those votes cast by persons eligible to vote who are present at the meeting in person as the Constitution allows) are in favour of the resolution;

35.4 In the case of an equality of votes on a question at a General Meeting, the Chair of the meeting (and provided that person is entitled to vote on the resolution) has a deliberative vote in his or her capacity as a Director in respect of that resolution but does not have any entitlement to a casting vote on that resolution and the resolution, not being in the majority, is decided in the negative.

36. GENERAL MEETINGS – NOTICES

36.1 Except where the nature of the business proposed to be dealt with at a General Meeting requires a special resolution of the Association pursuant to rule 36.2 or in the case of an Annual General Meeting pursuant to rule 29.3, the Secretary shall, no less than fourteen (14) days before the date fixed for the holding of the General Meeting, cause a notice to be given by advertisement to members specifying the place, date and time of the meeting and the nature of the business proposed to be transacted at the meeting.

36.2 Where the nature of the business proposed to be dealt with at a General Meeting requires a special resolution of the Association (or business in relation to rule 29.2.5), the Secretary shall, no less than twenty-one (21) days before the date fixed for the holding of the General Meeting, cause notice to be given by advertisement to members as provided in rule 36.1 specifying in addition to the matters specified in rule 36.1, the intention to propose the resolution as a special resolution and the wording of the proposed resolution.
36.3 No business other than that specified in the notice convening a General Meeting shall be transacted at the meeting except, in the case of an Annual General Meeting, business which may be transacted pursuant to rule 29.2.

36.4 A member desiring to bring any business before a General Meeting may give notice in writing of that business to the Secretary, who shall include that business in the next notice calling a General Meeting given after receipt of the notice from the member.

36.5 The accidental omission to give notice of a General Meeting to, or the non-receipt of notice of the General Meeting by, any person entitled to receive notice shall not invalidate proceedings of the General Meeting.

37. **GENERAL MEETINGS - SPECIAL RESOLUTIONS**

37.1 A resolution of the Association is a special resolution if it is a resolution relating to special business that, in order to be adopted, must have no less than twenty-one (21) days’ notice and be passed at a General Meeting convened as required pursuant rule 30 by not less than a ¾ (75%) majority of the total votes of ordinary members of the Association present and voting in person at the meeting.

Explanation: s.70 of the Act.

38. **GENERAL MEETINGS - APPOINTMENT OF PROXIES**

38.1 Voting by proxy or by attorney shall not be permitted at any General Meeting of the Association.

39. **GENERAL MEETINGS – OFFENSIVE MATERIAL, CONDUCT, AND OBSERVERS**

39.1 The Chair of the meeting, at their discretion, may refuse to admit a person, or require them to leave and not return to a General Meeting, if the person:

39.1.1 is in possession of any electronic or recording device; placard, banner or similar sign; or other inappropriate article; or

39.1.2 acts, behaves or uses abusive language in a manner unbecoming of appropriate decorum;

which the Chair of the meeting considers to be dangerous, offensive, or liable to cause disruption or distress.

39.2 Interested persons, other than members, are permitted to attend General Meetings of the Association at the discretion of and with the permission of the Chair of the meeting but have no right to speak at or otherwise participate in the meeting and must follow any directions of the Chair of the meeting.
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PART V – MISCELLANEOUS

39 bis. DISPUTES COMMITTEE

39.1 bis A Disputes Committee may be established to review a decision of the Board to remove an officer or suspend a director or discipline a member.

39.2 bis When a request is made to establish a Disputes Committee pursuant to rule 13.3 or rule 20.3.2 or rule 27.5.4, the President must establish the Disputes Committee within 30 days of the request.

39.3 bis The Disputes Committee:

39.3.1 bis is to review a decision of the Board made in accordance with rule 13.1, or rule 20.3 or rule 27.5;

39.3.2 bis is to be composed of between 3-5 members [who shall be members of the Association but not any current Board or Postgraduate Representative Committee members or Officers of the Association] and no less than one (1) person not a member of the Association.

Explanation: the compositional requirements of the Disputes Committee are intended to bolster the independence of the Disputes Committee. The person not a member of PARSA might be, for example, an appointment of an ANU lecturer, an undergraduate student, a lawyer, or a graduated past president of PARSA, or anyone else not a member of PARSA at the time of their appointment.

39.3.3 bis may determine how it operates, subject to this Constitution and any applicable PARSA regulations;

39.3.4 bis must, in exercising its functions, comply with the principles of natural justice;

Explanation: The Associations Incorporation Act 1991 s.50 provides that the rules of natural justice must be complied with in any disputes, grievance or disciplining process

39.3.5 bis must disclose any credible allegations it has received regarding possible criminal conduct to the police;

39.3.6 bis shall, other than for the proper performance of its functions, treat allegations referred to it as confidential.

39.4 bis A Disputes Committee may conducted a preliminary assessment to determine whether there appear to be valid grounds for the review. The
Committee may determine that the decision of the Board should not be reviewed (including where there are no or insufficient grounds for review) and decline to review the decision.

39.5bis Where the Disputes Committee determines it should hear the review, the Disputes Committee will establish the process by which it will gather the necessary information and advise the affected person and the Board of these processes.

39.6bis Where the Disputes Committee has determined it will review the decision of the Board, the Disputes Committee may confirmed, vary or substitute the decision of the Board. The decision of the Disputes Committee is final and binding on the affected person and the Board.

39.7bis The decision of the Dispute Committee must be communicated in writing to the affect person and the Chair of the Board as soon as practicable.

40. INSURANCE

40.1 The Association may effect and maintain insurances.

41. FUNDS - SOURCE

41.1 The funds, revenue, and income of the Association shall be derived from grants, donations, and such other revenue raising or financing activities or sources as the Board determines pursuant to the powers of the Association in rule 2.2.

42. FUNDS - MANAGEMENT AND ACCOUNTABILITY

42.1 Subject to any resolution passed by the Association in a General Meeting, the funds and assets of the Association shall be used solely in pursuance of the objects of the Association in such manner as the Board determines, provided such manner is pursuant with both rules 1.14 and 2.1.

42.2 All monies received by the Association shall be deposited as soon as reasonable and without deduction to the credit of the Association’s bank account and the Association shall, in a manner approved by the Board, as soon as reasonable after receiving any money, enter and maintain a record of the details of the receipt of the monies.

42.3 All monies expended by the Association shall be authorised in a manner determined by the Board pursuant to rule 42.4 and the Association shall, in a manner approved by the Board, as soon as reasonable after making any payment, enter and maintain a record of the details of the expenditure of the monies.
Authorising payments
42.4 The Board must ensure that:

42.4.1 all cheques, drafts, bills of exchange, promissory notes, and other financial, negotiable, or transferable instruments; and

42.4.2 all payments, which may include electronic fund transfers, writing cheques, use of credit cards, payment of cash, and any other lawful means of disbursement of funds, by the Association;

are specifically authorised by, and in the case where physical signatures are required, attested by the signatures of, one or more persons as authorised by the Board in accordance and consistent with:

42.4.4.1 their delegated and authorised powers as are specified in the instrument of delegation;

42.4.4.2 any directions of the Board; or

42.4.4.3 the governing regulations of the Association as determined by the Board.

42.4.5 Nothing in this provision shall prevent the use of petty cash from time to time once funds have been disbursed for that purpose and all other provisions of this Constitution have been complied with.

Financial and Accounting Records
42.5 The Board must keep or cause to be kept proper and accurate written financial and accounting records that correctly record and explain the transactions and the financial position of the Association, including all money received and spent by the Association and the matter in respect of which such receipt and expenditure takes place, and of the assets and liabilities of the Association; and keep its accounting records in such a way that:

Explanation: Part 5 of the Act, and ACNC Act 2001 s.55.5.

42.5.1 true and fair accounts of the Association can be prepared from time to time; and

42.5.2 a statement of the accounts of the Association can conveniently and properly be audited; and

42.5.3 retain its accounting records for not less than seven (7) years after the transactions to which they relate were completed.

Auditor
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42.6 The Association shall appoint an Auditor of the Association who shall audit the books and records of the Association annually.

42.6.1 The Auditor shall be appointed by resolution of a joint meeting of the Board and the Postgraduate Representative Committee pursuant to rule 2.2.22. The term of the Auditor shall be two (2) years unless terminated earlier by resolution of a joint meeting of the Board and the Postgraduate Representative Committee.

42.6.2 In the event that the position of the Auditor becomes vacant for any reason, including as under rule 42.6.1, that position for the remaining period of the term shall be filled by appointment by resolution of a joint meeting of the Board and the Postgraduate Representative Committee. At the end of the term of the replacement Auditor, the provisions under rule 42.6.1 will take effect.

42.7 Within three (3) months of the expiration of each financial year the accounts of the Association shall be examined by the Association-appointed Auditor who shall prepare a report to ascertain the correctness of the balance sheet and statements of receipts and expenditure. The Auditor’s report does not necessarily need to be completed within this three (3) month timeframe, but must be completed in a timeframe consistent with rule 29.3.

42.8 The Auditor’s report must state whether the Association has kept such financial records as are necessary to enable financial statements to be prepared and that they give a true and fair view of the Association’s affairs. Explanation: the Act s.4.

43. PATRONS OF THE ASSOCIATION

43.1 One or more patrons may be appointed by resolution of a joint meeting of the Board and the Postgraduate Representative Committee.

43.2 A patron of the Association is a person who, having accepted an invitation from a joint meeting of the Board and the Postgraduate Representative Committee, willingly and publicly supports the objectives of the Association. A patron may make public statements on behalf of the Association at functions that have been pre-approved by the Board for the patron to attend.

43.3 The term of patronage will be determined by resolution of a joint meeting of the Board and the Postgraduate Representative Committee. A term of patronage may be terminated without notice, by resolution of a joint meeting of the Board and the Postgraduate Representative Committee.

43.4 The role of a patron is to increase the public profile of the Association in such a way as to promote the objectives and good standing of the Association and
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may be called upon to act in a representative capacity on behalf of the
Association at public functions and in particular to advocate and promote the
Association’s merits.

44. ALTERATION OF OBJECTS AND CONSTITUTION

44.1 This Constitution, including the statement of objects in rule 2, may be altered,
amended, rescinded, or added to only by a special resolution passed by the
Association in General Meeting.

Explation: Associations Incorporation Act 1991 s.33: “...an incorporated association may,
by special resolution, alter its rules in whole or in part... (and) if an incorporated
association has resolved to alter its rules, the association must, not later than 1 month
after the resolution was passed, lodge with the registrar-general a notice setting out the
particulars of the alteration, and including a declaration by not less than two (2) members
of the committee of the association to the effect that a special resolution...was duly passed
by the association.”

44.2 The Secretary shall ensure that, once passed at a General Meeting,
amendments to the Constitution are submitted to the University Council for
ratification and thence lodged with the relevant regulatory authorities
pursuant to rule 25.4.2.

44.3 No amendment to the Constitution shall have any effect until ratified by the
University Council and lodged with the relevant regulatory authorities.

44.4 This Constitution and any amendments pursuant to rule 44.1 must be made
available for all members to access (pursuant to rule 47 or by electronic
means) within fourteen (14) days of being ratified by the University Council
and lodged with the relevant regulatory authorities.

45. COMMON SEAL AND EXECUTION OF DOCUMENTS, INCLUDING DEEDS

45.1 The Association must have a common seal and may only be used with the
authority of the Board and pursuant to the Constitution of the Association.

Explation: s.22(b) of the Act.

45.1.1 The common seal must not be attached to any instrument, document,
or proceeding requiring authentication except by the authority of the
Board and the attaching of the common seal and must be attested by
the signatures either of the following agents, either:

45.1.1.1 two (2) Board authorised Directors, one not being the Public
Officer; or

45.1.1.2 one(1) Board authorised Director and a Board authorised
employee; or

45.1.1.3 two (2) persons as the Board may appoint for that purpose;
45.1.2 The Seal shall remain in the custody of a person nominated by the Board for that purpose.

45.2 The Association may execute any instrument, document, or proceeding requiring authentication with the authority of the Board without using a common seal provided the dealing or deed is signed and attested by the signatures either of:

Explanation: s.55(1) & 55(2) of the Act).

45.2.1 the Public Officer; or

45.2.2 the Secretary; or

45.2.3 a person or persons empowered, either generally or in relation to a stated matter or matters, by writing under the Association’s common seal as its agent or attorney to execute deeds on its behalf;

and that attestation shall be sufficient for all purposes that was affixed those signatures by authority of the Board.

46. CUSTODY OF BOOKS

46.1 Except as otherwise provided by the Act, the regulations and this Constitution, the Secretary shall keep in their custody or under their control all records, books, and other documents relating to the Association as directed by the Board.

46.2 The Board may, by instrument or in writing, delegate the duty of the custody of all records, books and other documents relating to the Association under this rule to another person pursuant to rule 24.

47. INSPECTION OF BOOKS AND RECORDS BY MEMBERS.

47.1 The records, books, and other documents of the Association, including minutes of all Board meetings and General Meetings of the Association but not including legal documents related to Court action or current litigation, personnel files, documents, and other confidential, privileged, or commercial-in-confidence information or material protected by any relevant Act, shall be open to inspection, free of charge, at the principal place of business during business hours by a member of the Association, at any reasonable hour, having first given the Association reasonable notice in writing to, and made prior arrangement with, the Secretary to inspect.


47.2 The inspection may be supervised by the Secretary and undertaken at a time convenient to both parties.
47.3 The records, books, and other documents of the Association and minutes of all Board meetings and General Meetings of the Association are not to be photographically, electronically, or manually copied or removed from the principal place of business of the Association and remain the property of the Association to be used solely for the purposes of the Association pursuant to the matters required as described in this Constitution and the Act and Legislative Regulation.

48. GOVERNING REGULATIONS AND ELECTION REGULATIONS

48.1 Pursuant to rules 15.1 and 15.3.2, the Board shall have the power to establish governing regulations relating to the effective and prudent internal administration and management of the Association that give effect to their assigned powers under this Constitution, the achievement of the objects of the Association and to regulate the business of the Association. Such governance regulations will be those deemed necessary, expedient, or convenient for the proper regulation of the competent governance, management, conduct, control, and direction of the Association and shall define how those with delegated powers in the Association are expected to act and behave in the exercise of their delegated powers and authorities, the performance of their assigned roles and functions, and the discharge their obligatory duties.

48.1.1 The Board may at any time rescind, modify, change, or vary any of the governing regulations and make others to replace them in accordance with the changing needs and requirements of the Association.

48.1.2 The governing regulations must not be contrary to this Constitution or the Act or the Law.

48.2 The Board shall set out its own governing regulations in a Governance Charter or similar document which may also include standing orders to govern the conduct of any meeting of the Association.

48.3 The members, Board, Directors, office bearers, President, Vice President, Portfolio Officers and College Officers, employees, delegated persons, committees, the Postgraduate Representative Committee, agents, or volunteers of the Association shall be bound by and must comply with any governing regulations in force from time to time.

48.4 Any governing regulations, including a Governance Charter or standing orders, established by the Board must be made available for all members to access, pursuant to rule 47 or by electronic means, within fourteen (14) days of being made by the Board.
48.5 Election Regulations shall be determined by resolution of a joint meeting of the Board and the Postgraduate Representative Committee from time to time and shall be deemed as governing regulations for the purposes of this rule 48.

48.5.1 Any amendments, deletions, or additions made to the Election Regulations pursuant to rule 48.5 shall not take effect until two (2) months after their adoption by the joint meeting of the Board and the Postgraduate Representative Committee.

49. NOTICES - SERVICE OF

49.1 For the purpose of and subject to this Constitution, a notice may be served by or on behalf of the Association upon any member of the Association either by advertisement, letter, or electronic mail transmission.

49.2 Where a document is sent to a person by electronic mail transmission containing the document, the document shall, unless the contrary is proved, be deemed for the purposes of this Constitution to have been served to the person at the time at which the electronic mail transmission would have been delivered in the ordinary course of electronic mail transmission.

50. INDEMNITY

50.1 To the extent permitted by law, the Association may indemnify each relevant person, being either a Director, office bearer, officer, employee, delegated person, persons, or committee or agent of the Association, out of the property of the Association against a liability of that person incurred by that person in or arising out of the discharge of duties as a Director, office bearer, officer, employee, delegated person, persons, or committee and/or agent of the Association or in or arising out of the conduct of the business of the Association which does not arise out of conduct involving a breach of good faith or incurred or caused through their own negligence, default, breach of duty or trust or dishonesty or a wilful breach of duty in relation to the Association or a contravention of the Act and the legal costs of that person in defending any proceedings, whether civil or criminal, in which:

50.1.1 judgment is given in their favour; or

50.1.2 they are acquitted in connection with any application in relation to any such proceedings; or

50.1.3 relief is, under the Law, granted to them by the Court;

subject to the provisions of the Law.

50.2 Where an indemnity is provided by the Association under rule 50.1, that indemnity:
50.2.1 is enforceable without the relevant person having first to incur any expense or make any payment;

50.2.2 is a continuing obligation and is enforceable by the relevant person even though the relevant person may have ceased to be a Director, office bearer, officer, employee, delegated person, persons, or committee or agent of the Association; and

50.2.3 applies to liabilities and legal costs incurred both before and after this rule became effective.

50.3 To the extent permitted by law, the Association may make a payment, whether by way of advance, loan, or otherwise to a relevant person in respect of legal costs of that person being either a Director, office bearer, officer, employee, delegated person, persons, committee, or agent of the Association.

50.4 To the extent permitted by law, the Association may:

50.4.1 enter into, or agree to enter into; or

50.4.2 pay, or agree to pay, a premium for,

a contract insuring a relevant person against a liability of that person, being either a Director, office bearer, officer, employee, delegated person, persons, or committee or agent of the Association, and the legal costs of that person. Any such premium in relation to that person is in addition to, and not regarded as part of, any remuneration approved by Members under this Constitution.

50.5 To the extent permitted by law, the Association may enter into an agreement or deed with a relevant person who is, or has been, a Director, office bearer, officer, employee, delegated person, persons, committee, or agent of the Association or a subsidiary of the Association under which the Association must do all or any of the following:

50.5.1 keep books of the Association and allow that person and that person’s advisers access to those books on the terms agreed;

50.5.2 indemnify that person against any liability and legal costs of that person;

50.5.3 make a payment, whether by way of advance, loan, or otherwise to that person in respect of legal costs of that person; and

50.5.4 keep that person insured in respect of any act or omission by that person while a Director, office bearer, officer, employee, delegated person, persons, committee, or agent of the Association or a
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subsidiary of the Association, on the terms agreed, including as to payment of all or part of the premium for the contract of insurance.

51. DISSOLUTION

51.1 The Association may be dissolved upon the passing of a special resolution of members at a General Meeting convened for the purpose.

Explanation: s.88 of the Act.

51.2 In the event of the Association being dissolved, any surplus property of the Association that remains, following the winding up, will not be paid to or distributed among the members of the Association, but may be vested in another organisation if the recipient association:

51.2.1 has objects that are substantially similar to the former association;

51.2.2 does not operate for the purpose of trading or securing pecuniary gain for its members;

51.2.3 has provision in its rules requiring its surplus property to be passed to a similar organisation on dissolution or winding up;

51.2.4 is an incorporated association;

such organisation or organisations to be determined by the members of the Association at or before the time of dissolution or in default thereof by the relevant Court of the Australian Capital Territory.

52. DEFINITIONS AND INTERPRETATION

52.1 Definitions

In this Constitution, except in so far as the context or subject matter otherwise indicates or requires:

“Access Canberra” means the ACT Government service serving the ACT people, community, industry and government who register, licence and ensure compliance of Incorporated Associations activities against relevant legislation. The Association is required to deal with Access Canberra for the following:

(a) Incorporating an Association and winding up of the Association
(b) Notification of the Association’s Public Officer
(c) Changing the Association Constitution rules
(d) Changing the Association’s name

“ACNC” means the Australian Charities and Not-for-profits Commission and, depending on the context, includes reference to the ACNC Act 2012(Cth), the
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ACNC Regulation 2013 (Cth). The Association is required to deal with the ACNC for the following:
(a) Changing the Association Constitution rules
(b) Changing the Association’s name
(c) Registering as a charity (and revoking charitable registration)
(d) Updating the Association’s address or contact details
(e) Updating the Association’s Directors
(f) Submitting Annual Information Statement and financial report

“Act” means the Associations Incorporation Act 1991 (ACT).

“advertisement” means, in relation to causing a notice to be given to members by:
(a) the placement of a public notice in a newspaper of the Australian Capital Territory; and
(b) the placement of a notice on the PARSA website;
(c) sending an email to the member’s electronic address (if any) shown in the register of members; and
(d) such other means as the Board may, from time to time, determine pursuant to rule 48.

“Annual General Meeting” (or AGM) means a meeting held annually pursuant to rule 28 and rule 29.

“annual elections of the Association” means the Association’s formally designated elections held each year to elect the Directors, President, and officers of the Association to be held at the same time and in the same manner pursuant to this Constitution and the Election Regulations notwithstanding any particular requirements for each position pursuant to this Constitution.

“Association” means “The Australian National University Postgraduate and Research Students’ Association Incorporated”, being the Association constituted by this document and shall be the Association’s name for the purposes of Part 3, Division 3.5 of the Act.

“Attendee” means a person or persons permitted, at the discretion of the
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Board, to attend any part of the Association’s Board meetings but with no status as a ‘Director’ under the meaning of such in this Constitution or the law, and only in a non-voting capacity. Attendees permitted to attend Board meetings may speak on agenda items to provide advice, counsel and information on matters or answer questions as requested by Directors through the presiding chair of the meeting. For the sake of clarity, attendees in this capacity, should be aware they have no role or authority in either making, or participating in making decisions that affect the whole, or a substantial part, of the business of the Association; or be understood to have the capacity to affect significantly the Association’s financial standing; or be understood to be issuing instructions or directions in accordance which the Directors of the Association are accustomed to act; or in any other way be deemed to be a ‘Director’ of the Association under the meaning of such in this Constitution or the law. An attendee includes a person or persons giving advice in the proper performance of functions attaching to their professional capacity or their business relationship with the Association.

“Attorney” is a person who exercises power under the terms of a power of attorney. [A power of attorney is an authorisation to act on another person’s behalf and in their name in a legal or business matter. The person granting the power of attorney is known as the grantor and the person authorised to act is the agent or attorney-in-fact. The power granted may be very wide in scope and may include the power to sign documents on behalf of the grantor, deal with their financial affairs and property, vote in the capacity of a shareholder (member), etc. This is distinct from a proxy who commonly refers only to authorisation to vote on another’s behalf and is therefore more limited in scope than a power of attorney. For example, a member entitled to attend and vote at a corporate entity meeting may appoint a proxy to attend and vote in their place noting that a proxy is also the person to whom authorisation is granted.]

“Auditor” means a person appointed for the purpose of and as required to audit the Association’s accounts pursuant to Part 5 of the Act.

“Australian National University” means the Canberra based national university established and governed as a government corporate entity under the Australian National University Act 1991 and Public Governance, Performance & Accountability Act 2013 and may for the purposes of this document and internal purposes of the Association be referred to as the “ANU”.

“ANU College” means an academic College as recognised by the Board, including, but not necessarily limited to;
(a) The ANU College of Arts and Social Sciences;
(b) The ANU College of Asia and the Pacific;
(c) The ANU College of Business and Economics;
(d) The ANU College of Engineering and Computer Science;
(e) The ANU College of Law;
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(f) The ANU College of Health and Medicine; and
(g) The ANU College of Science.

and may include any such addition, modification, amendment or replacement of any of the above consistent with official name changes made by the ANU.

“Board” means the governing body of the Association in office or any number of Directors assembled at a meeting of the Board transacting business pursuant to this Constitution, being not less than a quorum, and as set out in Part III and who may, for the internal purposes of the Association, be cited collectively as the “Directors” who shall be construed as referencing the Board unless the context requires otherwise. The Board shall have the same meaning as “committee” pursuant to and be subject to s.60 of the Act.

“Business Day” means a day except a Saturday, Sunday or public holiday in the state or territory in which the Association is taken to be registered for the purposes of the Act.

“by lot” means to choose someone by random selection through a process whereby each person in a group puts their name on a piece of paper in a container and the person’s name drawn from the container is chosen.

“Chair” means the person appointed to the office of Chair pursuant to rule 22.1. The Chair shall preside at each General and Board meeting of the Association pursuant to the authorities, powers, functions, protocols, practices or processes described in this Constitution and as otherwise formally delegated regulations as determined by the Board from time to time that give effect to the Chair’s authorities, powers, functions, protocols, practices or processes described in this Constitution.

“College Officers” means an ordinary member elected pursuant to rule 27.5, who shall provide leadership in, and be responsible for motivating and involving members aligned with their respective ANU College in the affairs of the Association and shall undertake and perform any operational day-to-day functions and be accountable for their assigned budgets within the scope of each respective ANU College as determined and delegated by the Board or as otherwise by the President under the Board’s delegated authority.

“Committee” means a committee constituted by and accountable to the Board pursuant to rule 24 that are governance advisory bodies for the purpose of assisting and advising the Board in areas fundamental to the Association’s objects and otherwise providing the Board with recommendations relevant to select governance matters of the Association and consisting of persons as the Directors from time to time think fit.

“Constitution” means the registered Constitution of the Association, as amended from time to time, which binds the Association and its members, Directors and officers to the same extent as if it were a contract between
them under which they each agree to observe its provisions and may for the purposes of this document and the internal purposes of the Association be referred to as the “governing rules”. A reference to a particular “rule” in the Constitution refers to a numbered clause, section, phrase, paragraph or segment that relates to a particular point in the Constitution.

“Director” means an eligible natural person duly elected/appointed to the Board pursuant to rules 16.1.1, 16.1.2, 16.1.3, 16.6 and 19 and may for the purposes of this document and the internal purposes of the Association be referred to (individually) as a “member of the Board” or a “Board member”. A Director shall have the same meaning as “committee member” pursuant to s.28.2 of the Act and “responsible person” pursuant to the ACNC. For the avoidance of doubt a reference to a Director includes an Office Bearer, unless otherwise expressly stated.

Explanation: An office bearer is first and foremost a Director, who also holds an additional delegated position (with corresponding delegated authority) as well as their Director role, e.g. the Chair. So, at rule 16.1.5 - the “Office Bearer” is the Chair but is also a Director - so in the Constitution, a reference to a Director includes the Chair (i.e. an office bearer). A reference to an office bearer is to that position and that position only. A reference to a Director is to all Directors (office bearers included).

“Disputes Committee” means a committee established pursuant to rule 39bis.

“domestic student” means a person considered a 'domestic' student for ANU application purposes if they are:
- an Australian citizen;
- an Australian permanent resident;
- an Australian humanitarian visa holder.
If they don’t hold one of the above visas or citizenships, they are considered an international student.

“Election Regulations” means the Election Regulations of The Australian National University Postgraduate and Research Students’ Association Incorporated (PARSA) that relate to the conduct of any election held by General Meeting of the Association pursuant to this Constitution as are determined by resolution of a joint meeting of the Board and the Postgraduate Representative Committee from time to time under their powers pursuant to rule 48.5 and of which, any amendments, deletions or additions to the Election Regulations shall not take effect until two (2) months after their adoption by the joint meeting of the Board and the Postgraduate Representative Committee.

“electronic address” means a multi-part address typed in lower-case without any spaces separating the different parts where the first part (the user name) identifies a unique user. The '@' separates the user name from the host name which uniquely identifies the mail server. The three-letter suffix following a period (dot) identifies the kind of organization operating the mail server.
server. Addresses outside the US use another (two-letter) suffix that identifies the country where the mail server is located.

"electronic means" means, in relation to the methods of giving or sending certain notices, documents produced, etc., the same as that in the Corporations Act s.600G and includes telephone, fax, electronic mail, website download, and other forms of electronic transmission or technology consented to by all Directors.

“employee of the Association” means a person who identifies as:
• working standard or set hours
• having an ongoing expectation of work
• being paid regularly
• having income tax deducted by their employer
• being entitled to receive superannuation contributions
• being entitled to receive paid leave or a loading in lieu of leave entitlements in the case of casual employees within the Association and has a recognised employment contract or Enterprise Agreement with the Association.

"ex-officio" means a position a person automatically gains by virtue of their position or status in another job or position they already hold – hence, the Association’s President is an ‘ex-officio’ Director of the Association and whomever holds that position also holds the ‘ex-officio’ Director position. If the person vacates the President’s position, they also vacate the Director position.

“Financial Year” means the twelve-month (12) period commencing on 1 January and ending on 31 December in any year or such other period as the Board may determine from time to time.

“General Meeting” means a meeting of Members duly called and held (and any adjourned holding of it) pursuant to Part IV of this Constitution or as otherwise prescribed by the Act at which all Members are entitled to attend and otherwise participate and vote at subject to their eligibility under this Constitution. A General Meeting can be an Annual General Meeting of the members of the Association pursuant to s.69 of the Act or a Special General Meeting at which a special resolution is proposed pursuant to s.70 of the Act.

“Governance Charter” means a Board established document pursuant to rule 48.2 that details the Association’s internal control framework of Board-determined governing regulations that give effect to the powers delegated to the Board pursuant to this Constitution and that assist the Board to be clear about its own job and the delegated jobs of its office bearers, officers and committees and the connection between these parties and in particular articulate who is responsible for what, who they are accountable to and the respective roles and functions and authorities and constraints each person
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must work within and as such, describe a range of values that apply to the Association and its people.

“governing regulation or regulations” - see “regulation” or “regulations”.

“governing rules” means the registered Constitution of the Association, as amended from time to time by the Members, which binds the Association and its members, Directors and officers to the same extent as if it were a contract between them under which they each agree to observe its provisions and which may, for the purposes of this document and the internal purposes of the Association, be referred to as the “Constitution”. A reference to a particular “rule” in the Constitution refers to a numbered clause, section, phrase, paragraph or segment that relates to a particular point in the Constitution;

“international student” means a person who does not hold one of the following citizenships or visas:
- an Australian citizen;
- an Australian permanent resident;
- an Australian humanitarian visa holder.

“joint meeting of the Board and the Postgraduate Representative Committee” is to be treated for all intents and purposes in relation to this Constitution in a similar manner as a Board meeting and such joint meetings may be standalone meetings (to deal with the specific purpose of the joint meeting) or may take the form of a separate agenda item as part of an otherwise convened Board meeting. The rules pertaining to Board meetings (e.g. convening, notice, presiding member, voting, minutes, etc.) apply to a joint meeting of the Board and the Postgraduate Representative Committee except that a quorum for such a joint meeting is a Board quorum pursuant to rule 17.5 and no less than six (6) Postgraduate Representative Committee members. Resolutions of a joint meeting are only passed if they receive majority support from the Directors present and also from the Postgraduate Representative Committee Members present. The matters that can be dealt with and determined in such joint meetings are those pursuant to rules 3.2.2, 42.6.1, 42.6.2, 43.1, 43.3 and 48.5.

"leave of absence" means long service leave, extended leave, recreation leave, annual leave, sick leave or any other form of leave of absence from service.

“legal costs” of a person means legal costs incurred by that person in defending or resisting any proceedings (whether criminal, civil, administrative or judicial), appearing before or responding to actions taken by any court, tribunal, government authority or agency, other body or commission, a liquidator, an administrator, a trustee in bankruptcy or other authorised official, where that proceeding, appearance or response relates to a liability of that person.
“Legislative Regulation” means the ACT Associations Incorporation Regulation 1991 SL1991-31 made under the Associations Incorporation Act 1991 (ACT) and its successors;

“liability” of a person means any liability (except a liability for legal costs) incurred by that person in or arising out of the discharge of duties as an Officer of the Association or in or arising out of the conduct of the business of the Association, including as result of appointment or nomination by the Association as a Director, officer or employee of another body corporate.

“Member” means a person eligible pursuant to rule 3.2 and whose name is entered on the register of members having been accepted as a member of the Association as generally set out in Part II of the Constitution

“Non-Profit Organisation” means (as defined by the Australian Taxation Office) “a non-profit organisation which is not operating for the profit or gain of its individual members, whether these gains would have been direct or indirect. This applies both while the organisation is operating and when it winds up. Any profit made by the organisation goes back into the operation of the organisation to carry out its purposes and is not distributed to any of its members. The Australian Tax Office accepts an organisation as non-profit where its constituent or governing documents prevent it from distributing profits or assets for the benefit of particular people - both while it is operating and when it winds up. These documents should contain acceptable clauses showing the organisation’s non-profit character. The organisation’s actions must be consistent with this requirement”.

“Notice” means a notice given pursuant to, or for the purposes of, this Constitution or the Act.

“Objects” of the Association means the objects set out in rule 2.1 that define the purpose of the Association;

“Office Bearer” of the Board means a Director who holds, in addition to their Director role on the Board, a Board elected/appointed position (with corresponding Board delegated authorities) pursuant to rules 21.1 – 21.4;

“Officer” of the Association means:
(a) a Director of the Association; or
(b) the Public Officer, Secretary, President, Portfolio Officer, College Officer and the holder of any other office of the Association (however described) or a person occupying any of the abovementioned offices, whether validly appointed or not; or
(c) any other person:
   (i) who makes, or participates in making, decisions that affect the whole, or a substantial part, of the business of the Association
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(ii) who is concerned in or takes part in the management of the Association’s affairs (but does not include a patron or holder of another honorary office of the association if the office does not give its incumbent a right to participate in the management of the Association’s affairs)

(iii) who has the capacity to affect significantly the Association’s financial standing; or

(iv) pursuant to whose instructions or wishes the Directors of the association are accustomed to act (excluding persons who give advice in the proper performance of functions attaching to the person’s professional capacity or their business relationship with the Directors or the Association).

"Organisation" includes without limitation any:

(a) incorporated entity with the legal capacity and powers of a natural person including any private/commercial entity, non-profit body or public benevolent institution or government corporate entity be it an incorporated association, cooperative, company, statutory corporation or authority;
or otherwise any

(b) government non-corporate entity (e.g. department, agency, commission, advisory Board, council, among others) that is legally and financially connected to, or part of a Commonwealth, State or ACT government ‘body politic’.

"Patron" means a person described in rule 43;

"President" means the title given to the person who, pursuant to rule 19, shall be elected by the Members. The President has two distinct roles as:

(a) an ‘ex-officio’ a Director pursuant to rule 16.1.2; and

(b) the Association’s principal officer pursuant to rule 26.1 and who shall, in that capacity, be accountable to the Board and act within the terms and conditions (including as to remuneration) as determined by the Board to undertake functions, responsibilities, powers and authorities (within any constraints, related processes and protocols and relevant accountability obligations applying to the function) as specified or delegated by the Board pursuant to any governing regulations established by the Board pursuant to rule 48

The position may for the internal purposes of the Association also be cited as the “Chief Executive Officer” or in its abbreviated form – “CEO” – or any other title the Board may so determine from time to time.

"Poll" is a form of casting votes by ballot to determine a preference of the voters either in writing consisting of a slip or sheet of paper or the like or using electronic means to either aid or take care of the chores of casting and counting votes on or by which a voter marks his or her vote.
"Portfolio Officer" of the Association means an ordinary member elected pursuant to rule 27.5, who shall provide leadership in, and be responsible for motivating and involving members in the affairs of the Association aligned with their portfolio designation pursuant to rule 27.1.1 and shall undertake and perform any operational day-to-day functions and be accountable for their assigned budgets within the scope of each respective portfolio designation as determined and delegated by the Board or as otherwise by the President under the Board’s delegated authority.

"Postgraduate Representative Committee" means the assembled group of all the Portfolio Officers and College Officers, who may for the internal purposes of the Association be cited as the “PRC”.

“principal place of business” means the current address of the Association’s registered office as notified to the relevant regulatory authorities under the Act being the primary location where the Association’s business is performed and where the Association’s books and records are kept and has the same meaning as “registered office” or “principal place of administration;”

“Public Officer” means a person appointed pursuant to rules 25.4 and who resides in the ACT and is at least 18 years of age;

“Public Statement” and “Statement” means statements, whether verbal, written, in electronic form or any other form whatsoever that could or would be seen, heard or by any other means communicated to a person not a Member of the Association;

“real or personal property” means the basic types of property in common law, roughly corresponding to the division between immovables and movables in civil law. Real property consists of land, buildings, crops, and other resources, improvements, or fixtures still attached to the land. Personal property is essentially all property other than real property, including goods, animals, money, and vehicles.

“Register” or “Register of Members” means the register of members to be kept pursuant s.67 of the Act and rule 8 and may contain additional information related to the membership as the Board may determine from time to time;

“regulation” or “regulations” means any Board-made directive policies, procedures, protocols or processes prescribing matters required or permitted by this Constitution to be prescribed or necessary or convenient to be prescribed with respect to any matter relating to the general courses of action that the Board deem necessary for the effective and prudent internal control, administration and management of the Association and its affairs,
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interests and property and to competently regulate the business of the Association as created and amended from time to time by the Board under their powers pursuant to rules 15.1, 15.3(b) and 48. The regulations will regulate the actions and behaviours of those with assigned authority in the Association (Board, Directors, office bearers, officers, Portfolio Officers, College Officers, employees, delegated persons, committees and/or agents, volunteers, etc of the Association) in their role within, and representation of the Association and will define how they are expected to exercise their delegated powers, the performance of their assigned role and the discharge their obligatory duties and which may for the internal purposes of the Association be cited as a "governing regulation" or "governing regulations" or any other title the Board may so prescribe from time to time;

"Resolution" means a resolution passed at a (General or Board) meeting of which (unless as indicated pursuant to rule 18.1 in this Constitution) more than 50% of the total eligible votes cast on the resolution (i.e. those votes cast by persons eligible to vote who are present at the meeting in person as the Constitution allows) are in favour of the resolution, noting that a motion put that results in a tied vote at 50-50 in not deemed to have been passed. Such a resolution may for the internal purposes of the Association also be cited as a "simple majority";

"Seal" means the common seal of the Association (as required pursuant to s.22(b) of the Act) and includes any official seal of the Association noting that the Act allows the Association to authenticate a document or proceeding requiring authentication by the signature of the public officer or the Secretary without using a seal in which case the Association must act pursuant to provisions in s.55(1) or otherwise s.55(2) of the Act;

"Secretary" means:
(a) the person appointed to hold office under this Constitution as Secretary of the Association (pursuant to rules 25.1 – 25.3); or
(b) where no such person holds that office, the Public Officer of the Association (pursuant to rules 25.4 – 25.6);

"senior executive employee" means the most senior employee of the Association reporting to and under the direct supervision of the President;

"Special Business" is business of a General Meeting that the Act requires to be passed as a "special resolution" by not less than three-quarters (¾) of the votes of those members of the association who, being entitled to vote, vote in person at the meeting (as opposed to ordinary business that requires only a simple majority);

"Special General Meeting" means a meeting of members (other than an Annual General Meeting) held pursuant to rule 30;
“Special Resolution” means a resolution at a General Meeting of the Association that has the meaning given to it in rule 37 and pursuant to s.70 of the Act, i.e. that not less than twenty-one days’ notice of the meeting must be given to the members of the Association together with a notice of intention to propose the resolution as a special resolution. At the meeting, the special resolution must be passed by not less than three-quarters (¾) of Association members who, are entitled to vote, either in person at the meeting. It is not required that three-quarters (¾) of the total membership pass the resolution, only three-quarters (¾) those eligible members that attend the meeting in person. Special resolutions are usually decisions that change something fundamental about the Association, for example:
(a) altering the Association’s rules, objects or purposes;
(b) changing the Association’s name;
(c) amalgamating with another Association;
(d) winding up the Association;
or as otherwise, a matter that specifically requires a special resolution as stated in the Constitution.

“Strategic Direction” means and is restricted to, matters encapsulating the purpose and aspirations of the enterprise and pertaining to the outcomes and result priorities the Association is to accomplish, and their associated evaluation measures as agreed and approved by the Board from time to time but excludes, without limitation, operational plans, actions and decisions.

“Treasurer” means (if the Board deem the office necessary or desirable for the proper management of the affairs of the Association) the person appointed to hold the office of Treasurer of the Association pursuant to rules 25.8-25.11;

“University Council” means the Council of the Australian National University pursuant to the ANU Act 1991 s.8 and the “postgraduate member of the University Council” means the postgraduate student of the Australian National University elected by the postgraduate students of the Australian National University to fill the position on University Council pursuant to the ANU Act 1991 s.10(1)(o);

52.2 Interpretation

Headings are for convenience only and do not affect interpretation. A reference to a particular "rule" in the Constitution refers to a numbered clause, section, phrase, paragraph or segment that relates to a particular point in the Constitution.

Unless the context indicates a contrary intention, in this Constitution:

(a) (amendments and statutes) all references to statutory provisions includes its delegated legislation and are construed as references to any statutory
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modification, consolidation, amendment, replacement, succession or re-enactment for the time being in force;

(b) (corresponding meaning) if a word or phrase is given a defined meaning, any other part of speech or grammatical form of that word or phrase has a corresponding meaning;

(c) (currency) a reference to “$” or “dollars” is a reference to Australian currency;

(d) (exercise of a function or role) a reference to the exercise of a function or role includes, where the function or role is a duty, a reference to the performance of the duty;

(e) (from time to time) a power, an authority or a discretion reposed in a Director, the Directors, the Association in General Meeting or a member of the Association may be exercised at any time and from time to time;

(f) (function) a reference to a function includes a reference to a power, authority or duty;

(g) (gender) a word indicating a gender includes every other designation of gender;

(h) (meaning not limited) a reference to the words "include", "including", "for example" or "such as", when introducing an example, does not limit the meaning of the words to which the example relates to that example or examples of a similar kind;

(i) (person) words importing person includes a reference to:
• a natural person (i.e. an individual, aka a human being) and
• an "artificial" person (i.e. a body corporate, aka: a corporate entity and includes incorporated associations, co-operatives, companies and any other body corporate and body politic whether incorporated by statute, Act of Parliament or otherwise);

(j) (rounding) where a vote is to be rounded to the nearest whole number, the rule is: if the number behind the decimal point is less than 5, it is rounded down to the next whole number: example: 11.4 is rounded to 11; if the number behind the decimal point is 5 or more, it is rounded up to the next whole number.

(k) (sending) references to the sending of a document or written notice includes the sending of that document via electronic means, including, but not limited to, electronic mail.
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(l) (signed) where, by a provision of this Constitution, a document including a notice is required to be signed, that requirement may be satisfied or authenticated by any manner permitted by the Corporations Act or any other law or by any other means used in contemporary business practice and in relation to an electronic communication of the document in any manner permitted by law or by any law relating to electronic transmissions or in any other manner approved by the Directors;

(m) (singular includes plural) a word importing the singular includes the plural (and vice versa);

(n) (statutes/regulations) a reference to a statute, ordinance, code or other law includes regulations and instruments made under it and consolidations, amendments, re-enactments or replacements of any of them (whether of the same or any other legislative authority having jurisdiction)

(o) (writing) “in writing” and “written” includes printing, typing and other modes of reproducing words in a visible form including, without limitation, any representation of words in a physical document or in an electronic communication or form or otherwise;

The wording which is in bold print italics and which follows the form ‘Explanation: …’ within or at the end of certain paragraphs is explanatory only and does not form part of the Constitution. Unreferenced sections in these paragraphs relate to relevant provisions of the Associations Incorporation Act 1991 (ACT).
The newly amended Constitution will be deemed approved pursuant to rule 44, with a transition schedule articulated below.

To enable the most convenient and efficient process of transition from the current Constitution to the newly amended Constitution, and notwithstanding the amendments made to the Constitution, the newly amended Constitution will come into effect in two stages:

Positions for the Board, President, Vice President, Portfolio Officers and College Officers will be effective for the 2018 PARSA annual elections of the Association, following the approval of the newly amended Constitution. This is to support the transition to this incoming constitution. The incoming electoral regulations required to manage and respond to elections for these roles will also be effective at this time, in order to properly guide proceedings.

Given the 6 week handover period between the declaration of poll to aid the and the transition from the old to the new model, and the large differences in structure and governing principles between the current PRC (under the current and outgoing constitution) and the new Board and PRC (under the proposed and incoming constitution), the constitution will not come into full effect until the first day that the new Board and PRC commence i.e. at the conclusion of the 6 week handover period. For clarity, the current constitution will be in full effect for this time, until the transition period is concluded and at the conclusion of this handover period this new constitution will come into immediate and full effect. Currently this is projected to be 6 October 2018, however this could be subject to change.

Should there be a lack of clarity as the outgoing and incoming constitution over this period the current PARSA President will retain the right to interpret the constitution, and in the case of Elections, the Returning Officer will retain the right to interpret regulations or the constitution as needed.

All current members of the PRC who were in place as eligible members of PRC (including Officers, and Representatives) at the time of the approval of the amended Constitution pursuant to rule 44 will be deemed to hold that position until six weeks from the declaration of polls at the next annual elections of the Association following the approval of the newly amended Constitution.

At the conclusion of six weeks from the declaration of polls at the next annual elections of the Association following the approval of the newly amended Constitution, all current members of PRC at the time of the approval of the amended Constitution pursuant to rule 44 shall retire and the newly elected Directors, President, Portfolio and College Officers and Vice President of the Association elected pursuant to the approved newly amended Constitution and subject to the Election Regulations will take up their positions.

In order to expedite the new election arrangement under the newly amended Constitution, the requirement for the current Election Regulations to "not take effect until two (2) months after their adoption by the joint meeting of the Board and the Postgraduate Representative Committee" pursuant to rule 48.5.1 shall be waived for the first elections of the Association following the approval of the newly amended Constitution and not otherwise.

All tenure requirements under the current Constitution, following the handover period at the first annual elections of the Association following the approval of the newly amended
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Part One: Preliminary

1. Name
   The name of the Association is: Australian National University Student Media Incorporated.

2. Definitions
   Except where the contrary intention appears, in this Constitution:
   1. “Academic day” means any working day that falls in the semester one (1) and two (2) teaching period of the University.
   2. “Academic term” means half (1/2) of an academic semester of the University, either before or after the teaching break; there are four (4) academic terms in a year.
   3. “Academic semester” means two (2) academic terms, including the teaching break between those terms.
   4. “Academic week” means a calendar week that includes at least one (1) weekday that falls during a teaching period of the University.
   5. “Academic year” means the period between the first day of the first teaching period of the University and the last day of the last teaching period of the University in a calendar year.
   6. “ACT” means the Australian Capital Territory.
   8. “AGM” means the Annual General Meeting of the Association.
   10. “Board” means the Board of Editors, as described in sub-section 5.1.
   11. “College” means an academic ANU College established by the University Council.
   12. “Council” means the Council of the Australian National University.
   13. “Editor” means a member of the Board of Editors described in section 6.
   14. “Examination period” means the formal period at the end of each semester during which the University conducts examinations.
   15. “Executive” means the three (3) Executive Officers of the Association, these being the Editor-in-Chief, the Deputy Editor-in-Chief and the Managing Editor, as described in sub-section 6.2.
   16. “GDP” means Grievances and Disputes Panel, as described in section 26.
   17. “OVC” means the Office of the Vice-Chancellor.
   18. “Platform” means one of the Association’s media platforms, including but not limited to: print, online, television and radio.
   19. “Postgraduate student” means a student enrolled in a unit or program of study for a Masters degree or any postgraduate award of the University.
   20. “Publication” means any and all content published on any of the Association’s media platforms.
   21. “Undergraduate student” means a student enrolled in a unit or program of study for a Bachelors degree or any other undergraduate award of the University.
   22. “University” means The Australian National University, an institution of higher education established under the Australian National University Act (Cth) 1991, or as amended or re-enacted from time to time.
   23. “Vice-Chancellor” means the Vice-Chancellor and President of the Australian National University.
   24. “Working day” means a 24-hour period of any day that does not fall on a weekend or a University-recognised public holiday.
3. **Objects**
   The objects of the Association are:
   1. to produce interesting, entertaining, informative, recognised and regular content and publications across print, radio, video, and online media platforms for the students of the University;
   2. to contribute to a sense of University identity and reflect the scholarly and cultural diversity of the University community;
   3. to promote open public dialogue and debate in the University community;
   4. to promote awareness of the variety of curricular and extra-curricular activities undertaken by students of the University;
   5. to discover and develop the creative talents of students at the University in journalism and the media arts;
   6. to promote best practice in professional journalism; and
   7. to innovate and explore new media forms.

**Part Two: Membership**

4. **Membership**
   1. There are two (2) classes of membership: ordinary membership and honorary life membership.
   2. Any person who:
      a. is a student of the University; and
      b. has not notified the Deputy Editor-in-Chief in writing that they do not wish to be a member
      is an ordinary member of the Association.
   3. Honorary life membership may be conferred upon any person by a two-thirds (2/3) vote at any General Meeting of the Association.
   4. Honorary life members shall not vote at any meeting or election of the Association, shall not count towards quorum, and shall not be eligible for election to the Board, but shall otherwise have rights equal to ordinary members.
   5. An ordinary member ceases to be a member of the Association at such time as they cease to fulfil the conditions in sub-section 4.2.
   6. An honorary life member ceases to be a member if their membership is revoked by a General Meeting of the Association.
   7. There is no fee payable for membership of the Association as an ordinary or honorary life member.

**Part Three: Board of Editors**

5. **Powers of the Board**
   1. The Board of Editors is the committee of the Association for the purposes of the Act.
   2. The Board, subject to the Act, this Constitution, the regulations, and to any resolution passed by the Association in a General Meeting:
      a. controls and manages the affairs of the Association;
b. may exercise all functions that may be exercised by the Association other than those functions that are required by this Constitution to be exercised at a General Meeting of the Association; and

c. has power to perform all acts and do all things that appear to the Board to be necessary or desirable for the proper management of the affairs of the Association.

6. Composition and membership of the Board

1. The Board of Editors is made up of two (2) types of members:
   a. Executive Officers of the Association; and
   b. General Editors.

2. The Executive Officers of the Association are:
   a. the Editor-in-Chief;
   b. the Deputy Editor-in-Chief; and
   c. the Managing Editor.

3. The General Editors are:
   a. the Content Editor;
   b. the News Editor;
   c. the Television Editor;
   d. the Radio Editor; and
   e. the Art Editor.

4. No person can simultaneously hold more than one (1) position on the Board.

5. Board members must be ordinary members of the Association.

7. Election of Editors

1. There are two (2) ways in which Editors may be elected to their positions on the Board.
   a. The Editor-in-Chief must be elected by the Board in a Board meeting; and
   b. The Deputy Editor-in-Chief, Managing Editor and General Editors must be directly elected by ordinary members of the Association.

2. The term of a Board member begins on the day after the last day of the examination period that follows the election period in which they were elected.

3. The term of a Board member ends on the last day of the examination period two (2) semesters hence.

4. Board members who have served twelve (12) calendar months must step-down. Board members must step-down, and if they wish may nominate themselves for re-election, either in the election that immediately follows or after a period of time has passed.

Editor-in-Chief Election

5. At least two (2) days prior to the opening of the nomination period for a biannual election, the Board must have a meeting and elect an incoming Editor-in-Chief to commence their duties when the terms of the new Board members begin. All current members of the Board must be present and must vote.

6. The elected Editor-in-Chief must have served on the Board as Deputy Editor-in-Chief or a General Editor for six (6) months immediately prior to their term as Editor-in-Chief.
7. The term of office for Editor-in-Chief is six (6) calendar months. Overall, the period of time spent as a member of the Board will be 12 months when considering both their previous editorial position and their time as Editor-in-Chief.

8. The Managing Editor must remain in their position for the duration of their 12-month term, and cannot run for the position of Editor-in-Chief.

9. This ballot is to be conducted by optional preferential vote.

Deputy, Managing and General Editor Elections

10. The Board of Editors is a rotational committee. Direct elections must be held biannually. Four (4) new Editors shall be elected by the ordinary members of the Association every six (6) calendar months to fill the positions of the four (4) Editors who step down.

11. In each biannual election, the positions available are:
   a. those of the three (3) Editors who are stepping down; and
   b. that of the Editor who has been elected as incoming Editor-in-Chief and will vacate their current position when the new Board members begin their terms.

12. The Deputy Editor-in-Chief, Managing Editor and General Editors must be elected under the election procedure outlined in section 8.

8. Election Procedure

1. The Board must arrange direct elections biannually.

2. The Board must arrange an election to fill open positions on the Board at least two (2) calendar months prior to the end of the outgoing Editor’s terms.

3. The Returning Officer for elections for the Board must be a staff member of the University appointed by the Vice-Chancellor.

4. In the three (3) week period between nominations closing and the opening of the poll:
   a. the name, biography and position the nominee will run for must be published on at least one (1) of the Association’s media platform;
   b. at least two (2) official notices with details about the upcoming election must be delivered to all ordinary members of the Association by email; and
   c. prominent and informative notices must be posted at the primary thoroughfares of each College and in the Union Court.

5. The four (4) nominees with the most votes in their respective polls following the distribution of preferences shall be declared elected to the Board.

6. A General Meeting of the Association may make or amend Regulations for the management of elections which are consistent with section 8.

9. Removal and Resignation of Board Members

1. Where valid grounds exist for removal, a Board member may be removed by:
   a. a motion of no-confidence supported by two-thirds (2/3) of those present and voting at a General Meeting of the Association; and
   b. a motion of no-confidence supported by all other Board members.
   c. In the event that a vote of no-confidence arises, the Grievance and Disputes Panel will accept reports from each of the board members for review. The panel has two weeks to determine if the vote of no-confidence is valid.
i. If the vote of no-confidence is found to be valid, the Board may implement 9.1a and 9.1b
ii. If the vote of no-confidence is found to be invalid, then the Board must engage in a period of dispute resolution to be held by the Grievance and Disputes panel.

2. For the motion to be valid, three (3) working days' notice of a motion of no-confidence must be given to the Board member who is the subject of the motion.

3. Valid grounds for removal of a Board member are:
   a. failure to attend three (3) or more Board meetings without apologies and an accompanying reasonable excuse; and
   b. a breach or breaches of this Constitution or any regulations or policies made under this Constitution.

4. A Board member may resign from the Board in writing to the Editor-in-Chief.

5. The Editor-in-Chief may resign from the Board in writing to the Deputy Editor-in-Chief.

10. Casual Vacancies
1. Within two (2) days of being notified that there is a casual vacancy on the Board, the Board must advertise the casual vacancy and invite written applications from ordinary members to fill the vacant position.
2. Written applications to fill the casual vacancy should take the same form of nominations in sub-section 8.6.
3. The application period must be open for at least one (1) calendar week.
4. The Board will consider applications to fill the vacancy, conducting interviews if necessary, and must appoint the most meritorious applicant to the Board.
5. A decision to appoint an applicant must be made within two (2) weeks of the close of the application period and be supported by at least five (5) Board members or the majority of the current membership of the Board, whichever is greater.
6. The Board may decide that the applications received are unsatisfactory and re-advertise for applications.

11. Duties of the Board
1. The Board, subject to the Act, the regulations, this Constitution, and to any resolution passed by the Association in a General Meeting, must:
   a. implement the objects of the Association;
   b. ensure that Board members act in accordance with this Constitution and their respective duties; and
   c. appoint, encourage and manage employees, sub-editors, volunteers and contributors of the Association and its media platforms.

12. Duties of each Editor
   Editor-in-Chief
1. The Editor-in-Chief is the President of the Association and Chairperson of the Board.
   Subject to the Act, the regulations, this Constitution and to any resolution passed by the Association in a General Meeting, the Editor-in-Chief must:
   a. chair Board meetings;
b. chair meetings of the Association;
c. be the spokesperson of the Association on matters of concern to members of the Association;
d. be primarily responsible for the management and supervision of the Association’s employees, in conjunction with the other Executive Officers of the Association;
e. actively promote the Constitution and objects of the Association;
f. ensure that all media platforms and publications of the Association comply with the Constitution and objects of the Association; and
g. report on the activities of the Association at General Meetings of the Association.

Deputy Editor-in-Chief
2. The Deputy Editor-in-Chief is the Secretary of the Association and Deputy Chairperson of the Board. Subject to the Act, the regulations, this Constitution and to any resolution passed by the Association in a General Meeting, the Deputy Editor-in-Chief must:
   a. create and maintain records of all decisions, regulations, policies and minutes of the Association;
b. organise Board meetings;
c. organise General Meetings of the Association;
d. liaise with stakeholders in preparation for General Meetings;
e. ensure that all members of the Association have adequate notice of General Meetings of the Association;
f. at the time of the election, report to the Returning Officer on whether each nominee has made three (3) valid contributions, as outlined in sub-section 8.7;
g. manage the electoral affairs of the Association on behalf of the Board, except those managed by the Returning Officer; and
h. perform the role of Acting Editor-in-Chief when the Editor-in-Chief is on leave or otherwise unable to perform their duties.

Managing Editor
3. The Managing Editor is the Treasurer of the Association. Subject to the Act, the regulations, this Constitution and to any resolution passed by the Association in a General Meeting, the Managing Editor must:
   a. create and maintain the books and financial records of the Association;
b. manage the Association’s business relationships;
c. prepare and manage the budget of the Association;
d. report on the state of the budget at each Board meeting;
e. prepare and present a financial update to the Board at the conclusion of each academic term; and
f. prepare the annual financial statements of the Association.

General Editors
4. Subject to the Act, the regulations, this Constitution and to any resolution passed by the Association in a General Meeting, General Editors must:
a. provide assistance to the Executive Officers of the Association in the performance of their duties; and
b. perform any duties assigned to them by the Board.

5. In addition:
   a. The Content Editor and the News Editor must appoint and manage sub-editors to assist with the management of the print and online media platform Woroni, and must oversee the involvement of volunteers and contributors.
   b. The Television Editor must appoint and manage sub-editors to assist with the management of the media platform Woroni TV, and must oversee the involvement of volunteers and contributors.
   c. The Radio Editor must appoint and manage sub-editors to assist with the management of the media platform Woroni Radio, and must oversee the involvement of volunteers and contributors.
   d. The Art Editor must appoint and manage sub-editors to assist with the art and design aspects of the Association and the Association’s media platforms, and must oversee the involvement of volunteers and contributors.

Part Four: Meetings

13. Meetings

1. General Meetings
   a. A General Meeting of the Association shall be called by the Deputy Editor-in-Chief:
      i. at the direction of the Board; or
      ii. upon the receipt of a written request signed by at least twenty (20) ordinary members.
   b. The Board must hold at least one (1) General Meeting per academic term. There is no limit to the number of General Meetings that may be held each year.
   c. A General Meeting must only be held on an academic day.
   d. Except where the nature of the business proposed to be dealt with at a General Meeting requires a special resolution of the Association, an advertisement of the date, time and location of a General Meeting, and a provisional agenda, must be given to members at least seven (7) days before the meeting.
   e. Advertisement shall be effected by:
      i. the publication of a notice on at least one (1) of the Association’s media platforms; and
      ii. prominent and informative notices posted at the primary thoroughfares at each College and in Union Court.
   f. Matters for inclusion on the agenda of a General Meeting, other than those matters requiring a special resolution, may be submitted by any member to the Deputy Editor-in-Chief at least two (2) academic days prior to the meeting.
   g. There must also be an item on the agenda to allow any other business to be raised by those present at the meeting.
   h. The Chairperson at a General Meeting is the Editor-in-Chief.
   i. The quorum for a General Meeting is twenty (20) ordinary members.
j. Decisions at a General Meeting must be by a majority vote of ordinary members present. In the event of a tie, the Chairperson shall have a casting vote as well as a deliberative vote. At the request of any five (5) ordinary members present at a General Meeting, a secret ballot shall be held. Voting by proxy shall not be permitted at any General Meeting of the Association.

k. Each Board member must deliver a report at every General Meeting with details of their recent activities. Written versions of these reports must be made available to ordinary members at least two (2) academic days before the General Meeting. This is not required at the Association’s Annual General Meeting.

l. A General Meeting must be run in accordance with the Association’s Standing Orders.

m. A General Meeting of the Association may make or amend Standing Orders for the operation of General Meetings which are consistent with sub-sections 13.1 and 13.2.

1. Annual General Meeting

n. The Annual General Meeting (AGM) of the Association must be convened by the Board within five (5) months of the end of the financial year, and must be held on an academic day.

o. The AGM must be conducted in accordance with the standing orders, with the additional provision that a notice of the AGM must also be sent to every ordinary member of the Association with a University email address.

p. The Editor-in-Chief’s Annual Report, the Managing Editor’s Annual Report, a draft budget, the duly audited Annual Financial Statements and any other reports deemed necessary by the Board shall be presented and passed at the AGM, and shall be made available on the Association’s online platform for inspection by ordinary members at least fourteen (14) calendar days before the AGM.

2. Board Meetings

q. The Board must meet at least once each fortnight during the academic year.

r. Board meetings may be convened at any time by the Editor-in-Chief. The Editor-in-Chief is the Chairperson at Board meetings.

s. The Deputy Editor-in-Chief must provide reasonable notice of Board meetings to all Board members by email.

t. The quorum at a Board meeting is five (5) Board members and must include at least two (2) members of the Executive.

u. Decisions at a Board meeting shall be by a majority vote of members present. In the event of a tie, the Chairperson shall have a casting vote as well as a deliberative vote. At the request of any Board member present at the Board meeting, a secret ballot shall be held. Voting by proxy shall not be permitted at any Board meeting.

v. When necessary, the Board may approve motions through email or other such technologically mediated communicative forms, as long as the process to technologically approve such a motion has been previously authorised by the Board at a Board meeting, and reasonable notice of the motion and time to make a decision is given. Any Board member may ask to postpone electronic discussion of a motion and ask for approval at a Board meeting.
Part Five: Miscellaneous

14. Publications
   1. The Association may establish and manage media platforms in the name of the Association. These media platforms may be in print, digital, audio or video format.
   2. The Association must manage a print and online platform with the masthead Woroni. a. Woroni must be published at least once every two (2) academic weeks of the academic year. Special editions of Woroni must be published for University Orientation Week and Bush Week.
   3. The Association must manage a video platform with the name Woroni TV.
   4. The Association must manage a radio platform with the name Woroni Radio.
   5. A publication of the Association may not be published without the approval of the Board. The Board may only authorise a publication where:
      b. the publication complies in its entirety with the Principles, as issued from time to time by The Australian Press Council, outlined in Schedule 1 of this Constitution and is not otherwise contrary to this Constitution or any regulations or policies;
      c. the publication does not contain any material which may impose civil or criminal liability on the Association or Board members.
   6. Notwithstanding sub-section 14.5, the Board may only authorise the publication of Woroni where at least six (6) Board members vote in favour of authorising the publication.
   7. The Board of Editors must set up a process for approving the publication of any other media content as appropriate.

15. Co-Option of Association Members
   1. The Board may co-opt other ordinary members of the Association to assist with the management of the Association or one of its media platforms by performing the roles of sub-editor or contributor, or any other role that the Board may create from time to time.
   2. Where the Board has a position to fill, the Board must publicly advertise the position and call for applications. The Board must make appointment decisions on merit.
   3. Once appointed, a sub-editor or contributor holds their role until removed by the Board.
   4. Co-opted members enjoy indemnity from the Association for duties performed for the Association under section 24.

16. Employees
   1. The Board may appoint employees of the Association in accordance with relevant laws of the Australian Capital Territory and the Commonwealth, and any applicable industrial relations award or enterprise agreement. Employees of the Association must enjoy the same conditions and entitlements as employees of the University.

17. Public Officer
   1. The Board shall appoint a Board member to be the Public Officer of the Association.
   2. The Public Officer will, within fourteen (14) working days of their appointment, notify the relevant authority in writing of the appointment and supply their full name and address. The
Public Officer will also supply any and all documents required by the relevant authority and shall perform any other duties as required by the relevant legislation.

3. The position of Public Officer becomes vacant if the person is no longer a Board member, or if they resign from the position of Public Officer in writing to the Executive.

18. Finance

2. The Association and the Board will exercise all due-care and diligence in the management of the financial affairs of the Association.

3. The assets and income of the Association shall be applied solely in furtherance of the objects outlined in section 3 and no portion shall be distributed directly or indirectly to the members of the organisation except as bona fide compensation for services rendered or expenses incurred on behalf of the Association.

4. No person may incur liabilities on behalf of the Association without approval from the Editor-in-Chief or the Managing Editor. Should a situation arise where actions taken in good faith have caused expenditure to exceed a budget estimate, then this fact must be reported to the next meeting of the Board.

5. The financial year of the Association shall commence on the first day of December in each year, and end on the last day of November in the following year.

6. The Association may maintain such bank accounts in its name as the Board deems necessary.

7. Withdrawal of monies from any bank account of the Association must be authorised by two (2) members of the Executive.

8. The Association must not enter into any bank liabilities, guarantees or indemnities incurring contingent liabilities, other than in the normal course of business.

Members Benefits and Liabilities

9. No member of the Association shall benefit from any funds held by the Association except by way of bona fide compensation for services rendered or expenses incurred on behalf of the Association.

10. No member of the Association will be personally liable to contribute towards the payments of the debts and liabilities of the Association or the costs, changes and any expenses of the dissolution or winding up of the Association.

Honoraria for Board members

11. A General Meeting of the Association may authorise the payment of honoraria to Board members.

Budget

12. The Managing Editor will prepare a budget and present it to the Board at the first Board meeting of the calendar year for approval.

13. The Managing Editor will report on the current budgetary and financial position of the Association at each Board meeting.
Audit
14. An auditor, who is not a member of the Association and who is a professionally qualified accountant, will be appointed by the Board and will audit the financial affairs of the Association every financial year and certify the correctness of the Annual Financial Statements.
15. The Managing Editor will prepare all relevant financial statements and records for audit and presentation at the AGM in compliance with all relevant legislation. The Managing Editor must ensure that the audit is completed at least fourteen (14) working days before the AGM. In accordance with the relevant legislation, the Managing Editor must lodge the annual return of the Association within six (6) months of the end of each financial year.

Association Books
16. Subject to the relevant legislation the Deputy Editor-in-Chief must keep in their custody or under their control all records, books and other documents relating to the Association. The records, books and other documents of the Association shall be open to inspection by members in the office of the Association at any reasonable hour.

19. Freedom of Information
Specified Documents
1. Upon receipt of a request in writing, the Board must within fourteen (14) days grant any member of the Association access to:
   a. the Constitution;
   b. any regulations or policies of the Association;
   c. the minutes of any General Meeting or Board meeting;
   d. audited financial statements and Managing Editor’s reports; and
   e. the current draft or approved budget.

General Freedom of Information
2. Upon receipt of a request in writing, the Board must within fourteen (14) days grant any member of the Association access to documents or electronic records produced by the Association, its officers, employees or the Board, other than those referred to in sub-section 19.1, except where the Deputy-in-Chief has restricted such access to protect the confidentiality of these documents or records.
3. Access to any document or record not produced by the Association, its officers, employees or the Board but which has been submitted to or is held by the Association explicitly or implicitly in confidence, must only be granted with the permission of the other parties of the document or record. All disputes concerning access shall be resolved by the Board.

20. Common Seal
1. The Association will keep and maintain a Common Seal of the Association. The Common Seal must:
   a. be kept in the custody of the Editor-in-Chief;
   b. not be attached to any instrument except by the authority of the Board; and
c. be attested by the signatures of two (2) Board members, one (1) of whom must be the Editor-in-Chief or the Managing Editor, when attached to an instrument.

21. Interpretation
   1. The Deputy Editor-in-Chief of the Association is empowered to interpret this Constitution.
   2. An alternative interpretation of this Constitution may only be made by:
      a. two-thirds (2/3) of those present and voting at a Board meeting; or
      b. two-thirds (2/3) of those present and voting at a General Meeting of the Association.

22. Regulations and Policy
   1. The Association may, by a resolution passed by two-thirds (2/3) of ordinary members at a General Meeting, make or amend Regulations to govern the operation of particular aspects of the Association’s affairs. These regulations must be advertised and made available to all members. These regulations must include, but are not necessarily limited to, standing orders that govern the conduct of any meeting of the Association or its members, as well as methods by which meetings and elections are to be advertised, and electoral regulations to govern the conduct of any election held by the Association.
   2. Subject to this Constitution and any regulations, the Board may make such policies as it sees fit to assist the convenient conduct of the Association’s business.
   3. All regulations and policies must be advertised and made available to all members.

23. Alteration of the Constitution
   1. This Constitution may be amended by special resolution at any General Meeting of the Association in accordance with sub-section 13.1, except that at least twenty-one (21) days’ notice of the special resolution shall be given to members and a decision to amend the Constitution must have the support of three-quarters (3/4) of ordinary members present and voting.
   2. Full notice of proposed amendments to the Constitution must be given to members at the same time and in the same way as notice of the General Meeting at which the amendments are to be proposed.
   3. The Deputy Editor-in-Chief must ensure that, once passed at a General Meeting, amendments to the Constitution are submitted to the Council for ratification and thence to the relevant local authority.
   4. No amendment to the Constitution will have any effect until ratified by the Council and, if necessary, by the relevant local authority.

24. Indemnity
   1. All members and employees of the Association are indemnified by the Association to the extent permitted by law, against losses or expenses incurred by them in or about the discharge of their respective duties except against any liability that by law would otherwise attach to them in respect of any negligence, default, breach of duty or breach of trust of which they may be guilty in relation to the Association.
25. Dissolution or Winding-Up
1. A motion may be put to dissolve or wind-up the Association.
2. A motion to dissolve or wind-up the Association may be considered at any General Meeting of the Association where twenty-one (21) days’ notice of such a General Meeting has been given to members, accompanied by a notice of intention to propose a motion to dissolve or wind up the Association.
3. A motion to dissolve or wind up the Association must be passed by a special resolution, at least three-quarters (3/4) of those present and voting at a General Meeting held in accordance with section 13.1.
4. In the event of the Association being dissolved, the amount that remains after such dissolution and the satisfaction of all debts and liabilities shall be transferred to another organisation with similar purposes which is not carried on for the profit or gain of its individual members, and which benefits the students of the University generally.

26. Grievances and Disputes
1. The Association has a GDP to hear and resolve grievances and disputes between:
   a. members of the Association in relation to the Association;
   b. members of the Association and Board members; and
   c. members of the Board
2. The GDP may also hear complaints about publications of the Association from non-members.
3. The GDP may hear and resolve grievances and disputes relating to:
   a. an alleged breach or breaches of this Constitution or any policies or regulations made under this Constitution by an ordinary member of the Association and/or the Board;
   b. an alleged breach of the Press Council Principles in Schedule 1 of this Constitution by an ordinary member of the Association and/or the Board;
   c. an alleged breach of the Code of Conduct in Schedule 2 of this Constitution by an ordinary member of the Association and/or the Board.
4. In determining whether to uphold or dismiss a complaint the GDP must apply accepted principles of natural justice, including the provision of a fair and timely hearing and published reasons for a decision.

Membership of the Panel
5. The Grievances and Disputes Panel has three (3) members. These are:
   a. one (1) ordinary member of the Association appointed by the Board who must not be a Board member or a co-opted member;
   b. one (1) ordinary member of the Association elected at any General Meeting of the Association who must not be a Board member or a co-opted member; and
   c. one (1) staff member of the University appointed by the Vice-Chancellor.
6. The panel member who is also a staff member of the University is the chair of the GDP.
7. The GDP may communicate and make all decisions electronically.
8. Decisions must be unanimous and made within reasonable time.
9. The ordinary members of the GDP must be appointed annually.
10. A General Meeting may remove either of the ordinary members who serve on the GDP.
Remedies
11. If a complaint is upheld, the GDP may:
   a. revoke or suspend the membership of the Association of the person/s found to be in breach;
   b. impose a fine (which may not exceed $100AUD) on the person/s found to be in breach, the non-payment of which will result in the revocation of membership;
   c. where the complaint relates to a breach of the Press Council Principles in Schedule 1, require the publication concerned to promptly and prominently publish the decision and/or issue a retraction.

Right of Appeal of a Disciplined Member
12. A disciplined member may appeal a decision of the GDP at a General Meeting.
13. The disciplined member must notify the Deputy Editor-in-Chief in writing of their intention to appeal within seven (7) academic days of being informed of the decision of the GDP.
14. On receiving an appeal notice the Deputy Editor-in-Chief must notify the Board within one (1) academic day. The Board must subsequently direct the Deputy Editor in Chief to call a General Meeting of the Association within twenty-one (21) academic days of the time the notice of the appeal was received.
15. At this General Meeting of the Association:
   a. the only business which may be considered is the appeal against the GDP’s decision;
   b. the GDP and the member must be given the opportunity to make representations in relation to the appeal orally, in writing or both; and,
   c. the members present must vote by secret ballot on the question of whether the appeal should be approved or rejected.

Part Six: Schedules
27. Schedules
   1. Schedule 1 – Press Council Principles
      a. Preamble:
         In a democratic society, all people have the right to freedom of expression and to be informed. These rights cannot be secured unless the press if free to publish facts and opinions without fear or favour.
         Freedom of the press, however, carries responsibilities to the public. Liberty does not mean license, and due regard must be given to other important freedoms, rights and values which are in the public interest.
         Accordingly, the Press Council has laid down the following General Principles to which all publisher members are committed by the Council’s Constitution.
         The General Principles Publications are free to publish as they wish by reporting facts and expressing opinions, provided they take reasonable steps to comply with the following Principles and the Council’s other Standards of Practice.
      b. Accuracy and Clarity
i. Ensure that factual material in news reports and elsewhere is accurate and not misleading, and is distinguishable from other material such as opinion
ii. Provide a correction or other adequate remedial action if published material is significantly inaccurate or misleading.

c. Fairness and balance
iii. Ensure that factual material is presented with reasonable fairness and balance, and that writers’ expressions of opinion are not based on significantly inaccurate factual material or omission of key facts.
iv. Ensure that where material refers adversely to a person, a fair opportunity is given for subsequent publication of a reply if that is reasonably necessary to address a possible breach of General Principle.

d. Privacy and avoidance of harm
v. Avoid intruding on a person’s reasonable expectations of privacy, unless doing so is sufficiently in the public interest.
vi. Avoid causing or contributing materially to substantial offence, distress or prejudice, or a substantial risk to health safety, unless doing so is sufficiently in the public interest.

e. Integrity and Transparency
vii. Avoid publishing material which has been gathered by deceptive or unfair means, unless doing so is sufficiently in the public interest.
viii. Ensure that conflicts of interests are avoided or adequately disclosed, and that they do not influence published material.

2. Schedule 2 – Code of Conduct
Board members, sub-editors and staff are expected to carry out their duties honestly, responsibly and impartially to the best of their ability. This Code of Conduct applies to Board members, sub-editors and staff during those times in which they perform work for the Association. It does not apply to conduct engaged in outside of official work.

a. Exercising care and diligence
All Board members, sub-editors and staff members should:
i. carry out their duties in a professional, responsible and conscientious manner;
ii. carry out official directions and policies in a faithful, impartial and transparent manner;
iii. ensure decisions can be seen to be reasonable, fair and appropriate to the circumstances based on consideration of all the relevant facts;
iv. report genuinely suspected or known fraud or corrupt conduct to appropriate authorities;
v. take reasonable steps to ensure adequate protection of all confidential information;
vi. take reasonable steps to ensure compliance with intellectual property laws;
vii. maintain as appropriate the confidentiality of Association dealings when interacting with outside organisations and others within the Association;
viii. maintain adequate security over Association property, facilities and resources and information; and
ix. ensure that Association resources are managed effectively and efficiently.
b. **Respect and fair treatment of people**

This obligation covers the conduct of Board members, sub-editors and staff members in their dealings with others including students, staff of the University and members of the community.

All Board members, sub-editors and staff members should:

i. treat others with respect;

ii. treat others with courtesy, fairness and equity;

iii. engage in conduct that is respectful of differences and non-discriminatory on the basis of sex, race, sexuality, disability, cultural background, religion, marital status, age, union affiliation, political conviction or family responsibilities;

iv. avoid behaviour that may be reasonably perceived as harassing, intimidating, overbearing, bullying or physically or emotionally threatening; and

v. be responsive, courteous and prompt in Association dealings.
Minutes: Special General Meeting
10/10/2018, 6:00 p.m., Copland Building Room G030

Item 1: Meeting Opens and Apologies

Meeting open: 6:08 p.m.

Acknowledgement of Country:
Mia Jessurun: I would like to acknowledge the Traditional Custodians of the land on which we meet, the Ngunnawal and Ngambri people, and pay my respects to their elders, past and present, and extend that respect to emerging elders. I would also like to extend this respect to any Aboriginal or Torres Strait Islander peoples that we have in the room with us today.

I would also like to note that this land, which we benefit from occupying, was stolen and that sovereignty was never ceded. It is also important to point out that we, as people involved in student media, are incredibly privileged to have this platform. It is important to think about how we can use this platform to lift the voices of Indigenous people, their history and their culture and to always remember that in the production and distribution of our content.


Apologies received from: Sophie Bear

Chair passed to Benjamin Lawrence, his chairing was not subject to dissent.

Item 2: Discussion Items/Motions on Notice
2.1 Special Resolution: “That the members of the Association vote and accept the removal of section 14.2.a from the ANUSM Constitution.”

Moved: Mia Jessurun
Seconded: Jonathan Tjandra

Mia Jessurun exercising mover’s speaking rights:
Hi everyone, thank you so much for coming out tonight. I want to firstly, clarify exactly what this special resolution is, and what it means for the association. Then, I will explain why this change is important and timely for the future of ANU Student Media.

The motion tonight is to remove the section of the constitution that mandates a fortnightly print publication. In practice, this change gives the Board the power to determine how frequently Woroni’s print publication is released. Retained in the constitution will be a requirement for a print publication, and for there to be an addition of this publication that coincides with both O-Week and Bush Week.

We have produced *The Move to a Magazine* document that you have hopefully had a chance to read, which is circulating tonight, to provide you all as members of the association with a snapshot of a possible alternative model that this change would facilitate. However, tonight is not a vote on whether or not to adopt that model. I would implore you to read that document as context, but your vote tonight should be decided based only on the motion at hand, which concerns giving the Board the agency to determine the frequency of print publications.

This change has to happen now because the current print model, with a newspaper every two weeks, is unsustainable and, often, dysfunctional. Although I am incredibly proud of every newspaper we produce, their production represents huge sacrifices by editors, sub-editors and other parts of the Association. To give you a quick snapshot, for most of the 11 newspapers I have worked on so far this year, at least four editors have spent the entire of Saturday and Sunday in the office, and stayed up until between 2am and 8am on Monday morning to submit it. This is a Monday on which these editors have to get up and go to class, work other jobs and continue their role as directors of the Association. This same model was reflected in the brief snapshot data we present in *The Move to a Magazine* document, which includes really basic information provided about the experiences of at least one member of every print team and executive since 2016. For these generations of editors, this extreme time commitment has represented a huge sacrifice that affects all parts of their lives, including how well they can fulfil their roles at Woroni. This year alone, we have had two casual vacancies within the layout team, which were both in large part due to the massive toll that print weekends take on editor wellbeing.

And of course, before that weekend can ever happen, sub-editors from the art, news and content team spend countless hours producing and editing work under ridiculously tight deadlines. These conditions are not conducive to producing the highest quality of publication, or to giving all the sub-editors and contributors involved the most positive experience of contributing. In these conditions I think anyone who has sourced content for us in the past could relate to how challenging it can be having to constantly tell contributors that they have only a couple of days to write, and the frustration we continually face as we run out of time to fine-tune articles before they have to be printed. By the time content is finalised, art sub-editors often have only a few days to do original artworks to go with the
pieces to appear in the paper. In terms of news, online news is increasingly the norm throughout the media landscape. Unless a story breaks on a Sunday of a print edition, the news in the paper is often a week or two old, and so is no longer playing the role of topical news. By freeing up the time which the News Editor and News team currently spend on fortnightly layout, they will have more time to pursue to investigative journalism, which is often very time intensive, and maintain accurate, up-to-the-minute online news coverage. We want to diversify our news offerings, and we are currently finding ways to improve our website to better suit online news and ensure that it provides the best quality for the huge audience it reaches, which far exceeds our print circulation. Longer form, investigative journalism in a less frequent print publication will be more relevant, interesting and enduring than simply reprinting and reiterating stories that have already broken.

Beyond the sacrifices the frequency of the existing model has required from print, it has also tied up time that could be spent supporting Woroni’s other platforms and governance. This is particularly true for the executive, whose involvement in print made sense before Woroni’s other platforms existed. In Woroni as it stands today, as an independent association with radio and TV platforms as well, this is no longer the best model. Increasingly, this time commitment to print acts only to obstruct them from achieving other goals, such as supporting the TV and radio platforms, maintaining strong external relationships, starting new initiatives and running events.

I really firmly believe that this change would have happened earlier if the constitution was not so rigid about fortnightly publication. The media landscape has long since moved away from a model of print newspapers as the primary source of timely news, with news moving online, and print’s value becoming increasingly creative. Board after Board have made changes to better suit these changing conditions, such as upping the quantity of art in the newspaper and streamlining the approvals policy to allow fast publication of online news. This change will allow the next Board to make the logical next step to better align the format and purpose of our print publication. I will also note that, in our extensive discussions with Chancelry and the Corporate Risk and Governance Office about this move, they have expressed surprise that such a prescriptive clause about day-to-day operations was included in the constitution. By not only making this change now, but moving frequency of publication to a board decision permanently, we equip future boards to further adjust Woroni to remain relevant as the media landscape changes.

We have consulted with ANU’s Corporate Governance and Risk Office and the Chancelry, and been advised to bring this change to the members now. Seeing that it passes, put it into practice from the beginning of 2019. It will then go to ANU Council to be ratified when they deal with all student association constitutional changes in July 2019.

Finally, I want to stress how much consideration and consultation lies beneath the board’s decision to bring this special resolution. Countless hours of thought and conversation among our teams, the board and with external stakeholders have gone into deciding that this is the best course of action for the association as a whole. I think it is incredibly important that this resolution passes tonight.

Jonathan Tjandra exercising seconder’s speaking rights:
Before I go into how I agree with this motion and this change of format I’ll start by noting some of the objects of the association outlined in the constitution. Woroni is committed to producing interesting, entertaining, informative and regular content across our print,
multimedia, radio and online media platforms; and to being innovative and exploring new
media forms. With these objects in mind it is important to consider the next step for the
evolution of the association. The media landscape is changing. The newspapers in the
capital cities are moving their printed practices. This move is about bringing us into line
with the current trends in media consumption and focusing news online. Bringing news to
students. I saw this unironically: It makes news more agile and innovative and allows us to
specialise.

I move that so much of standing orders be suspended as would prevent a question and
answer session with the current board of editors of ANUSM.

Moved: Jasper Lindell
Seconded: Katherine Carrington

For: 4
Against: 20
Abstention: 20

Noting that Jasper Lindell voted for the motion.
Noting that Mia Jessurun and Jonathan Tjandra abstained from the motion.

Status of motion: Failed.

Return to the speakers list for the original motion.

Jasper Lindell: Speaking against the motion.
My name is Jasper and I am speaking as a former News Editor of Woroni. During my time I
saw the return of news to the front page and increase in the disseminated numbers of the
paper. Student media around the country fights very hard for the amount and kind of
funding we have access to. ANUSM is fiercely independent. It is worth noting that a number
of former editors, including myself, Kat Carrington, Kanika Kirpalani and Alex Joske were
not contacted directly, and I would argue we were not contacted intentionally. This appears
to indicate that a lack of adequate consultation, and I would question this decision in light
of this representing such a major change for Woroni. This form of printing is also more
environmentally unfriendly than the paper which is currently used for the newspaper.

Nathalie Rosales-Cheng: Speaking for the motion.
Hi I’m Nathalie, I’m a former DEIC during second semester 2017 and for the first semester
this year. I consume a lot of media in many different modes, and also am involved in media
through working at Sky News. I think it’s important not to conflate the motions being
considered. Tonight the motion at hand purely considers moving the print cycle to a
monthly model. The fortnightly model, which has been the practice, is incredibly
detrimental to the emotional and physical wellbeing of the Editors, and produces an
incredible amount of stress. I was part of the Print Team and would take part in the
fortnightly cycle, working each time into the early hours of the morning. It negatively
impacted my academics so much, and it takes more out of you than just the weekend because you have to recover physically and catch up with everything else. The move to a magazine is more in line with the media landscape and will enable the showcasing of more art.

Joanne Leong: *Speaking for the motion.*
Hi I’m a former Art and Design Editor. I oversaw the redesign of the print format and the redesign of the website. Basically while I was doing that redesign I had to make a lot of artistic compromises because of the newspaper print format. The newspaper structure doesn’t allow for as wide a range of content and art as a magazine. I see this change as a way for a wider range of students to participate in Woroni, especially art and design students, than the paper does. Magazines are also more of a timeless piece which people will want to hold on to. The move to a slower print cycle will also allow Woroni more freedom to produce even higher quality content, and I think it’s overall a good idea.

Zoe Halstead: *Speaking for the motion.*
I was the Radio Editor this year until my resignation. I wanted to echo what was said the time that goes into the fortnightly publication. It takes up so much time out of the executive’s schedule, meaning that the other two platforms do not have the benefit of the attention of the executive. The current system means that Radio and TV Editors have a larger workload on their shoulders and they have to manage more on their own, because the exec are simply unable to provide the time and assistance.

Noah Yim: *Speaking for the motion.*
I’m the current News Editor. I think that it’s fair to say that news has started to move online. *The Guardian* has moved to a tabloid and *The New York Times* paper has been shrinking too both in width and number of pages. This allows for a dynamic news reporting experience, where the News Editor can focus on the team, management, delegation, sourcing, and longer investigative pieces, rather than have their time drained by layout every two weeks.

We have been experimenting with formats to be in the newspaper: Vox pops, and longer investigative or explanatory pieces.

It’s also clear that our news consumer culture is changing. For reference, most of our news pieces are not clicked on: while pieces get tens of thousands of views on facebook, we almost never get more than one the piece itself.

Therefore, it is wiser that we stay relevant and up to date with news consuming culture, and we focus more on the online aspect of news.

Furthermore, we have to think about what Woroni really is. It is not primarily a news reporting organisation. We are a media organisation, where all our portfolios: news, content, TV, radio and art have equal footing. This new format is far more conducive to our other print portfolios, especially art. We can cultivate a new art scene on the ANU campus while still delivering the same, and even better content of news journalism than before.
Isabella Ostini: Speaking against the motion.
I’m Isabella Ostini and I was a news reporter from last year. I am speaking against the motion because a print publication produces good quality news and disseminates it to more of the student body. The deadline of the fortnightly publication structures the way people think about news and the way it is produced. It makes you think about the release date and tailor the news content to that.

I think that it’s a bit of a cop-out to say that disappointing newspaper circulation is not good for news. The website is not currently designed for news. I also honestly don’t think that content is Woroni’s strong point, nor is it particularly high quality, and moving to a magazine does privilege content over news.

Nathalie Rosales-Cheng: Point of clarification.
I’d just like to clarify, in response to some claims made, that the largest engagement we had online and in print last semester in news pieces was the Sumo Salad investigation into underpayment of workers.

William He: Speaking for the motion.
Hi my name is William He, I’m the current TV Editor and generally I’m not very concise but will try my hardest. There have been points made that the paper itself is integral to Woroni, but I think that that overlooks the fact that we are a multimedia platform. The other argument is tradition, which I don’t agree with because I don’t see the paper being there in 50 years time from now. The motion being considered is to grant more flexibility in the board making the decision, and I very much appreciated flexibility when I set about creating Woroni TV so I think that giving the Board some room to formulate the best strategy for the new format is important.

Riddhi Mehta: Speaking for the motion.
My name is Riddhi and I’m a sub-editor who works in the content team for the paper. One of the main struggles we face is that it is very hard to source content on the fortnightly paper, and it usually ends up that we are writing for our own, or write for each others’ sections to fill spaces. The tight timeline off puts contributors, we’ve all had many contributors initially express interest in writing however the short time frame of a fortnight is incredibly scary for many and has led to many people dropping out. Moving to a monthly cycle means we fill the space, ensure the quality of what we print and work more collaboratively as sub-editors to work on the content.

Niall Cummins: Speaking for the motion.
I’m speaking tonight as someone who is a consumer of Woroni. When I find myself picking up a Woroni and flicking through the pages I’ll often find myself reading something which I have already experienced online – that is where I go to get my news pieces. The only exception that comes to my mind is the Sumo Salad one which was one which I really engaged with because it was a longer form piece. I would really appreciate a longer time frame being granted so that people can practice their craft and produce more of this kind of content for the printed format.
Mia Jessurun: *Exercising her right of reply.*
I just wanted to respond to some of the points raised tonight. Jasper said print is integral, and I agree: print is integral to what Woroni does and is – we agree, we are in no way abolishing print and the constitution will still mandate print. We have faith in future boards.

With regards to funding and opportunity – we are making the most of our funding to increase opportunities. We will increase reach and opportunities for students to learn radio, art and TV. For people wishing to gain news experience this is more in line with the current media landscape they will be entering, and the digital media they are likely to work with. Currently entering SSAF and bidding directly to improve our news. And it is important to value also the art which is produced by our teams as well.

Things from Isabella, deadlines are essential – and this semester’s news team has consistently produced timely pieces. We often push things past the paper, and cutting off an investigation to meet the print deadline often represents a compromise.

As I mentioned, we are currently reforming news website. We have bid SSAF money directly for this website, and from discussion with news sub-editors and general members this has been reiterated as the priority.

No strength is not just content, but news is one thing we do: art, TV, content, news, radio are all essential to our operation and we value that diversity.

*The vote was called.*

For: 51
Against: 2
Abstention: 2

*Noting that Jasper Lindell and Isabella Ostini voted against the motion.*
*Noting that Kat Carrington abstained from the motion.*

Status of motion: Passed.

Item 3: Other business
None

Item 4: Meeting close
Meeting close: 6:53 p.m.
THE

MOVE TO A

MAGAZINE

THE FUTURE OF PRINT AT WORONI
ANU STUDENT MÉDIA
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INTRODUCTION

Benjamin Lawrence – Deputy Editor-in-Chief

WORONI has a proud history of being the ANU’s student media outlet since 1950. It has consistently succeeded in its goal of promoting open public dialogue and debate in the university community, and it remains a growing organisation. With the addition of WORONI RADIO in 2012, and WORONI TV in 2017 ANU Student Media remains the only successful multi-platform independent student media organisation in Australia. With growth and change comes challenges, and structures and practices must be revisited.

The newspaper has been the cornerstone of the organisation since its inception, and an icon for many generations of ANU students. Nonetheless, the media landscape is now changing and evolving to reflect the interests of the community and adapt to new ways in which people interact with news and media. Across the country, newspapers have readjusted their production processes and formats to respond to these changes. Student publications too have largely adjusted their presented format from printing newspapers to producing magazines and emphasising creative content, leaving Woroni as one of the last student newspapers in Australia.

The process of formulating, creating and designing the newspaper on a regular fortnightly schedule imposes enormous strains on all members of the Board, the Executive and sub-editors involved. These students put in an incredible volume of hours, working into the early hours of the morning to produce the paper. This has created many accessibility barriers for members of the Board, including academic grades suffering, financial detriment due to travelling costs and lost work shifts, and the significant emotional, mental and physical exhaustion. In the course of the 2019 financial year there will be at least five resignations from the Board, consisting of more than half the membership of the Board of Directors. The rapid turnover of personnel on the Board, which also manages all operations of the Association has caused enormous detriment to the administration, growth and institutional knowledge of the organisation.
PROPOSAL BRIEF

EXECUTIVE SUMMARY

1. SSAF time restrictions
2. Human Cost, including the risks it poses to the Association
3. Best Practice moving forward: Woroni into the Future

1. SSAF Time Restrictions

a. Timing

ANU Student Media (Woroni) is almost solely funded by SSAF, including the money required to print and distribute our print publications. Woroni’s budget is determined by our SSAF allocation. The inflexibility of this funding arrangement, which does not allow us to reallocate money between these budget lines within the year, makes it crucial that this change is made between calendar years. This will allow us to bid for the necessary amount of money, and justify the specific type of print publication that we, as a board and as an association, think is most appropriate.

Although there is a mid-year round of SSAF funding some years, we have been informed that this is not expected to take place in 2019, and is based solely on excess enrolments making it an unsteady source of funding. Even should the mid-year SSAF round occur, this round is designed to fund unforeseen projects, and it would not be an appropriate forum for us to bid for printing money. That means that, should this change not be made now, there would be no opportunity to implement a new format of publication until the beginning of 2020.

That delay would mean that the issues highlighted in this documentation would persist for another year, negatively affecting another team of Editors and Sub-Editors and further lagging behind a changing media landscape. It would represent another 12 incredibly detrimental print weekends for the incoming editorial team, and hundreds of student articles and artworks being published in a format that doesn’t optimally showcase the talent and opportunities which ANU presents.

b. Feedback from Previous SSAF Rounds

The SSAF process has, in recent years particularly, raised questions about the cost of printing a newspaper and whether there is demand for this among the student body. It is our strong belief that allowing students to share their experiences, creative expression, art and ideas in print is a crucial service we provide to students, who place great value in seeing their words in print. However, this justification for print media in general is discordant with a fortnightly publication and a newspaper format. There is a repetitive cycle that has seen this discussion escalate in the SSAF process each year, which points to the need to make a change now.

The way the SSAF process is structured, involving opportunities for SSAF receiving associations to comment on and scrutinise how the pool of money is allocated, intends to ensure that student money is spent on the most genuinely beneficial ways, in accordance with the ANU’s strategic vision. We value this feedback and feel that making this change will allow us to better serve the genuine needs and interests of ANU and of students, as both the creators and readers of Woroni.
2. The risks it poses to the Association

This proposal also outlines the huge amount of students involved in this process and the emotional toll it has on the Board, but especially the Executive. The Executive is made up of the Editor-in-Chief, the Deputy Editor-in-Chief and the Managing Editor. If two thirds of the executive officers are spending over 100 hour fortights managing the association; organising events; ensuring that each platform is meeting their targets, goals; convening board meetings; meeting with stakeholders; and providing support to the other Editors on the Board whilst also assisting in the layout of the paper every fortnight it creates room for errors of judgement because of the exhaustive nature of the positions.

This opens the association up to risk, particularly if the two key figures, the Editor-in-Chief and the Deputy Editor-in-Chief are exhausted and overworked. The importance of risk mitigation and management are an integral part of the roles and the role of the rest of the Board of Editors, however the combined experience of the Executive, their foresight about issues and situations and how it can affect the reputation of the Association is imperative. This necessity of risk mitigation and management within the association is a relatively new concept that was brought to the forefront of Editors training due to the events of other Boards in the past. This acknowledgement of our history and how previous boards have operated without a risk matrix and framework depicts how Woroni as an Association is becoming more developed and professional in its internal structure.

3. Best Practice moving forward: Woroni into the Future

The media landscape is evolving and so has Woroni. Woroni is more than just a newspaper or the content that is created, it documents the evolution of the Australian National University from its inception in the early 1950s to the leading university in Australia and ranked in the top 20 in the World. The oldest Woroni in the Trove online at the National Library of Australia is from June 14, 1950, only six pages long, and under the masthead, “Journal of the Canberra University College Students Club.” By 1961 under a new masthead reads “The newspaper of the ANU Students Association,” and thus Woroni was incorporated into ANUSA until 2011 when it became wholly independent. Independence has been a process of figuring out where Woroni’s place is as the student newspaper, how we engage with students and has resulted in the multimedia platform we have today.

Woroni has become a name synonymous with quality student journalism, representing student voices and providing experiential learning for students interested in the media field. Providing opportunities and experience for the future journalists, copy-editors, radio presenters, radio and television producers, video editors, photographers, graphic designers and media managers of the next generation. As an institution, for it to survive and to continue to provide for the student body to its full potential, Woroni needs to move to have a more sustainable production cycle to continue to adhere to that standard but also allow the other platforms the same attention to grow and develop.
We propose to remove s14.2.a from the ANU Student Media Constitution. The provision reads as follows:

14.2.a Woroni must be published at least once every two (2) academic weeks of the academic year. Special editions of Woroni must be published for University Orientation Week and Bush Week.

This will enable us to transition to a format where we produce a magazine publication once a semester. On receiving advice and following consultations with former members of the Woroni Board, it was determined that it is largely inappropriate to replace it with another provision explicitly outlining requirements of frequency of the publication in the constitution. This can instead be provided for by Board-instituted policies and procedures, and this has the benefit of not running into this situation requiring Council consideration.
OUTLINE OF CURRENT PRINT CYCLE

All dates are described in relation to the Monday on which the newspaper is printed.

Four Weeks Before: Work on the edition begins in the Content portfolio. The Content Editor, if they haven’t already, gets in contact with Department Officers/other stakeholders to discuss the Pull-Out for the upcoming edition. They negotiate how the sourcing and layout process will work, and possibly train a team of volunteer sub-editors or begin sourcing themselves. Notably, during semester, this means the Content Editor is always working on at least two editions, having to juggle the end of one print cycle with the early stages of the next one.

Two-Three Weeks Before: The team of Content sub-editors begin sourcing, by posting in Facebook groups, reaching out to campus groups and thinking about what pieces they would like in their section. This also ideally begins before the previous edition is finalised – but that can be hard to do, and often this is where the whole system begins to get behind, as sub-editors (understandably) have to prioritise the immediate edition at the expense of the following one and end up beginning sourcing very late.

Nine Days Before: Content Sub-Editors send the Content Editor a progress report, which lists the pieces they have coming in and the estimated word lengths of each of these pieces. Unfortunately, this can be really hard to do, as contributors tend to drop in and out given the very tight timeframe they have to submit work. This means that the Content Editor often spends several days chasing the sub-editors, and they in turn spend these days chasing their contributors, to get pieces locked in. Once they’ve got a rough list of pieces, the Content Editor passes these onto the Art Editor – but this is often delayed.

Seven Days Before: Contributors are meant to have all submitted their drafts for the paper. In reality, many of these pieces will end up missing the deadline, as assessments/student life get in the way of writing them in time, and so Content Sub-Editors will be madly chasing them or trying to source additional things at the last minute to fill these slightly unpredictable gaps. Content Sub-Editors also spend this day sub-editing their submissions, ideally sending a few drafts back-and-forth with contributors to get things polished. If contributions come in late, this process becomes very difficult, and so sub-editors often have to accept a lower standard of work in order to meet their own deadline.

Five Days Before: By now, the Art Editor has some information about the themes of pieces to appear in the paper, so their team begin making graphics. Concurrently, by now all pieces should have been sub-edited by the content team and ‘dropped’ (in reality, around 50-80% will be ready). The Content Editor and Senior Sub-Editors begin copy-editing, which involves reading up to 40 000 words of content with a fine-toothed comb, to pick up on any grammatical, style guide or other errors, or to flag concerns about the nature of the content. This process is exhausting and will take up to seven hours per day per person from Wednesday to Friday. This is particularly due to the time pressure the Con-
tent Sub-Editors and Contributors were under, which means that Sub-Editing issues and Content concerns will inevitably have slipped through the earlier drafting stages. Any changes made here have to be sent back to contributors for approval, which can leave them with very little time and delay things significantly if they don’t happen to be free on the Thursday. The Content Editor may also have to step in if some sub-editors or contributors have dropped out at the very last stage, and commence emergency sourcing, which is very difficult and leaves them few options.

Three Days Before: The Content Approval Document is sent around to the Print team (The EIC, DEIC, Content Editor and News Editor) by the Content Editor. It should contain the final version of every piece to appear in the paper, although in reality it will likely have more like 50-80% as contributor approvals will still be pending on some pieces. They each have to read through this document in detail (approx. 40 000 words) and decide whether to approve a piece. This can involve some very difficult decisions, where there is sensitive content, or content with legal considerations, but is often something that has to happen under a lot of time pressure as the document is only ready very late. If they do have concerns, returning these to the contributor and getting any changes made has to occur during the print weekend, which is extremely tough on the content and art team members involved who are trying to focus on starting the next edition/ layout.

Print Weekend (Final Two Days)

Saturday: During the day, the Print Team, Art Editor and Art Sub-Editors are all working on the paper, either finalising approvals, sending back edits, creating graphics for last minute submissions or doing layout. This is often a 12-14 hour day, although several editors on this and the previous board have needed to leave to attend part-time/casual work and then return on the Saturday. There are inevitably pieces that drop in and out on this day, such as if we’re unable to contact a contributor for approval, which often means graphics go unused or pages have to be filled at the last minute – this is really hard on the Art Team in particular.

Sunday: The Print Team, Art Editor and Art Sub-Editors are all working for the entire day. By the evening, they begin collating different documents, which involves a lot of technical difficulty (InDesign is notoriously temperamental software). Style guide changes, merging changes and last-minute additions take until well after midnight, and then proofreading begins while the Art Editor begins the front cover. The quality of proofreading is, understandably, often relatively poor, as at this point the editors responsible have been working for up to 15 hours and it is extremely late. Every edition this year has been uploaded to the printer servers between 5AM and 8AM on the Monday morning – this means three-five editors are going to university or work the next morning having only gotten home and to sleep that morning. It also often means leaving the office in the dark or very early morning light, which for editors without cars is difficult and potentially unsafe, as they are forced to walk or catch an Uber home.

This system is unsustainable and flawed. We have been trying desperately, as a team, to improve it for years – this is captured in handover after handover across all of the editor positions involved in print. Although some progress has been made, the inability to make this system work is a source of considerable frustration for every board.
WORONI IN PRINT SURVEY

We conducted a survey of former Editors-in-Chief, Deputy Editors-in-Chief, Art Editors, Content Editors and Art Sub-Editors, who’ve been involved in print weekends since 2016. The data has been summarised in this section.

Did you ever track hours when you were in your role? If so, how many hours per calendar week did you complete on average?

Summary: Range was 10-85, with most responses falling towards the middle of that range. This large range is likely reflective of the wide range of roles people were performing.

How many hours would you estimate you spent working on the newspaper in total on the Saturday, Sunday and Monday morning of print weekend?

Summary: Range was 15-35. This large range is likely reflective of the wide range of roles people were performing.

Did print weekends have an effect, positive or negative, on other areas of your life, such as study, relationships or work? Please briefly describe this impact.

Summary: Everyone reported negative impacts, often on academic performance, friendships, physical and mental health, work/income and relationships. Some editors also reported a positive impact, such as in making friendships, or learning time management.

Definitely negative – they meant not being able to see my friends/partner, study or even grocery shop/do washing every second weekend. My housemates and friends all had to learn to live with the challenges of this cycle, and it definitely meant that I did less well in some assignments due to a lack of time to work on them. It also meant getting less than 5 hours of sleep at least once per fortnight, which left me really exhausted for all of Monday and Tuesday, so I was less able to concentrate in lectures, work effectively at my other (paying) jobs and feel like a functional human. There were positive things – I really bonded with the print team through the adversity, and I learnt to be very efficient with my study – but the resounding impact was negative.

Pretty negative overall. I would be completely unavailable all print weekend (for me this went from Thursday afternoon to Monday morning, essentially) which limited my ability to study (I only took 2 courses because I couldn’t rely on having time/energy to do assessments) and I struggled to take time off to see friends which was obviously not great for my mental health.

Dropped down to one subject, and struggled to find time to see friends. But relationship stayed healthy and I was happy.

Had both positive and negative effects. Positive was that it gave me a great creative break from my very math-intense degree, which I really enjoyed and appreciated. Negative was that it rendered me unavailable for a whole weekend every two weeks, which made study hard!

Would generally miss class on Mondays due to pulling all nighters every Sunday. Was put on academic probation after my Woroni semester (although there were other contributing factors to this including MH issues, personal difficulties, and burnout over the entire year).
while I learned skills and made good relationships, it was to the negative effect - it affected my grades, my physical and mental health, work, finances, friendships and my relationships

Do you have any other comments on your experiences with print weekends?

We’re under-resourced and there’s no other way to do the weekend because of tight turn-around from content being finalised and the printer’s deadline.

I found them to be a profoundly frustrating experience, in which everyone became so tired we couldn’t work efficiently, and a huge amount of personal strain was put on each individual. In cases where one editor was unwell or working on an assignment, the whole process really slowed down – which is not very sustainable because we’re all human!

As a whole I experienced them as really unsustainable in my role -- especially the proof-reading/copyediting aspect, which pretty much could only be done properly with another person’s help (thanks Bronte <3). The off-week gives some time to recover but I felt like my ability to properly use the off week for planning was really compromised. This was probably the part of my Woroni experience that most pushed my mental and physical health. I cried in some really unexpected places during that time.

While I was on the team, I was the only sub-editor so I put it a lot more hours than the job is designed for. Having a team of sub-editors is ideal! More people around to help really lessens the load. We always had a much better (read: less stress naps, less emergency Uber eats, less losing our minds) if all the content was accessible at the start of the weekend and we knew exactly where everything needed to go. Waiting on content to come in through the weekend was always very difficult.

Would often have issues getting home late at night, always got Ubers which added up over the semester, particularly as I would pull multiple late nights over the weekend.

Despite all this - the long hours and the negative effects - there is no way in the current model that it could be minimised and still produce the same quality and quantity of content the model should be altered to ensure that students who take part in Woroni shouldn’t have to be negatively affected in these ways if they want to learn skills that aren’t offered anywhere else at the ANU.

What time and day would you estimate that you usually finished up your role on a print weekend? (Please specify a time and a day of the week)

Summary: All respondents reported generally finishing the paper between 3-8:30AM on Monday morning, having worked through the night.

3am Monday morning
Monday, around 4:30-5:30AM
I might finish proof reading ~1 - 3am saturday on a good week or saturday 3 - 6pm if a really difficult edition, but then help with proofing around midnight sunday - 3am monday

4am Monday morning
Midnight on the Sunday
Monday morning, often very close to deadline (around 8.30am)

Finished at Monday 8am a few times after working all night (ie the paper has to be at the printers by Monday 9am). Otherwise it would be usual to finish anywhere around Monday 5am. We rarely finished before 3am
TIMESHEETS FROM CURRENT EDITORS

Of the eight members of ANU Student Media’s Board of Editors, five Editors are consistently involved in the fortnightly print cycle. These Editors consist of two members of the Executive, the Editor-in-Chief and Deputy Editor-in-Chief, and three portfolio Editors, the Content, News and Art Editors. These Editors tracked their hours between July 15 and August 8 of this year, with the collated data for this period listed in Appendix A. The collated data for four of the Editors over the two-week print cycle, as indicative of the amount of time and effort required to put together a standard Woroni paper, is contained within Appendix B.

Noting that no data was recorded by our Art Editor, the mean average of hours over this period between four of the relevant Editors was 98 hours, notably with the Editor-in-Chief recording over 117 hours and the Deputy Editor-in-Chief recording 140 hours over the period. In total 166 hours were spent on the layout of the paper over three days. This data does not include the countless hours which went into sourcing, writing, content approvals, collecting progress reports, or the incidental assistance provided by some of the other Editors.

In total there are 29 people who work on the paper over the course of the two-week cycle. Discounting the Editors, there are 14 content sub-editors, 5 news reporters, 5 art and design sub-editors totalling a little under half of the organisation’s personnel. This also does not include the countless voluntary contributors which are published in each edition of the paper.
APPENDIX A

PRINT TEAM TIMESHEETS 15/07/18 – 08/08/18

CONTENT EDITOR – PORTFOLIO EDITOR

Summary report
2018-07-15 - 2018-08-06
Total 62 h 19 min
Alisha selected as users

Projects
- Layout 50:16:19
- Editing 6:33:15
- Other 5:30:13

Time entries
- 62:19:47
Summary report
2018-07-15 - 2018-08-06
Total 140 h 42 min
Ben selected as users

Projects

Time entries

- Admin 73:43:36
- Layout 33:00:04
- Meetings 13:21:43
- Events 12:46:09
- Other 7:51:13

- Admin 67:08:30
- Layout 33:00:04
- Market day 9:46:09
- Other 30:48:02
Summary report

2018-07-15 - 2018-08-06
Total 117 h 22 min

Mia selected as users

Projects

Time entries

- Layout 53:26:55
- Admin 25:08:49
- Events 14:24:37
- Meetings 12:00:37
- Other 12:21:23

- 96:16:37
- market day 8:08:37
- Other 12:57:07
PRINT TEAM TIMESHEETS 15/07/18 - 08/08/18

NEWS EDITOR - PORTFOLIO

Summary report
2018-07-15 - 2018-08-06
Total 72 h 17 min
Noah selected as users

Projects

Time entries

- 61:33:53
Market day 7:10:00
Other 3:34:00

Layout 29:34:15
Admin 18:01:57
Events 9:57:00
Editing 8:55:31
Other 5:49:10
APPENDIX B

PRINT CYCLE DATA

Four of the five Editors involved in the layout of the paper tracked their hours at work for two fortnight periods, over the course of two print cycles. The data following the completion of Issue 8 of the paper is less reliable however, is also less relevant.

ISSUE 7 2018

Summary report

Total: 208 h 51 min

[Time entry chart]

Projects

- Layout: 97:43:23
- Admin: 47:50:41
- Events: 31:04:46
- Other: 32:12:14

Time entries

- 103:40:36
- Admin: 23:18:04
- Layout: 22:40:04
- Market day: 16:56:09
- Other: 42:16:11
APPENDIX B

PRINT CYCLE DATA

ISSUE 8 2018

Summary report
2018-07-29 - 2018-08-11
Total 215 h 01 min

Projects

Time entries

- Admin 80:41:46
- Layout 68:35:44
- Meetings 23:27:30
- Editing 15:09:57
- Other 27:06:55

- 146:06:17
- Admin 45:31:51
- Other 23:23:44
TESTIMONIAL FROM THE ART EDITOR

Sophie Bear – Art Editor 2018- Present

As an art editor and member of the print team, having the newspaper released fortnightly is an extremely unsustainable timeframe for print.

Firstly, the quality of contents and graphics never reaches its maximum potential. Content is frantically sourced over a 1.5 week period, and proof readings of the content are often done in the early hours of the morning over layout weekend (depending on when final drafts are sent through). With tired eyes scanning for spelling and grammatical mistakes; it makes it hard to release pristine final copies. In terms of graphics, they are created once the content has been sourced and approved (this is often two or three days before the newspaper goes to print). To create high-quality graphic content for 52 pages over 3 days is simply not achievable.

I believe we do achieve great things under the given circumstances. However, I’m really passionate about the idea of turning ANU’s student media publication into a monthly magazine. I believe it will enhance the overall quality of the physical and digital publication. Here are the reasons why:

1. Refined selection of content- often having to source content for 52 pages is really difficult for the two week period. If we have a month, we can take the time to select quality content.

2. Increased time for drafts and proof reads - we will have the time to proofread and then come back and proofread again after a couple of days with a fresh pair of eyes. This will optimise the quality of content.

3. Increased time for graphics contents- More time to create aesthetic and engaging visuals to be paired with content. We have such a wonderful art team, and I can only imagine what we could create if we were given more time (not just 3 days) to make graphics.
IMPACT OF THE CURRENT PRINT CYCLE ON THE ORGANISATION

Nathalie Rosales-Cheng – Deputy Editor-in-Chief 2017-18

The Woroni Board have moved towards ensuring that all its Editors are equipped with the basic skills of each of the platforms and functions of Woroni. From putting the paper together to uploading videos and setting up radio tech, it has become imperative that all editors, but especially the Executive have a basic skill set and knowledge of how the platforms function. This necessity came about from the resignations and casual vacancy periods during the second half of my term as Deputy Editor-in-Chief. During the first half of my term I was a part of a Board where each Editor had their own specific skill set of the required platforms and worked effectively and efficiently to achieve deadlines placed by the Executive. This is how Woroni had operated for many years, with individuals that passed down their skills from one specific editor to the next.

However, the shock resignation of our first Art Editor in two years left a board in which no-one had the skills to continue to make graphics, use the Adobe Suite and put the paper together. This burden then fell on myself and the Editor-in-Chief. These were all skills which the Art Editor had acquired and maintained, which this had led to the conclusion that it wasn’t necessary for us on the executive to acquire them. It served to expose the incredibly unreasonable burden placed on the Art Editor and layout teams.

There were only two people laying out a 48-page paper over a weekend, designing all the graphics and illustrations for the paper and articles for two and a half years. This was an enormous task for anyone to complete. The struggle during the casual vacancy was incredibly difficult to navigate. Various editors had delegated responsibility for designing their platform’s promotional material to the Art Editor and general O-Week merchandise that needed to be designed and ordered. Amongst the responsibilities we had as Deputy Editor-in-Chief and Editor-in-Chief respectively for the cycle of six papers we had to learn how to be the art editors in less than three days and then go on to teach the skills we had acquired to the new Art Editor and their team. With the enormous help of the Content Editor, their role essentially should finish with the compilation and editing of the content for the paper, yet they had to also take on the shared responsibility of Art Editor. A crash course in InDesign over the weekend of the first paper plus experimenting with Photoshop and calling on the wider Woroni and ANU community to contribute art were some of the ways we got through that month. It was exhausting, in the last few weeks of my summer break, I began spending long days and nights (up to 16 hours a day) working on ensuring we had all the required graphics and promotional material for the beginning of term.

The lead up to O-Week consisted of ordering merchandise, creating stickers and informational material for getting involved with the association while still attending O-Week organisational meetings and assisting with the part of the live music announcement for Friday Night Party, assisting the Editor-in-Chief in organising the Woroni tent for Friday Night Party and the activities and services we would be providing. It was an exhausting experience, when coupled with interviewing the new teams of sub-editors and attempting to continue projects I had started before the Art Editor resigned especially so. The extra stress and pressure it placed on the executive, namely the Deputy Editor-in-Chief and the
Editor-in-Chief was nearly suffocating. Alongside supporting newly appointed editors with their ideas and roles made it a truly exhausting experience with very little down time. By the conclusion of the first two weeks of the university academic semester, I had worked over 100 hours including putting the first edition of the year together with lacklustre skills and a tight deadline. The paper had finished and been sent off to the printers after working through the night by 7:30-8:00am and we had to be at the first Woroni Radio event at 10am.

Learning how to use programs like Adobe Photoshop and InDesign was not easy; on top of not having a graphic design background meant a lot of googling and asking each other how to do things, and, ultimately, it turned the paper and graphics into a collaborative process. This demonstrated the effectiveness of collaborative team work when it came to art and design and has allowed the organisation to involve more students in the art and graphic design aspect of Woroni.

Overall, the resignation of an Editor, or an Editor’s absence on the Board and in their team can lead to extra pressures from all those involved, creating a toxic and stressful environment that isn’t open to creativity but rather ensuring that something gets done and produced regardless of its quality. This should never be the case with Woroni because of its commitment to quality. This is why the push for more platforms to cross over gives editors and sub editors a chance of collaborating in a different environment and with different people opens them up to new skills and further professional development in their platform. The resignation of an Editor is a strain on the Board and the Executive already, but if there are not the skills there to ensure the support of the sub-editors and the continuation of the platform until a new Editor is appointed it can exacerbate this strain even further and can produce disastrous results.
PROPOSED PRINT CYCLE

Mia Jessurun – Content Editor Semester 1 2018, Editor-in-Chief Semester 2 2018

While finalising the format of a new print publication and print cycle would be a process conducted by the entire board in consultation with each of their teams and other publications, based on my experience in both the Content Editor and Editor-in-Chief positions and my consultation to date, I would propose the following system.

Format: A 64-page magazine, to be printed four times per semester. This would definitely include an O-Week/Bush Week Edition, as well as three other editions at dates to be decided by the Print team. This could include some news investigations but would not including breaking news as this would be exclusively published online through our website and social media.

Print Cycle: A five-week process, with each week designated for a different stage of production and each Friday COB acting as a goal deadline and each Sunday acting as a hard deadline.
<table>
<thead>
<tr>
<th>Week: Sourcing</th>
<th>Team Members Involved</th>
<th>Tasks</th>
</tr>
</thead>
</table>
|              | Content Sub-Editors   | -Coming up with a range of pitches for their section to reflect the edition’s theme  
|              |                       | -Reaching out to potential contributors, through Facebook and other avenues (e.g. in person writing sessions) |

<table>
<thead>
<tr>
<th>Week: Sub-Editing</th>
<th>Team Members Involved</th>
<th>Tasks</th>
</tr>
</thead>
</table>
|                   | Content Sub-Editors   | -Receiving and chasing drafts for each piece in their section  
|                   |                       | -Editing these drafts, and corresponding with contributors until both are happy with a draft |

<table>
<thead>
<tr>
<th>Week: Copy-Editing and Approvals</th>
<th>Team Members Involved</th>
<th>Tasks</th>
</tr>
</thead>
</table>
|                                 | Content Editor, Content Sub-Editors and Print Team | -Content Editor copy edits each piece to appear in the paper, and corresponds with sub-editors until final version is reached  
|                                 |                       | -Content Editor collates and sends around Content Approval Document (CAD)  
|                                 |                       | -Print team read and approve/disapprove the CAD |

<table>
<thead>
<tr>
<th>Week: Graphics and Layout</th>
<th>Team Members Involved</th>
<th>Tasks</th>
</tr>
</thead>
</table>
|                          | Art Editor and Art Sub-Editors | -The Art Editor divides the pages of the paper amongst their team  
|                          |                       | -Graphics are made for every article to appear in the magazine  
|                          |                       | -Every page is laid out using InDesign |

<table>
<thead>
<tr>
<th>Week: Proofing and Printing</th>
<th>Team Members Involved</th>
<th>Tasks</th>
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</thead>
</table>
|                             | Board                 | -The final copy is sent to the printers, who are able to produce a proof copy in a couple of days  
|                             |                       | -The Board look over the physical proof and make any necessary suggestions and changes  
|                             |                       | -The magazine goes to print. |
COST COMPARISON

Whilst the reason behind this change is human impact, it would be remiss of us to propose this change without having regard for the economic cost involved with changing from printing in paper form to printing a magazine. Although at this time not all of our inquiries have been returned, we have some preliminary quotes which we can do a costing comparison.

<table>
<thead>
<tr>
<th>NEWSPAPER</th>
<th>MAGAZINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21,600 IN TOTAL</td>
<td>$39,120 IN TOTAL</td>
</tr>
<tr>
<td>12 EDITIONS</td>
<td>8 EDITIONS (4 PER SEMESTER)</td>
</tr>
<tr>
<td>1200 COPIES</td>
<td>1000 COPIES</td>
</tr>
<tr>
<td>NEWSPRINT</td>
<td>A4 VARNISHED PAGES, BINDING BURST BOUND</td>
</tr>
<tr>
<td>48 PAGES</td>
<td>64 PAGES</td>
</tr>
</tbody>
</table>

*Note that this is the most expensive quote*
SNAPSHOT OF STUDENT MEDIA

Based on conversations with other student editors and research

<table>
<thead>
<tr>
<th>University</th>
<th>Publication</th>
<th>Frequency (per semester)</th>
<th>Pages per edition</th>
<th>Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macquarie University</td>
<td>Grapeshot</td>
<td>Four</td>
<td>2x 52 pages 2x 48 pages</td>
<td>Magazine</td>
</tr>
<tr>
<td>University of Sydney</td>
<td>Honi Soit</td>
<td>Thirteen</td>
<td>28 pages</td>
<td>Newspaper</td>
</tr>
<tr>
<td>University of Technology</td>
<td>Vertigo</td>
<td>Three</td>
<td>72 pages</td>
<td>Magazine</td>
</tr>
<tr>
<td>Sydney</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>University of Tasmania</td>
<td>Togatus</td>
<td>Two</td>
<td>52 pages</td>
<td>Magazine</td>
</tr>
<tr>
<td>Monash University</td>
<td>Lot’s Wife</td>
<td>Three</td>
<td>60 pages</td>
<td>Magazine</td>
</tr>
</tbody>
</table>

Case Study: Grapeshot Magazine (Macquarie University)

Based on conversations with the current Editor-in-Chief of Grapeshot, James

Grapeshot has been the student magazine of Macquarie University for 10 years, replacing previous student media organisations that had operated in formats more like newspapers. It has always been printed and bound as a magazine, although the content and design really came to reflect a magazine rather than news publication in 2014 and 2015, which was a turning point for the publication. This coincided with an increasing emphasis on online news.

There are four editions of Grapeshot per semester, with work beginning on each edition six weeks prior to its release. Of the six weeks before an edition:
– Two full weeks are spent sourcing and sub-editing
– One full week is spent copy-editing and approving content, and compiling a content order to ensure every page is full (by the time this week is complete, every piece is complete and ready to put in the paper)
– One full week is spent doing graphics and layout
– Two weeks are required to send to the printers, receive physical proof copies, make any adjustments and then get the final version printed.

This system allows editors to work on days and at times that suit them and their schedules. It also gives each team a break – the content team are no longer needed by the graphic and layout week, and the art team can rest in the first three weeks of sourcing and editing.

Grapeshot really emphasise the theme of each edition, to the extent that content not fitting the theme is published online instead. They are also proud of being able to enforce a high standard for the content they put in print, even if this means shortening an edition to make sure every page contains something valuable and interesting for the students that read it. The content in the magazine is designed to be enduring, with topical news items framed in investigative or analytical terms, so that each edition remains relevant long after its publication. This is also necessitated by the long printing process at the end of the print cycle.
THE RISE OF A RELIGIOUS AND SPIRITUAL MARKET

When any conflict emerges in a nation, multiple stakeholders gather their physical and mental armour to fight for their interests. Each stratum of the society seeks comfort in what they know. Now a person can get information from sources including but not limited to national news, individual communities and their immediate family. But what if these sources of information reflect the cultural or religious bias of certain people? Such sections of our society vulnerable to the prejudiced opinion are the first ones to fall trap to the fault lines of religious fanaticism.

In our first lesson in economics, we are taught that humans are rational. That humans are expected to choose amongst scarce resources available to them rationally and prudently. But if recent trends are to be believed, not all humans behave rationally. During conflicts, very few people are cognizant of their immediate reality. Even fewer can grasp the tangible facts of ongoing strife.

While a few people take immediate steps to know more about the situation and formulate an educated opinion, there is an immensely growing section of society which is impressionable and naive. This level of naivety inherently makes such people susceptible to some mischievous elements rooted in our society. Instances range from the exploitation of a person's faith for someone else's financial gain and establishing a person's religious beliefs as grounds for a battle call.

There have been numerous cases in recent history where a community as a whole has taken rash decisions based on blind faith and dogma. There is an increasingly unviable and subtle competition implying that "my idol is better than yours," and what was once a society that hoped to be guided by reason became a society driven by the fear of God and on the wheels of ill-advised decisions.

It has been believed that "once gods and religious figures are installed in place, they cannot be dislodged." Such shrines attract millions of devotees each year. A report by the National Sample Survey Office (NSSO) showed that "average expenditure on religious trips has more than doubled," between 2007 and 2015 so much so that "religious tourism" has become one of the biggest highlights in recent government policy.

This debate on whether religion is a money-making business has revealed surprising facts. As is evidenced by some studies, it seems that such religion and faith-related institutions do generate a socio-economic impact. A study conducted by the Religious Freedom and Business Foundation stated that "religion annually contributes almost $1.2 trillion dollars" worth of socio-economic value to the United States economy, which is more than the global revenues of the world's top ten tech companies, including Apple, Amazon and Google.

Naturally faith is not a bad thing - but capitalizing on a community's belief for politics and other financial gains has become an efficient money-minting scheme. People are increasingly relying on their sage's prophecies, blissfully unaware that their priests are reaping the profits of God.
HUH

Text: Geoffrey Bonning
Graphic: Georgie Kamvissis

Two organic drops collide
your face results
Flesh and skin drawn tight
across the contours of your bones
that make me fluster at their sight
A pleasurable rush and a fluttering heart
A billion years of evolution tell me
Your symmetry is worth my time
WORONI WOULD LIKE TO THANK MIA JESSURUN, BENJAMIN LAWRENCE, JONATHAN TJANDRA AND NATHALIE ROSALES-CHENG, WHO HAVE Poured MANY HOURS INTO COMPIling THIS DOSSIER.

THE CURRENT AND FORMER MEMBERS OF THE WORONI BOARD AND THE WORONI FAMILY WHO HAVE CAREFULLY DELIBERATED THIS ISSUE FOR MANY YEARS.

AND TO THE THOUSANDS OF WRITERS, EDITORS, ARTISTS, DESIGNERS, CONTRIBUTORS AND, MOST IMPORTANTLY, STUDENTS WHO HAVE BEEN PART OF THE CREATION OF HUNDREDS OF NEWSPAPERS OVER THE YEARS. WE COMMIT TO CONTINUING THE LEGACY OF PRINT AND DEDICATE THIS TO YOU.
1. Name
The name of the association hereby constituted is "The Australian National University Union Incorporated" (the Union).

2. Interpretation
   (1) This Constitution shall be read with and interpreted in the context of The Australian National University Act, Statutes and Orders of Council, and the laws in force in the Australian Capital Territory.
   (2) In this Constitution:
      (a) special resolution refers to a resolution carried by a two thirds majority of those present and voting.
      (b) the Board is a committee for the purposes of sections 16(d) and 60 of the Act.
      (c) 'Act' means the Associations Incorporation Act 1991.
      (d) 'Board' means the Board of Directors.
      (e) 'Council' means ANU University Council.
      (f) 'ANUSA' means ANU Students' Association.
      (g) 'PARSA' means ANU Postgraduate and Research Students' Association.
      (h) 'financial year' means the year ending on 31 December.
      (i) 'Regulation' means the Associations Incorporation Regulation 1991.
      (j) 'University' means the Australian National University.

3. Objects
The objects of the Union are:
   (a) to provide high quality, cost effective facilities and services for its members;
   (b) to provide a recognised meeting place and social centre for its members;
   (c) to promote the intellectual, social and general welfare of the University community;
   (d) to actively foster the development and enhancement of ANU Clubs and Societies and ANU Halls and Residences and their inter-residential organisations; and
   (e) to actively work with ANUSA, PARSA and other related on-campus organisations to advance the above objects.

4. Classes of Membership
   (1) There are the following classes of membership:
      (a) annual membership;
      (b) life membership;
(c) honorary life membership;
(d) reciprocal membership; and
(e) visiting membership.

(2) Members may terminate their membership at any time in writing to the General Manager. Persons who have terminated their membership, or had their membership terminated following disciplinary action, may only be readmitted to membership by resolution of the Board.

(3) Members are not liable to contribute towards the payment of the debts and liabilities of the Union or the costs, charges and expenses of the winding up of the Union.

5. Annual Membership

(1) Except for persons holding life or honorary life membership, the following persons are eligible to become annual members of the Union:

(a) undergraduate students of the University; and
(b) postgraduate students of the University.

(2) The following persons are eligible, on payment of such fee as the Board determines, for annual membership:

(a) members and past members of Council;
(b) members of Convocation of the University;
(c) tenants of the Union and their employees;
(d) employees of the Union; and
(e) such other persons with a relationship with the University, as determined by the Board; and
(f) staff of the University.

(3) Annual members are eligible to vote in elections except where they are currently suspended from membership. Annual members are able to be elected to office except where they have previously been terminated from membership, or have been expelled from an election. Annual members are eligible to vote at general meetings.

6. Life and Honorary Life Membership

(1) The following persons are eligible, on payment of such fee as the Board determines, for life membership:

(a) members and past members of Council;
(b) members of Convocation of the University;
(c) staff of the University;
(d) any person having been an annual member of the Union for three or more years; and
such other persons with a relationship with the University as determined by the Board.

(2) The Board may confer honorary life membership of the Union upon any person who has rendered special service to the Union, or has made a special contribution to the advancement of the interests of the Union or the University, or upon employees of the Union who have rendered distinguished service to the Union for a continuous period of seven years or more.

(3) Life and honorary life members are eligible to vote in elections except where they are currently suspended from membership. Life and honorary life members are able to be elected to office except where they have previously been terminated from membership, or have been expelled from an election. Life and honorary life members are eligible to vote at general meetings.

7. Other Classes of Membership
(1) Visiting membership may be conferred upon persons visiting the University for a limited period.

(2) Reciprocal membership may be conferred upon members of other university unions or similar organisations with which the Union has a mutual recognition arrangement.

(3) Visiting and reciprocal members are not eligible to vote in elections or stand for office, nor are they eligible to vote at general meetings.

8. Membership and Discipline Rules
(1) Subject to this Constitution, the Board may make rules governing the admission of members and the administration of membership generally including the keeping of registers.

(2) Subject to this Constitution, the Board may make rules regarding the behaviour of members within areas under the supervision of the Union and may delegate authority to such employees as the Board thinks fit to expel members and non-members from these areas in breach of these rules.

(3) Subject to this Constitution, the Board may make rules governing the discipline of members whose behaviour breaches such rules or is otherwise prejudicial to the interests of the association, including restricting access to facilities, and suspending or terminating membership. The Board, Discipline Committee, or Appeals Board may in addition refer matters to the Vice-Chancellor of the University.

(4) There shall be a Discipline Committee which shall hear matters relating to the discipline of individual members referred to it by the Board and its decision on the action to be taken in respect of a member can only be altered by the Appeals Board. The Discipline committee shall be appointed by the Board and shall consist of:

(a) a Chair of the committee, being a full-time academic staff member in the ANU College of Law;

(b) a Director of the Union; and

(c) a member of the Union, not being a Director or a member of a Committee of the Board.
(5) There shall be an Appeals Board which shall hear appeals lodged by a member the subject of a hearing of the Discipline Committee, a complainant, or the Board of Directors. The decision of the Appeals Board shall be final. The Appeals Board shall be appointed by the Board of Directors and shall consist of:

(a) the Chair of the Board of Directors;

(b) the Dean of Students; and

(c) a member of the Union not being a Director or a member of a Committee of the Board.

(6) Any such rules and amendments of rules shall only be effective after they are confirmed by Council and published on appropriate notice boards in the Union.

9. Board of Directors
(1) The management and control of the Union is vested in the Board of Directors.

(2) The Board shall:

(a) cause books and accounts to be kept for the Union in a form determined by Council and compliant with the Act and relevant Corporations Law;

(b) arrange for the books and accounts and any vouchers to be audited each year, and at such other times as Council directs, by an auditor registered under the Corporations Law;

(c) furnish to Council such financial statements and reports on the general activities of the Union as Council requires;

(d) establish and keep a fund for capital improvements with an amount the Board determines appropriate to be set aside each year, and ensure moneys from such a fund shall only be spent on capital improvement or repayment of any moneys borrowed for the purpose of capital improvements;

(e) allocate each year that there is a surplus no less than $10,000, or where the surplus is less than $10,000 a percentage the Board determines appropriate of that year’s surplus to be expended on the advancement of clubs and societies. This money may be administered directly to the ANUSA Grants and Affiliations Committee; and

(f) approve the Union’s annual budget for the next financial year by the month of December of each year.

(3) The Board may perform all such acts and do all such things as appear to the Board necessary or desirable to promote the objects of the Union and otherwise for the proper management of the affairs of the association.

(4) The funds of the Union must be derived from the membership fees, donations and, subject to any resolution passed by the Union in general meeting and subject to section 114 of the Associations Incorporation Act 1991, any other sources that the Board decides.

10. Composition of the Board
(1) The Board shall consist of the following Directors:

(a) one person appointed by the Council of the University; and
(b) the Vice-Chancellor of the University, or nominee;

(c) six persons elected from amongst the annual, life, and honorary life members;

(d) one person elected from amongst such of the annual and life members as are currently enrolled as postgraduate students or hold appointments as staff of the University;

(e) the President of the ANU Students’ Association (ANUSA), or nominee; and

(f) the President of the ANU Postgraduate and Research Students’ Association (PARSA), or nominee.

(2) The exercise of the powers or the performance of the functions of the Board is not affected by reason of there being a vacancy or vacancies in the membership of the Board.

(3) The employees of the Union shall elect a representative from among their number, in accordance with rules determined by the Board. This representative shall have a right to attend meetings of the Board and be heard, but shall not cast a vote on any business, nor be counted for quorum.

(4) The President of the ANU Students’ Association or nominee and the President of the ANU Postgraduate and Research Students’ Association or nominee is not eligible to nominate or vote for the positions of Chair or Deputy-Chair. The University Council appointee and the Vice-Chancellor of the University or nominee is not eligible to nominate for the positions of Chair or Deputy-Chair.

(5) Non-elected Directors to the Board are able to exercise voting rights on any other business before the Board subject to the Constitution.

11. Election and Terms of Office

(1) Annual elections shall be held in March to elect such Directors as are required to be elected. The election procedure will be determined at the Board’s discretion subject to other requirements in this Constitution.

(2) Directors elected under section 10(1)(c) shall, except those who hold office because of the filling of casual vacancies, hold office for a period of two years beginning on 1 April next following their election.

(3) In any annual election, at least one half of the Directors elected under section 10(1)(c) shall retire from office, but are eligible for re-election.

(4) The Director elected under section 10(1)(d) shall hold office for a period of one year beginning on 1 April next following their election.

(5) Directors who are appointed to office shall hold office for such period as the appointing body determines, being a period that is not greater than four years. Those Directors are eligible for re-appointment.

(6) The staff representative shall hold office for two years from the declaration of the election by the Returning Officer. Any casual vacancy in this position shall be filled by election held within one month of the vacancy occurring.

12. Returning Officer
(1) The Board shall appoint a Returning Officer for annual elections and elections of the staff representative.

(2) The Returning Officer may appoint a Deputy Returning Officer and such Poll Clerks as the Returning Officer thinks fit.

(3) Neither the Returning Officer, nor the Deputy Returning Officer, nor the Poll Clerks shall be a member of the Union or of the Board, or an employee of the Union or its tenants.

13. Eligibility
(1) All annual, life, and honorary life members are eligible to vote except where they are currently suspended from membership. Members are able to be elected to office except where they have previously been terminated from membership, or have been expelled from an election.

(2) The Returning Officer shall not accept a vote at an election unless she/he is satisfied that it has been cast by a person eligible to vote and that that person has only voted once.

(3) The Returning Officer shall report instances of persons attempting to vote more than once to the Board, who shall refer such persons for disciplinary action.

(4) Only annual, life, and honorary life members who are currently enrolled as a postgraduate student or holds an appointment as staff of the University are eligible to vote for the director position described in section 10(1)(d).

(5) All annual, life, and honorary life members (regardless of enrolment or employment) are eligible to vote for director positions described in section 10(1)(c).

14. Nominations
(1) Whenever an election of a member of the Board is necessary, the Returning Officer shall publish on appropriate channels including social media operated by the Union, the Union website, or any Union publication and in such other manner as she/he thinks fit, a notice:

- stating that an election is necessary and specifying the number of seats to be filled;
- specifying eligibility to vote at the election;
- inviting nominations of persons eligible for election; and
- prescribing the date and time by which nominations must reach the Returning Officer.

(2) Nominations must be on a form prescribed by the Board and available from the General Manager. Nominations shall be signed by at least two members of the Union eligible under section 13 to vote for that position at the election and shall contain a written statement of the nominee’s willingness to act if elected. For group tickets in section 16, a nomination form must also disclose the convener of a group ticket. The convener must be a member of the Union. A nomination may only be withdrawn by giving notice at least 72 hours before the close of nominations.

(3) Nominations shall close not earlier than fourteen days and not later than twenty-one days after the publication of the call for nominations. Nominations shall close at 12.30 pm on a Tuesday.
(4) The Returning Officer shall publish on the ANU Union’s social media platform or website, no later than 5.00 pm on the afternoon on which nominations close, a list of candidates who have submitted valid nominations.

15. Unopposed Election
(1) If, in any particular category, the number of nominations does not exceed the number of seats to be filled, the Returning Officer shall declare the persons nominated to be elected.

(2) If, in any particular category, there are more nominations than seats to be filled, a ballot shall be conducted in accordance with this Constitution.

16. Group Tickets
(1) If a group of candidate or single candidate wishes to register a group name on the ballot paper, they must register this intention on a form prescribed by the Board and available from the General Manager. This form must contain signatures of all relevant candidates, and indicate the order in which they group wishes to places its candidates on the ballot paper. Individual candidates who choose not to be grouped will be listed under the independent column with the order of names on the ballot paper drawn at random as specified under section 17. Any relevant forms must reach the General Manager by 12.30pm on the Friday following the close of nominations.

(2) No group name, in the opinion of the Returning Officer, shall be so nearly the same as the name of another registered group name, or group name previously registered within the last 2 elections, that it is likely to be confused or mistaken for that name, unless the signed, written permission of two persons including the convener or candidates of the Group ticket that previously ran or are currently running on that name has been obtained.

(3) In the event that two or more group names are identical or similar for the purposes of subsection (2), the first registered group shall have priority. Notification shall be issued by the Returning Officer to the convener of the group or groups that registered the same or similar name as defined by subsection (2) but at a later time. These groups, if they wish to continue to be registered as a group, may elect to register another eligible name, subject to subsection (2), within 24 hours of the group convener being notified, otherwise the candidates will be ungrouped.

17. Ballot Paper
(1) Candidates within each group shall be listed vertically in the order registered by that group, with the name of the group above the candidates’ names. Candidates registered as independent shall be noted as such.

(2) The Returning Officer shall determine by random process the order of the registered groups and independents across the ballot paper.

(3) Candidates failing to register shall be placed vertically in a random order as “Ungrouped” on the rightmost column(s) of the ballot paper.

(4) The Returning Officer shall publish on the Union notice boards no later than 5.00 pm on the Friday following the close of nominations the order in which candidates and groups will be placed on the ballot paper.

(5) Separate ballot papers shall be drawn for elections to fill casual vacancies and for the member elected from the postgraduate and academic members.

18. Time and Places for Polling
(1) Voting shall take place during four days of polling conducted from Monday to Thursday (inclusive) of a single week as determined by the Board. This week shall not contain any public holidays and must commence at least thirteen days after the close of nominations.

(2) Voting shall take place only at the Union Court or in the Union Building, between the 11.00am and 5.00pm on the Monday, Tuesday and Wednesday and between 2.00pm and 6.00pm on the Thursday of polling.

19. Publication of Election
The Returning Officer shall publish:

(a) on the appropriate Union notice boards;
(b) on the ANU Union Website;
(c) on ANU Union social networking accounts;
(d) in Woroni or other widely circulated ANU student newspaper;
(e) in a Union publication (if any); and
(f) in such other manner as she/he thinks fit;

a notice specifying the days and place of the election, the names of the candidates and groups, and the hours during which, and the places at which, voting may take place together with a statement detailing the criteria for eligibility to vote.

20. Voting Procedure
(1) A voter shall vote in person. The Returning Officer or her/his deputy shall, after satisfying herself/himself that the voter is eligible to vote at the election, issue to her/him a voting paper.

(2) The voter shall indicate their preference by placing a ‘1’ in the box pertaining to the most preferred candidate, and completing all such available boxes with numbers in an unbroken ascending sequence.

(3) The ballot paper shall clearly instruct the voter to complete all relevant boxes. The Returning Officer and deputies, poll clerks candidates, and those acting on their behalf, shall not instruct voters to complete the ballot paper otherwise than by completing all relevant boxes.

(4) Where a voter has completed all but one available box, the voter shall be deemed to have completed this box by continuing the sequence.

(5) The voter shall, without leaving the voting place:

(a) fold the voting paper so as to conceal the manner in which she/he has voted;
(b) exhibit the voting paper so folded to the Returning Officer or her/his deputy; and
(c) immediately, openly and without unfolding the voting paper, place it in the ballot box provided for that purpose.

The ballot box shall not be opened during the polling.
(6) No material relating to the election, except instructions issued by the Returning Officer and material carried with and removed by members casting a vote, shall be permitted within 10 metres of the ballot box. No canvassing for votes shall take place within 10 metres of the ballot box.

(7) Neither the Returning Officer nor anyone acting as deputy nor any scrutineer shall in any way disclose, or aid in disclosing, in what manner any particular member has voted.

21. Informal Votes
(1) A vote shall be informal where a numerical preference has not clearly been indicated for at least one candidate, unless there is a tick or clear mark by the voter indicating a vote for a particular candidate.

(2) No voting paper shall be accepted unless it is placed in the ballot box before the close of the poll.

(3) In the case of dispute, the Returning Officer shall decide whether any voting paper shall be accepted or rejected.

22. Counting of Votes
(1) Provided that the Returning Officer is satisfied there has been no irregularity in the course and conduct of the election, then, immediately after the close of the poll, the Returning Officer or her/his deputy shall open the ballot box containing the voting papers and count the first preference votes.

(2) Following the count of first preference votes, the Returning Officer may adjourn the count of votes to such time and place as the Returning Officer thinks fit, and may make such further adjournments as she/he feels necessary.

(3) No member of the Union or employees of the Union shall be engaged in the counting of votes at an election.

(4) Each candidate shall be entitled to nominate a scrutineer to represent her/him at the counting of votes. Such nominations must be in writing and signed by the candidate.

23. Determination of Election
(1) After the recording to first choices towards candidates and rejection of all informal voting papers, the aggregate number of first choices shall be divided by one more than the number of candidates required to be elected, and the quotient increased by one, disregarding any remainder. This shall be the quota required for election.

(2) Any candidate who has, upon the first choices being counted, a number of such votes equal to or greater than the quota shall be declared elected. Where the number of such votes for a successful candidate does not exceed the quota, the voting papers shall be set aside as being finally dealt with.

(3) Where the number of votes (including transferred votes), obtained by any candidate exceeds the quota, the proportion of votes in excess of the quota shall be transferred to the other candidates not yet declared elected, next in the order of the voters’ respective preferences as follows:

   (a) the surplus of the elected candidate shall be divided by the total number of votes obtained (including transferred votes) and the resulting fraction shall be the transfer value;
(b) the ballot papers shall be marked with the transfer value, and in subsequent transfers shall be marked with the product of the current transfer value with previous transfer values;

(c) the votes of the elected candidates shall be distributed according to the next preferences on the ballot papers weighted in accordance with the transfer value or product, and shall be added to the votes of the not yet elected candidates.

(4) Where, on the counting of first choices or on any transfer, more than one candidate has a surplus, the largest surplus shall be first dealt with. Where a surplus arises only after a transfer of votes, any surpluses which arose before such transfer shall be first dealt with. Where two or more surpluses are equal, the surplus of the candidate highest on the poll at the last count or transfer shall be first dealt with. If otherwise equal, the Returning Officer shall decide by lot which surplus shall be first dealt with.

(5) Where the number of votes obtained by a candidate is raised up to above the quota by a transfer of votes, such candidate shall be declared elected, and the transfer completed. No vote of any other candidate shall be transferred to the elected candidate. Where the number of such votes for a successful candidate does not exceed the quota, the voting papers shall be set aside as being finally dealt with.

(6) Where, after first choices have been counted and all surpluses have been transferred, fewer candidates than the number of candidates required to be elected, have obtained a quota, the candidate with the fewest votes (including transfers) shall be excluded, and the votes transferred to other candidates not yet elected, according to the next preferences indicated on the ballot papers. The votes transferred from excluded candidates shall not be further discounted.

(7) Where any surplus arises it shall be dealt with before any other candidate is excluded.

(8) The same process of excluding the candidate with the fewest votes and transferring them to other candidates shall be repeated until all the candidates except the number remaining to be elected have been excluded. All unexcluded candidates shall then be declared elected.

(9) Where at any time it becomes necessary to exclude a candidate, and two or more candidates have the same number of votes (including transfers), then the Returning Officer shall determine by lot the candidate to be excluded.

(10) (In determining which candidate is next in the order of the voter’s preference, any candidates who have been declared elected or have been excluded shall not be considered, and the order of the voter’s preference shall be determined as if the names of such candidates had not been on the ballot paper. Where the ballot paper fails to indicate sufficient preferences so as to transfer the vote, it shall be set aside as exhausted.

(11) The Returning Officer may, of her/his own motion, or on the request of any candidate setting out the reasons for the request, recount the voting papers received in connection with any election.

(12) When the Returning Officer has ascertained the result of the election, and after any necessary recount has been completed, the Returning Officer shall declare the poll for the election by announcing, in order of their election, the names of the successful candidates.

24. Irregularities
(1) Where, before the poll is declared at an election, the Returning Officer and Electoral Arbiter are together satisfied that the election has been vitiated by reason of an irregularity or
a number of irregularities of such nature or size that the result of the poll was or likely to have been affected, and where it is just and fair to do so, they may declare the election void from the commencement of the election or from such point in the proceedings of the election as is specified in the declaration, being a point in those proceedings after the notification of the fact that the election was necessary but before the occurrence of the irregularity.

(2) Where an election is declared void from the commencement of the election, the Returning Officer shall as soon as practicable after making the declaration, conduct a further election in accordance with this Constitution in place of the void election.

(3) Where an election is declared void from a point in the proceedings after the notification of the fact that the election was necessary, then the Returning Officer shall determine what further proceedings in the election are necessary to ensure that the election will be regularly conducted and shall conduct these further proceedings in accordance with this Constitution in place of the void proceedings.

25. Retention of Papers
The Returning Officer shall retain ballot papers on which votes have been recorded at an election for a period of three months after the declaration of the poll at that election. After the expiration of this period the Returning Officer shall destroy the ballot papers.

26. Electoral Arbitration
(1) The Board shall appoint an Electoral Arbiter, not being a candidate for election, at the same time as they appoint a Returning Officer. The Electoral Arbiter shall be a barrister or solicitor of a Supreme Court, and shall hold office beginning at the time of her/his appointment until all appeals arising out of the elections have been determined.

(2) Any candidate may appeal to the Electoral Arbiter against any act, decision or exercise of (or failure to exercise) a discretion by the Returning Officer against that candidate, until 72 hours have elapsed after the declaration of the poll at the election. Proceedings before the Electoral Arbiter shall be determined by the Electoral Arbiter, and the Electoral Arbiter may make such order as she/he thinks fit and her/his decision shall be final.

(3) The Electoral Arbiter may, on complaint from the Returning Officer, a candidate, or a Director, call upon a candidate to show cause why they should not be expelled from the election if in the course of the election:

(a) the candidate distributes material about another candidate or group which is recklessly or dishonestly untrue or misleading;

(b) the candidate hangs things from, chalks upon or glues posters to the Union building or outlets operated by the Union;

(c) the candidate paints, chalks upon, or glues posters on University buildings, or otherwise attaches material to buildings, except in areas recognised as set aside for this purpose;

(d) the candidate otherwise breaches this Constitution in respect of electoral matters; or

(e) the candidate says something about another candidate or group which is recklessly or dishonestly untrue or misleading.
(4) This section shall also apply to any acts by other persons acting on the behalf of a candidate.

(5) The Electoral Arbiter may call upon all candidates of a group to show cause why the group should not be expelled from the election if, in the course of the election, any member of that group has breached this provision.

(6) The Union may in no way provide to any candidate for the election any funding or services (such as photocopying) on terms more favourable than those normally given to members.

(7) The Electoral Arbiter, upon complaint and proof on the balance of probabilities by a person who has an interest in the election, shall automatically disqualify a group or individual candidate if the candidate or any persons acting on behalf of a candidate has bribed or enticed voters with any food, financial reward or compensation during polling hours.

(8) The Electoral Arbiter, upon complaint and proof on the balance of probabilities by a person who has an interest in the election, shall automatically disqualify a group or individual candidate if the candidate or any persons acting on behalf of a candidate has campaigned within the Union building, including inside the bar area and beer garden during polling hours.

(9) Upon request, the Electoral Arbiter may hear or view evidence from students involved in the election in relation to satisfying the balance of probabilities test.

(10) Upon request, the Electoral Arbiter may direct candidates and any persons acting on behalf of a candidate to remove electoral material supporting their candidacy where that material is, in the opinion of the Electoral Arbiter, contrary to the Constitution.

(11) Elections shall be closed campus, meaning that campaigners must be annual, life or honorary life members of the Union, or currently enrolled students (either undergraduate or postgraduate) of the ANU. The Electoral Arbiter shall disqualify a candidate or group if any persons acting on behalf of that candidate or group cannot prove their membership or enrolment status.

(12) The Electoral Arbiter may ban a particular candidate or person acting on behalf of a candidate from campaigning within 500m of the ballot box during polling hours. The length of the ban is at the discretion of the Electoral Arbiter, but regard must be had to the severity of the breach. If the particular candidate or person acting on behalf of the candidate continues to campaign within 500m of the ballot box whilst they are banned, the Electoral Arbiter shall disqualify the particular candidate or group ticket.

(13) The Electoral Arbiter, when exercising his or her discretion to disqualify a certain candidate or group ticket must consider:

(a) the seriousness of the breach;

(b) whether the breach is likely to impact the result of the election;

(c) whether any other punishment provided to the Electoral Arbiter in the Constitution is more just and effective at achieving fairness and placing the candidates in their original position had the breach not occurred;

(d) any evidence provided by persons with an interest in the election, including the candidate and group ticket in question; and
(e) any other relevant considerations.

(f) The Electoral Arbiter is not bound by the Rules of Evidence and may inform himself or herself in any way he or she sees fit.

(14) A maximum spending cap starting at $600 per group ticket or individual candidate shall be imposed for Union election starting in 2014.

(a) The amount of the cap shall be indexed to the annual Consumer Price Index published by the Australian Bureau of Statistics each year thereafter. The formula for calculating the cap for the following year shall be:

\[
\text{Max Spending Cap}_{\text{this year}} = (1 + \text{CPI}\%) \times \text{Max Spending Cap}_{\text{last year}}.
\]

(b) Up until the first day of polling the convener of a group ticket or the individual candidate must keep all receipts of expenditures for campaign purposes and lodge them with the Returning Officer. On each polling day, all receipts and expenditures for campaign purposes must be kept and lodged with the Returning Officer.

(c) A breach of this section constitutes a breach of the Constitution, and the Electoral Arbiter may reduce or prohibit further spending by the group or individual candidate, or exercise any discretion vested in the Electoral Arbiter within this Constitution.

(d) For the purposes of this subsection, the Board may make any electoral regulations necessary to help with the interpretation of this subsection, including but not limited to the definition of 'receipts of expenditures for campaign purposes,' and pricing method of campaign items.

(15) A breach of any of the subsections within section 26(3) shall constitute a breach of this Constitution.

27. Conflicts of Interest

(1) A Director shall not engage in any transaction with the Union which results in her/his:

(a) receiving a remuneration from the Union for a service rendered;

(b) being employed by the Union;

(c) selling goods or services to the Union; or

(d) buying goods or services from the Union at rates more favourable than those available to the membership in general.

(2) This provision does not affect the payment of an honorarium or Directors’ fees provided that such honoraria or fees are approved by special resolution of the Board.

(3) A Director in breach of this provision shall be deemed to have been disqualified from her/his office.

28. Vacation of Office

If a Director of the Board:

(a) dies;
(b) resigns;

(c) being an elected Director, is absent from three meetings of the Board without leave of the Board;

(d) is disqualified or becomes ineligible under this Constitution;

(e) being an elected Director, ceases to be a member;

(f) is otherwise unable to act as a Director; or

(g) being an elected Director, is absent from three meetings of either the Board, Annual General Meeting, Ordinary Special Meeting or Special General Meeting.

The office of the Director is taken to have become vacant.

A director may appeal to the Board for re-instatement before the filling of casual vacancies procedure under section 29 begins. The Board must approve the re-instatement of a director by majority resolution at the next Board meeting, otherwise the filling of casual vacancies under section 29 shall begin. The elected Directors under section 10(1)(c) and section 10(1)(d), and the appointed Directors under section 10(1)(e) and section 10(1)(b) who are present at the Board meeting are eligible to vote.

29. Filling of Casual Vacancies

(1) Where a casual vacancy occurs in an elected position on the Board recently filled in an annual election, and the vacancy occurs before the destruction of the ballot papers by the Returning Officer, the position shall be filled by a countback of votes held by the departing Director at the point in the counting of ballots at which she/he was declared elected. The term of office of the person elected as a result of the countback shall be the remainder of that of the Director whose position was vacated. Before commencing the countback, the Returning Officer shall determine the procedure to be followed for the countback. The person selected under the countback process shall be considered elected for voting and nomination purposes.

(2) Otherwise, where a casual vacancy occurs in its elected membership, the Board shall call for nominations by the next board meeting from persons eligible for the vacated position, and shall appoint by ordinary resolution one of those persons nominated to fill the vacancy. Only elected Board members under section 10(1)(c) and section 10(1)(d), and directors appointed under section 10(1)(a) and section 10(1)(b) are eligible to vote. The Board shall prescribe the form in which nominations are to be made, and may require such additional information from candidates as it determines. Such a person shall retire at 31 March next following the filling of the vacancy, and any remainder in the term of office shall be filled in the annual elections next following. The person appointed by the Board under this section shall be considered elected for voting and nomination purposes.

30. Chair

(1) At the first meeting of the Board after 31 March each year, or at the first meeting of the Board following a vacancy in the office of Chair, the elected Directors under section 10(1)(c) and section 10(1)(d), and the appointed directors under section 10(1)(a) and section 10(1)(b) who are present shall appoint one of their number of be the Chair of the Board.

(2) The Chair shall hold office for one year or until she/he declines to act, resigns her/his office as Chair, ceases to be a Director or member, or her/his office as a Director is taken to have become vacant.
(3) The common seal of the Union must be kept in the custody of the Chair. The common seal must not be attached to any instrument except by the authority of the Board and the attaching of the common seal must be attested by the signatures of any two of the Chair, the General Manager and the Deputy Chair.

(4) Subject to the Act, Regulation and this constitution, the Chair must keep in his or her custody or under his or her control all records, books, and other documents relating to the Union.

(5) The records, books and other documents of the Union must be open to inspection at a place in the Australian Capital Territory, free of charge, by a member of the Union at any reasonable hour.

(6) The Chair position shall only be filled by an elected director.

31. Deputy-Chair
(1) At the first meeting of the Board after 31 March each year or at the first meeting of the Board following a vacancy in the office of Deputy Chair, the elected Directors under section 10(1)(c) and section 10(1)(d), and the appointed Directors under section 10(1)(a) and section 10(1)(b) who are present shall appoint one of their number to be the Deputy Chair of the Board.

(2) The Deputy Chair shall hold office for one year or until she/he declines to act, resigns her/his office as Deputy Chair, ceases to be a Director or member, or her/his office as a Director is taken to have become vacant.

(3) In the absence of the Chair, the Deputy Chair shall be the Acting Chair.

(4) The Deputy Chair position shall only be filled by an elected Director.

32. Meetings of the Board
(1) The Chair, Deputy-Chair, or any three Directors may, by notice to the Directors, convene meetings of the Board.

(2) Meetings of the Board shall be held at least once in each calendar month during the academic year.

(3) At a meeting of the Board:

(a) the Chair, or in her/his absence, the Deputy Chair, or in their absence, a Director of the Board appointed by the Directors of the Board present, shall chair the meeting;

(b) the quorum of the Board shall be the smallest whole number equal to or greater than half the number of Directors that hold office at that time; and

(c) the person chairing the meeting has a deliberative vote, and in the event of an equality of votes, also a casting vote.

(4) The Board may make Standing Orders for the conduct of its business.

(5) Minutes of meetings detailing non-confidential agenda items of the Board shall be published on the Union website and available upon request by a member.
(6) Notice of a Board meeting must be provided 7 days in advance of the proposed meeting date. If a Board meeting is held without 7 days notice, it is still valid. However, if notice is not provided 7 days before the meeting date and a director is absent, that missed meeting by the director shall not count towards the three meetings required before automatic expulsion from the Board.

33. Committees of the Board
(1) The Board may appoint a committee or committees consisting of Directors of the Board, with or without other persons.

(2) The Board may, by resolution, either generally or otherwise as provided in the resolution, delegate to such a committee, to a Director, or to the General Manager, all or any of its powers other than this power of delegation.

(3) A power so delegated is revocable by resolution of the Board and does not prevent the exercise of a power by the Board.

34. Management
(1) There shall be a General Manager of the Union, who shall be appointed by the Board and shall be responsible for its management to the Board.

(2) The General Manager and other managers are not eligible to be members of the Board, or to be elected as staff representatives.

(3) In the event of the absence through illness or otherwise of the General Manager, the Board may appoint a person to act in that position during that absence.

35. Property
(1) All property and moneys belonging to the Union are to be managed by the Chair, the General Manager and the Deputy Chair for the use and benefit of the members for the time being of the Union.

(2) The Chair, the General Manager and the Deputy Chair shall deal with or invest the property and moneys of the Union in such a manner as the Board directs.

36. Bank Account
(1) The Chair, the General Manager and the Deputy Chair of the Union shall maintain in the name of, and on behalf of, the Union, an account or accounts at financial institutions approved by the Board and shall pay all Union moneys into such an account.

(2) Moneys shall not be drawn from an account of the Union except by cheque signed by any two of the Chair, the General Manager and the Deputy Chair of the Union.

37. General Meetings
(1) There shall be an Annual General Meeting of the Union, and such other general meetings of the Union as the Board determines.

(2) At each Annual General Meeting of the Union, the Chair shall present a report of the activities of the Union during the previous year including a statement of meeting attendance records of all Directors, together with the auditors’ statements on the accounts and finances of the Union during that year. The meeting shall consider this report and the audited statements of accounts and may make recommendations on any other matter relating to the affairs of the Union for the Board’s consideration. No other business shall be considered.
Where not less than one hundred members, by notice in writing given to the Chair, request a special general meeting of the Union for the purpose of considering a matter or matters specified in the notice, the Chair shall convene such a meeting. No matter other than the matter or matters of which notice has been so given shall be considered.

(4) Quorum at general meetings shall be as follows:

(a) at ordinary General Meetings, forty (40) members eligible to vote.

(b) at Annual General Meetings, twenty (20) members eligible to vote; and

(c) at Special General Meetings, forty (40) members eligible to vote.

(5) The member presiding at the meeting has only a deliberative vote. In the event of an equality of votes on a motion at a general meeting, the motion is lost.

(6) Meetings may only be called on the giving of seven day's notice. Notice is sufficiently given to the ANU community by the Chair of the Board with the date, time, and business of the particular meeting as well as the Union website, a widely distributed student media website at the time and any other relevant social media.

(7) There shall be one ordinary general meeting held in the semester that the Annual General Meeting is not held.

38. General Procedure at General Meetings

(1) The Chair of the Board, or in the Chair's absence, the Deputy Chair of the Board, or a member elected by the members present shall chair the meeting.

(2) Where the person chairing the meeting wishes to engage in debate, they shall nominate a person who shall temporarily chair the meeting, subject to a motion to appoint another person.

(3) Where a quorum is present, the meeting shall commence promptly at the time set out on the notice of meeting. The meeting shall lapse if quorum is not obtained within thirty minutes of the scheduled commencement of the meeting. Where the attention of the meeting is drawn to a lack of quorum, the meeting shall immediately lapse.

(4) Business at ordinary General Meetings may only be added to the agenda for the meeting by notice in writing to the Chair of the Board at least three (3) days before the meeting, or by special resolution of the General Meeting to consider such business. Business of the Board shall take precedence, followed by business on notice, in the order in which it is received by the Chair of the Board.

(5) General Meetings shall be held in a venue which is set aside exclusively for that purpose for the duration of that meeting, in an area where those participating in the meeting are clearly distinguishable.

(6) Attendance shall be taken at General Meetings by circulation at the meeting of a roll in which each participant's name and membership number, where appropriate, are to be entered; and such a roll shall be the official record of attendance for that meeting.

(7) Provisions of this Constitution relating to general meetings procedure, except for matters of notice, quorum, voting and constitutional amendments, may be temporarily suspended by special resolution of the meeting.
39. Motions
(1) All motions must be moved and seconded, and must be submitted in writing to the chair of the meeting if requested to do so. No motion can be proposed which is in substantial negation or amendment of a motion already carried by the meeting.

(2) When an amendment is moved to an original motion no further amendment shall be discussed until the first amendment is disposed of, but further amendments may be foreshadowed without discussion.

(3) An amendment must be relevant to the question, and must not be in substantial negation of the original motion. An amendment cannot itself be amended, instead, an alternative amendment should be foreshadowed.

(4) If an amendment is defeated, the original motion becomes open to amendment. If an amendment is carried, the motion as amended becomes the substantive motion and again open to further amendment, except as to the same subject matter. When the substantive motion is carried it becomes the resolution.

(5) A motion that an amendment under discussion should not be dealt with immediately but instead be placed on notice may be moved without a seconder.

40. Speaking
(1) Any member (regardless of their right to vote) may speak on any business, but may speak only once on any motion or amendment, except in reply or by leave of the chair of the meeting.

(2) The proposer of a motion may speak for up to seven (7) minutes to introduce the motion, and up to five (5) minutes in reply. Other speakers, including those moving amendments, are limited to four (4) minutes. Time may be extended by resolution. The seconder of a motion may reserve their right to speak. Points of order are limited to two (2) minutes.

(3) The proposer of a motion which is opposed may reply to the arguments raised without introducing any new matter. Such reply ends the debate. On discussion of any amendment, the mover of the original motion may reply before the amendment is put. The mover of the amendment has no right of reply.

(4) Except for the proposer and seconder, speakers shall be called upon in the order observed by the chair, subject to the power of the meeting to resolve to hear a particular person, and the desire of the chair to balance the debate. Speakers may ask questions, seek clarification, and comment generally without supporting or opposing a motion.

(5) Every speaker shall keep to the question before the meeting. A speaker shall not be interrupted except for a motion of closure or on a point of order.

(6) By leave of the chair, any member claiming to have been misrepresented may speak briefly in personal explanation, but must keep strictly to the alleged misrepresentation, and such explanation limited to three minutes.

(7) A motion “that the question now be put” may be moved without a seconder, and shall be voted on immediately without debate. If moved during the discussion of an amendment it only affects the amendment. A motion “that the speaker be no longer heard” may be moved without a seconder, but only with leave of the chair, and shall be voted on immediately without debate. Neither motion prevents the right of reply.

41. Voting
(1) Before putting the motion to the vote, the chair of the meeting shall read the motion if requested. At their discretion the chair shall appoint members to assist in the counting of votes.

(2) Voting in all cases shall be by show of hands. No proxies shall be permitted. At the request of any three members a formal count shall be undertaken by the chair and the result recorded in the minutes. The chair shall otherwise declare the motion as carried or lost.

(3) Any member may have recorded in the minutes the fact that they voted for or against, or abstained from voting on any particular motion.

(4) No objection shall be made to the validity of any vote except at the meeting at which such vote was taken. Any vote not disallowed in this way shall be deemed valid.

42. Other Procedure

(1) The Chair of the Board may specify on the agenda a time limit of not less than one hour for the meeting. When the time limit has expired, the chair shall close the meeting on the conclusion of the current item of business or the carriage or defeat of a substantive motion, whichever is earlier. If the time limit expires during discussion of a motion, no further discussion is to take place and all motions and amendments before the chair shall be voted upon immediately so as to reach a conclusion.

(2) The chair may, where the meeting has become disorderly, adjourn the meeting for up to ten minutes.

(3) Procedure not otherwise provided for shall be at the discretion of the chair of the meeting, subject to direction by resolution.

(4) The chair’s ruling on all points of order shall be final, subject to the carriage of a motion of dissent which reverses such a ruling. The chair shall be vacated during consideration of such a motion. The mover alone may speak briefly to such a motion and the chair may briefly explain why the ruling was given.

43. Rules

(1) The Board may make Rules, not inconsistent with this Constitution, prescribing all matters required or permitted by this Constitution to be prescribed by Rules as necessary or convenient for carrying out or giving effect to this Constitution.

(2) A Rule so made does not have effect unless a copy of the Rule is published as soon as practicable on the notice board of the Union and remains on that notice board until the next meeting of the Board held not earlier than thirty days after the date of such publication and the Rule is confirmed, with or without amendment, at that meeting of the Board.

44. Dissolution

If the Union is wound up by special resolution of a special general meeting, any property or interest in property of the former Union that remains after the satisfaction of any debts or liabilities of the former Union and any costs, charges or expenses incurred in the winding-up of the former Union, vests in another association, fund, authority or institution nominated by the former Union in accordance with the Act.

45. Constitutional Change

(1) Any proposed change to this Constitution shall first be considered by the Board and any change approved by the Board by absolute majority shall subsequently be referred to a general meeting for consideration.
(2) If adopted by three-quarters of eligible and present members of the general meeting (without further amendment by the meeting) the change shall take effect subject to the approval of the resolution by Council.

(3) Amendment of a resolution adopting a change to the Constitution shall not be moved except by notice in writing to the Chair of the Board at least three days before the general meeting, or by special resolution of the general meeting to consider the amendment. Any such amendments must be carried by special resolution.

(4) If a special resolution adopts a change to the Constitution subject to amendments, such amendments must be confirmed by the Board and, upon confirmation, take effect subject to the approval of Council.

(5) If the Union is approved as a charitable institution or other tax exempt organisation by the Australian Taxation Office, the Australian Taxation Office must be notified in writing of any alterations to this constitution.

46. Standing Orders of Meetings of the Board
(1) In conjunction with section 32(4), the following standing orders within this section shall apply to meetings of the Board if determined by the Chair necessary to do so or moved by a majority motion of the Board.

(2) All motions must be moved and seconded, and must be submitted in writing to the chair of the meeting if requested to do so.

(3) The proposer of an agenda item, giver of a report or a person proposing a motion has five minutes to speak on that subject.

(4) In general debate, any director or observer may speak on any business but may speak or ask a question only once for a maximum duration of two minutes (in response to a question), except in reply or by leave of the chair of the meeting.

(5) After debate has completed, the proposer of an agenda item, giver of a report or person proposing a motion has a right of reply for two minutes before the motion is put.

(6) When an amendment is moved to an original motion, no further amendment shall be discussed until the first amendment is disposed of, but further amendments may be foreshadowed without discussion.

(7) An amendment must be relevant to the question and not in substantial negation of the original motion. An amendment cannot itself be amended, instead, an alternative amendment should be foreshadowed.

(8) If an amendment is defeated, the original motion becomes open to amendment. If an amendment is carried, the motion as amended becomes the substantive motion and again open to further amendment, except as to the same subject matter. When the substantive motion is carried it becomes the resolution.

(9) The Board may create any other standing orders it believes is necessary for the efficient operation of the Board by majority vote.
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1. General

1.1. Definitions

For the purposes of this Constitution, the following interpretations apply:

- **Observer** means The ANU Observer Incorporated, the body governed by this document.
- **The Association** refers to The ANU Observer.
- **ANU** means the Australian National University.
- **ANU Council** means the governing body of the Australian National University.
- **ANUSA** means the ANU Students’ Association Incorporated.
- **Academic Year** means the period between the first day of Semester 1 and the last day of Semester 2.
- **Act** means the Associations Incorporation Act 1991 (ACT).
- **Board** means the governing Board of The ANU Observer as described by this Constitution.
- **Board Member** means a member of the Board.
- **Chair** means the Chair of the Board.
- **College** means an ANU College established or varied by the University Council, which, at the date of the making of this Constitution, includes:
  (a) ANU College of Arts and Social Sciences;
  (b) ANU College of Asia and the Pacific;
  (c) ANU College of Business and Economics;
  (d) ANU College of Engineering and Computer Science;
  (e) ANU College of Law;
  (f) ANU College of Health & Medicine; and,
  (g) ANU College of Science
- **Editor** means an elected official responsible for the management and publication of news.
- **Elected Official** means an individual elected to a role in Observer.
- **Electoral Regulations** means the regulations created under this Constitution describing the required conduct and proceedings of elections.
- **Executive** means a member of an Executive Committee other than the Editorial Committee.
- **Executive Committee** means the committee managing one of the Teams in Observer.
- **Financial Year** means the annual period beginning on the 1st of December and ending on the 30th of November.
- **Member, or member** means any person holding membership in The ANU Observer as defined by this Constitution.
- **PARSA** means the Postgraduate and Research Students’ Association Incorporated.
- **Policy** means a document containing policies described by and created according to this Constitution.
- **Procedure** means a document containing policies described by and created according to this Constitution.
- **Published content** means any written, video, audio, image, or other work created and distributed by Observer to fulfil the objects of Observer, which can reasonably be reviewed before publication.
- **Regulation** means any regulation made under the Associations Incorporation Act 1991 (ACT).
Special Resolution means a resolution made under section 39 of the Act, and includes a motion to amend this Constitution in accordance with section 13 (“Alteration of the Constitution”).

Standing Orders means a policy created under this Constitution describing the required conduct and proceedings at meetings.

Student means a person enrolled in a unit or program of study for a degree or any other award of the Australian National University.

Teaching Day means any weekday that falls during the Academic Year, excluding teaching breaks and public holidays.

Team means one of the administrative divisions of Observer devoted to a specific aspect of its operation.

University, or the University, means The Australian National University.

Time referenced in this Constitution occurs in the time zone occupied by the Australian Capital Territory.

1.2. Interpretation
1.2.1. Power to interpret this Constitution, the Regulations, and any Policies resides with the Secretary.
1.2.2. The Secretary’s interpretation may be overruled by a majority vote of the Arbitration Panel.
1.2.3. These interpretations may both be overruled by a majority vote at a General Meeting.

1.3. Name
The name of the organisation to which this Constitution applies is “The ANU Observer Incorporated”.

1.4. Objects
The objects of Observer are:
1.4.1. To provide information that is in the interest of ANU students, staff and alumni.
1.4.2. To report news that is accurate, timely, relevant, fair, and in all other ways high quality and ethical journalism.
1.4.3. To inform and improve the quality of the student conversation at ANU.
1.4.4. To create an environment where students can learn journalism through direct experience.

1.5. Books
1.5.1. Subject to the provisions of the Act, the Regulations and the provisions of this Constitution, the Chair shall keep in their custody or under their control all records, books and other documents relating to Observer.
1.5.2. The records, books and other documents of the Association shall be open to inspection by the members at a place confirmed beforehand with the Chair at any reasonable hour.

1.6. Common Seal
The common seal of Observer shall be kept by the Chair. It shall be affixed by authority of the Council, and any two members shall sign below the seal.
2. Membership

2.1. Ordinary Members

2.1.1. Any person who:
   a) Is a student of the University; and,
   b) Has not notified the Secretary in writing that they do not wish to be a member,

   Is an ordinary member of the Association.

2.2. Honorary Life Members

2.2.1. The Council may appoint any individual to be an Honorary Life Member of Observer.

2.2.2. Honorary Life Members are granted all rights accorded to regular members, with the exception that:
   a) Honorary Life Members may not contest elections.

2.2.3. An individual may refuse honorary life membership by stating their refusal in writing to the Chair.

2.3. Discipline

2.3.1. There are no provisions in this Constitution for the disciplining of ordinary members.

3. Regulations

3.1. Alteration

3.1.1. Observer may from time to time make Regulations under, and not inconsistent with, this Constitution, to govern the operation of particular aspects of Observer’s affairs.

3.1.2. Regulations may be created, modified or removed by a majority vote of Members at a General Meeting.

3.2. Application

3.2.1. Regulations govern the activities and affairs of the Association, as well as the behaviour and actions of Officers in the conduct of their duties as Officers and in all other actions relating to the Association.

3.2.2. Officers must complete their duties in accordance with regulations to the best of their ability, and with full intent to do so.

3.3. Mandatory Regulations

3.3.1. The following Regulations must exist:
   a) Electoral Regulations, which detail the process of election for Elected Officials and Board members.
   b) Financial Regulations, which dictate procedures surrounding the allocation and expenditure of monies.
   c) Team Regulations, which set out the Teams that currently exist in the Association and their responsibilities.
4. Policies

4.1. Alteration

4.1.1. Observer may from time to time make policies under, and not inconsistent with, this Constitution, to govern the operation of particular aspects of Observer’s affairs.

4.1.2. Policies may be created, modified or removed by a majority vote of the Board.

4.2. Application

4.2.1. Policies govern the activities and affairs of the Association, as well as the behaviour and actions of Officers in the conduct of their duties as Officers and in all other actions relating to the Association.

4.2.2. Officers must complete their duties in accordance with policies to the best of their ability, and with full intent to do so.

4.3. Mandatory Policies

4.3.1. The following policies must exist:
   a) Standing Orders, for General Meetings and Council meetings;
   b) Editorial Policy, describing the editorial ethics, priorities and scope of Observer;
   c) Grievance Policy, describing the nature of and procedures to manage grievances; and
   d) Officer Policy, describing the offices of Observer, their duties, and their expected conduct.

5. Finance

5.1. Source

5.1.1. Funds of the Observer must be derived from sources determined by the Board, subject to the Act.

5.1.2. All money received by Observer must be deposited as soon as practicable and without deduction to the credit of Observer’s bank account.

5.1.3. Observer must, as soon as practicable after receiving any money, issue an appropriate receipt.

5.2. Management

5.2.1. The assets and income of Observer shall be applied solely in furtherance of the objects outlined in section 1.4 and no portion shall be distributed directly or indirectly to the members of the Association except as bona fide compensation for services rendered or expenses incurred on behalf of Observer.

5.2.2. Subject to this Constitution, any regulation or policy, or any resolution passed by a General Meeting, the funds of Observer may be used for the objects of Observer in the way the Board decides.
5.2.3. Withdrawal of monies from any bank account of Observer must be authorized by two (2) members of the Board if that amount should exceed AUD$100.

5.2.4. Any cheques, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by any two (2) members of the Board.

6. Board

6.1. Nature

6.1.1. The Board is the governing body of Observer.

6.1.2. The Board shall be the Committee in accordance with the Act.

6.1.3. Subject to this constitution, and policies and regulations of Observer, the Board has the entire management and control of Observer.

a) The Board may delegate any of its power, other than the power of delegation, to the Chair, any Officer, the Editorial Committee or any committee of Observer, for a period of time with any conditions it desires.

6.1.4. Unless otherwise provided for in this constitution, the Board makes decisions by majority vote on resolutions by Board members present and voting.

6.2. Membership

6.2.1. The Council consists of:

a) one (1) of the Executives of each team that currently exists, except for the News Team;

b) a number of Editors equal to the number of teams that currently exist, except for the News Team; and

c) the Secretary.

6.2.2. Should any individual hold more than one voting position on the Board, that individual will have only one (1) vote on the Council.

6.2.3. Should there be more than two (2) members of the Editorial Committee, the Editorial Committee shall choose two (2) members of the Editorial Committee to sit on the Board, in accordance with the Electoral Regulations.

6.2.4. Should there be more than one (1) Executive in each team, one (1) Executive will be chosen from amongst that team’s Executive committee to sit on the Board in accordance with the Electoral Regulations.

6.3. Removal

6.3.1. Any Board member who no longer holds any position through which they became a Board member will also no longer be a member of the Board.

6.3.2. The members of the Board granted membership by the position of Executive or member of the Editorial Committee may be removed from the Board by mechanisms described in the Electoral Regulations.

6.4. Meetings

6.4.1. Meetings of the Board may be called by any member of the Board, by informing the Chair.

a) In such a case as the Chair cannot be reasonably contacted, or...
refuses to hold a meeting, any member of the board may call a meeting.

6.4.2. At least seven (7) days’ notice must be given for a meeting of the Board.

6.4.3. The convening member of the Board must take all reasonable measures to notify all members of the Board of the time and place of meeting.

6.4.4. Quorum for a meeting of the Board is the next whole number above half the total number of members.

6.4.5. Meetings of the Board are open to all members who may participate as observers.

   a) The Chair may decide to remove observers at their discretion.

6.5. Chair

   6.5.1. A Chair of the Board will be appointed by a decision of the Board.

   6.5.2. The Chair has a deliberative and a casting vote.

   6.5.3. The Chair may be removed from the position of Chair by a decision of the Board.

   6.5.4. In the case of the Chair becoming vacant, the Board must at its earliest convenience, and before it transacts any other business, appoint a new Chair.

7. Editorial Committee

7.1. Nature

   7.1.1. The Editorial Committee manages the journalism of Observer and the production of written content. The Editorial Committee manages the News Team.

7.2. Membership

   7.2.1. The Editorial Committee consists of the Editors.

7.3. Duties

   7.3.1. The Editorial Committee will direct the journalistic and editorial direction of Observer in accordance with the objects described in section 1.4.

   7.3.2. The Editorial Committee will have power and responsibility to approve all published content of Observer.

      a) The Editorial Committee may delegate the power to approve any published content to any Officer for a period of time with any conditions it desires.

   7.3.3. The Editorial Committee will manage and direct those Officers whose role encompasses production of news.

   7.3.4. The Editorial Committee will maintain the integrity of news publication and be accountable for the published work of Observer.

7.4. Powers

   7.4.1. The Editorial Committee will have full autonomy in all matters relating to all forms of published content, except in the case that:

      a) a formal editorial dispute is submitted, at which time the Arbitration Panel may compel the Editorial Committee to act, in accordance with this Constitution;
b) the publication in question involves expenditure, in which case the Editorial Committee’s action may be overruled by a decision of the Council regarding expenditure; or
c) the Editorial Committee is compelled by a vote of Members at a General Meeting.

7.5. Meetings

7.5.1. The Editorial Committee will meet no less than once every two (2) weeks during the Academic Year excluding teaching breaks.

7.5.2. Meetings of the Editorial Committee may not be attended by any Officer or Executive not permitted by the Editorial Committee.

8. Executive Committees

8.1. Nature

8.1.1. The various executive committees manage their respective teams which currently exist.

8.2. Membership

8.2.1. The Executive Committees consist of the Executives of that team, and will be called the Visual Content Executives, Web Executives, Finance Executives or Community Executives as appropriate. The Editorial Committee consists of the Editors.

8.2.2. All Executive Committees and Teams that exist shall have at least one (1) Executive except for the Editorial Board which will have at least three (3) Editors.

8.3. Duties

8.2.1. Executive Committees manage their respective teams.

8.4. Powers

8.4.1. Executive Committees have power to manage their respective teams within the confines of their team’s responsibilities.

8.4.2. Executive Committees may make standing Procedures, which are internally binding administrative rules for their team, subject to and not inconsistent with the the Constitution, Regulations and Policies of the Association.

8.5. Limits on Power

8.5.1. All Executive Committee decisions, except for the Editorial Committee’s decisions on editorial and journalistic matters and the Visual Content Committee’s decisions on journalistic visual content, can be overruled by the Board.

8.5.2. All Executive Committees can be compelled to act in a certain way, not inconsistent with this Constitution, by a vote of Members at a General Meeting.

8.5.3. Appeals can be made to the Arbitration Panel where the appeal is within the jurisdiction of the Arbitration Panel.

8.6. Name

8.6.1. The Executive Committees will be called the Visual Content Committee, Web Committee, Finance Committee and Community Committee.

8.7. Decisions

8.7.1. Executive Committees make decisions by majority vote.
8.8. Editorial Committee

8.8.1. Notwithstanding the provisions in section 8, the special privileges of the Editorial Committee are set out in section 7.

9. Teams

9.1. Nature

9.1.1. The various teams of Observer are responsible for their respective areas of administration. The details of these roles shall be set out in the Team Regulations.

9.2. Teams in Existence

9.2.1. There will always be an Editorial Team

9.2.2. There may be a:
   a) Visual Content Team
   b) Web Team,
   c) Finance Team, and
   d) Community Team.

9.2.3. The number of Teams in existence under these provisions may be varied by amendment to the Team Regulations.

9.3. Teams are led by their Executive Committee.

9.4. Teams may have Officers, as appointed by Council.

10. Elected Officials

10.1. Nature

10.1.1. Elected Officials are Officers of Observer, but are not subject to the standard appointment and removal provisions outlined under section 8.

10.2. Roles

10.2.1. The Elected Officials include:
   a) the Editors, of which there will be no less than three (3);
   b) no less than one (1) Executive for each Team; and
   c) the Secretary.

10.2.2. Additional Elected Officials may be specified in policies.

10.3. Terms

10.3.1. Elected Officials will hold their positions from 1 December in the year of their election, until 30 November the following year.

10.4. Removal

10.4.1. Elected Officials may be removed by a motion of no confidence, as specified in section 13.5.

10.5. Casual Vacancies

10.5.1. Should any Elected Official position become vacant, the position may be filled by a unanimous vote of the Board.

10.5.2. If the Board does not fill the position, the position must be filled at the next General Meeting through an election in accordance with the Electoral Regulations.

10.6. Duties
10.6.1. Elected Officials must complete their duties as described by this Constitution and any policies, and must conduct themselves in accordance with this Constitution and any policies in the course of their duties.

11. Officers

11.1. Nature

11.1.1. An Officer of the Observer is any person holding any position in Observer, unless otherwise stated in this Constitution or Observer policies.

11.1.2. Officers can exist as part of one or more Teams of the Association.

11.2. Duties

11.2.1. Officers must complete their duties as described by this Constitution and any Policies, and must conduct themselves in accordance with this Constitution and any Policies in the course of their duties as Officers.

11.3. Appointment

11.3.1. Officers may be appointed by a decision of the Board.

11.3.2. Officers must be members.

11.4. Removal

11.4.1. Officers may be removed by a decision of the Board.

11.4.2. Officers may resign their position through notice to the Chair of the Board or the Secretary.

12. Public Officer

12.1. Nature

12.1.1. Unless the Board decides otherwise, the Chair of the Board shall be the Public Officer of the Association.

12.1.2. The Public Officer is an Officer of the Association for the purposes of the Constitution and Regulations.

12.2. Duties

12.2.1. The Public Officer shall, within fourteen (14) days of their appointment, notify the relevant authority in writing of the appointment and supply their full name and address. The Public Officer shall also supply any and all documents required by the relevant authority and perform any other duties as required by the Act and any other relevant legislation.

12.2.2. The office of Public Officer becomes vacant if the person holding that office:
   a) dies;
   b) becomes an insolvent under administration as defined in the Corporations Act 2001 (Cth)
   c) becomes of unsound mind;
   d) resigns their office by writing to the Chair; or
   e) ceases to be resident in the ACT.

12.2.3. If the office of Public Officer becomes vacant, the Board shall appoint another person to fill the vacancy within fourteen (14) days of the vacancy arising.
13. Elections

13.1. Executives

13.1.1. There shall be annual elections for the all Executive positions in Semester 2 conducted in accordance with the Election Regulations.

13.1.2. These elections will be conducted by secret ballot and by a method of preferential voting, the detail of which will be provided in the Electoral Regulations.

13.1.3. All members must be afforded reasonable opportunity to vote in elections.

13.1.4. The Board will appoint a Returning Officer for the annual elections, who must not be contesting election to any position in Observer.

13.1.5. Nominees for Executive positions must intend to be students for the entire year in which they will hold the position for which they have nominated.

14. Arbitration Panel

14.1. Nature

14.1.1. The Arbitration Panel shall be an independent body responsible for making judgements on matters of dispute, interpretation, and honoraria for Observer.

14.2. Duties

14.2.1. The Arbitration Panel shall be responsible for delivering responses to disputes submitted to the Panel in the form of:
   a) recommendations;
   b) interpretations;
   c) judgements;
   d) penalties; or
   e) instructions.

14.2.2. The Arbitration Panel shall convene upon the receipt of an application to consider and respond to that application. Applications may include:
   a) editorial disputes;
   b) conduct disputes;
   c) honorarium approval;
   d) honorarium disputes;
   e) request for recommendation on any matter; or
   f) dispute of interpretation of the Constitution or Policies.

14.3. Powers

14.3.1. The Arbitration Panel has final power of interpretation over the Constitution and Policies, subject only to a General Meeting.

14.3.2. The Arbitration Panel may direct any of the following actions:
   a) alteration of any published content;
   b) removal of any published content or any content distributed on Observer channels;
c) the publication of a correction;
d) the removal of any Officer;

14.3.3. The Arbitration Panel may make recommendations to the Board, Editorial Committee, or any other member or body in Observer.

a) The Panel may at their discretion require a report or response from the relevant body on their response to the recommendation by a specified time.

14.3.4. The Panel may require the publication of their response to an application on any of Observer’s communication platforms.

14.3.5. The Panel may not deliver any response, investigate, or otherwise act except in response to receipt of an application.

a) Any actions taken by the Panel must be within the scope of the application.

14.3.6. Applications to the Panel may be submitted by any member of Observer, or by any student.

a) The Panel may receive applications from individuals who are not students or members, subject to approval by a decision of Council.

14.4. Appointment

14.4.1. Arbiters must be appointed by seventy-five per cent (75%), to the nearest whole number, of members present and voting at a General Meeting.

a) Appointments to the Panel will be considered individually and in order of nomination.

b) Nominations will be received by the Chair in the period between the calling of a General Meeting and the opening of that Meeting.

14.4.2. Arbiters shall be appointed for a term of two (2) years from the time of their appointment.

14.4.3. There shall be no more than five (5) Arbiters.

14.4.4. Should there at any time be less than five (5) Arbiters, the Chair of the Board must advertise vacancies on the Panel before the next General Meeting, and a vote must be held at that Meeting for the appointment of new Arbiters.

14.4.5. Arbiters must not be Officers of Observer at the time of their nomination, appointment, or at any time as Arbiter.

a) Any Arbiter who at any time is found to have violated this condition will immediately no longer be an arbiter.

14.4.6. The Arbitration Panel shall appoint from among itself a Chair, by way of majority vote.

a) The Chair of the Arbitration Panel shall be responsible for convening meetings of the Panel and communicating resolutions, recommendations or other messages of the Panel.

b) In such a case as the Panel is tied on a vote, the Chair shall have a casting vote.
14.5. Removal

14.5.1. Arbiters may resign by submitting a written resignation to the Chair of the Board.

14.5.2. Arbiters may be removed by a unanimous vote of all other Arbiters, or a unanimous vote of the Council.
   a) The Board’s removal of an Arbiter may be overturned by the dissent of any Arbiter with the exception of the Arbiter being removed.
   b) Only one Arbiter can be removed by one vote of the Board.
   c) Council removal of an Arbiter must be communicated to that Arbiter within one (1) day, and takes effect after ten (10) days.

15. General Meetings

15.1. Rights

15.1.1. General Meetings of Observer are open to all members and Arbiters.

15.2. General Meetings may be convened at the discretion of the Board.

15.2.1. The Board must convene at least one (1) General Meeting each semester.

15.3. Quorum for a General Meeting is thirty (30) members.

15.4. General Meetings are to be conducted in accordance with the Standing Orders.

15.5. A quorate General Meeting may, subject to this Constitution and Regulations:

15.5.1. By resolution carried by not less than seventy-five percent (75%) of those present and voting, dismiss any elected official of the Association.
   a) Such a resolution requires at least twenty-one (21) days’ notice before the meeting is to be held.
   b) Votes on resolutions to dismiss Officers should be conducted upon written, anonymous ballots.

15.5.2. As proscribed in Section 14 of this Constitution, pass a Special Resolution to change this Constitution.

15.5.3. As proscribed in Section 15 of this Constitution, pass a motion to dissolve or wind up the Association.

15.5.4. Pass any other resolution permitted under this Constitution or the Policies.

15.6. Notice of a General Meeting must be provided to all members at least twenty-one (21) days before the meeting is to be held in the forms listed at 13.6.1.

15.6.1. The details of the meeting are to be displayed:
   a) On the website of the Association;
   b) On appropriate social media channels of the Association; and
15.6.2. The agenda for the meeting must be published on the Association’s website at least seven (7) days before the meeting is to be held.

16. Alteration

16.1. This Constitution may be amended by Special Resolution at any General Meeting.

16.1.1. At least twenty-one (21) days’ notice of the Special Resolution shall be given to Members.

16.1.2. A decision to amend the Constitution shall require the support of seventy-five per cent (75%), to the nearest whole number, of ordinary Members present and voting.

16.2. Full notice of proposed amendments to the Constitution, including the text of the proposed amendments, shall be given to Members in the same way as notice of the General Meeting at which the amendments are to be proposed.

16.3. No amendment to the Constitution will have any effect until ratified by the ANU Council and, if necessary, by the relevant local authority.

17. Dissolution

17.1. A motion to dissolve or wind up Observer may be considered at any General Meeting.

17.1.1. At least twenty-one (21) days’ notice of such a General Meeting must be given to members, accompanied by a notice of intention to propose a motion to dissolve or wind up Observer.

17.2. A motion to dissolve or wind up the Association must be:

17.2.1. passed by a majority of at least seventy-five percent (75%), to the nearest whole number, of the votes of members present at a General Meeting, and

17.2.2. approved by a decision of the Board.

17.3. Upon dissolution, the excess of assets, property, funds or money remaining after all debts and liabilities are paid shall not be distributed amongst members of Observer, and instead shall be given or transferred to a body with the same or similar objectives to Observer, or, if no such body exists, all liquidated proceeds and funds shall be transferred to the University.

17.3.1. The dispersal of these assets upon dissolution will be a decision of the Board, which must be ratified by the Arbitration Panel.

17.3.2. The Board and Arbitration Panel will continue to exist until a resolution on dispersal of these assets is passed by both bodies.

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General Meeting 2019-05-29
Minutes
Location: Square One
Opened: 1821
Item 1: Meeting Opens and Apologies

1.1 Acknowledgement of Country

Delivered by Eliza

1.2 Apologies

None Received.

Procedural motion to consider Item 5 next
Moved by Jessica Whiting
Passes unanimously.

Item 5: Items for Resolution

5.1 Motion to adopt the following amendments and additions to the ANU Observer Constitution, to come into effect on 1 December and subsequent to ANU Council Ratification at their next meeting (Appendix F)

Jason (mover): You can find the amendments attached. Unfortunately, we didn’t have time to write an explanatory memorandum, so I’ll go through it orally.

Jason: What this does it that this both changes Observer’s governance and its operations. Our board, presently called the Council, is constituted by representatives from throughout the association. [Explains who’s on Council under current constitution] We have two teams - News and Digital. Unfortunately, Observer’s makeup changes considerably year-to-year, we’re still pretty young. So prescribing two teams is unnecessarily restrictive.

So what we’re doing is having the News team, plus other teams. How that’ll work is that we can have whatever teams we need (Digital, Finance, etc.).

Procedural motion to extend Jason’s meeting time by 10 minutes (or until he stops).
Moved by Jess Whiting.
Motion passes, 27 in favour, 3 against.

Jason: Previously, Digital was a residual category for anything that ‘wasn’t news’. This allows us to break that up in a more efficient fashion among the newly created teams.

Jessica (seconder): More voices in the room for the Board is better, and will reduce strain on digital and news.
Procedural motion to suspend standing orders to allow 12 minutes of question time. 
Moved by Joel Baker. 
Passes unanimously.

Questions:
Joel: 6.2, the description of how the board will be laid out moving forward. How will that work this year?

Jason: We’ll see that this will come into effect on 1st December and subject to ANU council ratification. Once we have our elections for the executive, you’ll have 1 or more executive in each team; each team will then choose a representative to sit on Council.

Joel: Can you explain 6.2.1B?

Jason: One of the philosophies of Observer is that it's driven by the News team. Hence, the News team having a large share of the governing body is important. If we have 2 teams, you have 2 News Team representatives. If you have 3 teams, you’ll have 3 News Team representatives. This means the News team has 50%-1 representation.

Joel: Doesn't 6.55 seem problematic?

Jason: This means that we can’t have Council members, in a situation of division, can't have a meeting at their house at 1am to prevent opposition. It does mean that someone could veto every motion for a meeting, but we're relying on good faith here.

Joel: Is the process for electing the Chair elsewhere in the Constitution?

Jason: We have standing orders, and it's adequately described in the Constitution.

Skanda: Am I correctly understanding that the Council can create new teams by vote?
Jason: One thing these changes prescribe is that there's a ‘Teams’ regulation. This will determine how many Teams there are. Regulations can only be moved by GM, so this stops Council stacking itself.

Standing orders resume due to no further questions.

Motion to amend the Constitution moved by Jason Pover
Seconded by Jessica Whiting
Motion passes with one abstention and all the rest in favour.
Procedural motion to consider 3.5 now
Moved by Jason Pover
Motion carries unanimously

Item 3: Reports and Matters Arising

3.5 Treasurer's Report (Appendix E)
Jules: Taken as Read, I would like to thank Council for their help
Eliza: Questions?
Eliax: Seeing none, who will move that this be accepted?
Kon: me
Motion to accept the Treasurer's report
Moved by Konstantinos Katsanis
Carries with one abstention.

Item 2: Minutes from the Previous Meeting including Matters Arising

2.1 Minutes from the Previous Meeting
https://docs.google.com/document/d/1cB6ArTRtMhVg8yt3r91NeW4xCW0UyRkF
CsoEnYxOO9M/edit?usp=sharing

Eliza: can I have a mover?

Moved by Jessica
Motion passes with two abstentions - Ebe and Howard.

Item 3: Reports and Matters Arising

3.1 Report of the Chair of the Council (Appendix A)
Eliza passes the Chair to Jess.
Eliza: Just want to update on the office saga, got an update, got a security code for
building, needs to be looked at again. Still not sure what it will cost. Love ANU. Taken as
read for the rest

Jess: Questions?

Skanda: ssaf issues

Eliza: the loss of Richard Baker has caused issues, no new one yet. Luckily Jules is now
more around the situation. Hopefully we won’t be late. Its been tricky, we’re the first
new org to get it, been a slog.

Jess: seeing no questions, move to a vote.
Motion to accept the Chair’s report
Moved by Felix
Passes with one abstention

Chair passes back to Eliza

3.2 Report of the Chair of the Editorial Board (Appendix B)

Adelle: Taken as Read.

Eliza: Questions?

Ebe: less reporting, why?

Adelle: Ophel trial was an issue. Also a whole lot of new people, a large number of people coming in without experience.

Ebe: why prioritise Ophel?

Adelle: the assumption was that we would continue covering them, given we did last year.

Howard: ANU Media relationship?

Adelle: we have tried to be good and reasonable when they are without allowing for their interfering.

Skanda: new hires?

Adelle: they’re excellent so far.

Motion to accept the Editorial Board’s report
Moved by Sofia
Passes unanimously.

3.3 Report of the Digital Team (Appendix C)

Kon: hello everyone, report taken as read, any questions?

Ebe: what steps have been taken for integration?
Kon: first of all, we hired more people. To deal with shortages that existed. We had more leave. Comparing with last year we have produced more video content. Started using the snapchat and instagram again. There have been changes this year.

**Motion** to accept the Digital Editor's report  
*Moved by Hayley Hands*  
*Passes unanimously.*

3.4 Secretary's Report (Appendix D)

Jason: Take what's written as read. Address what Ebe said, constitutional changes will help somewhat. I remember your report, and being split up the editors. It seems like splitting it up, it makes teams easier. If we don't have people, we don't have to fill the teams. I'm resigning. I've been with observer a long time. It has informed me as a person, and I'm thankful to be part of it. I would like to thank Eliza and Michael and everyone else who was involved early. I'm a bit sad to go, but new opportunities arise and I have contributed enough.

Lachy: about the resignation, what is the third reason?

Jason: was I vague? What I was going to say, I was going to do things next semester that may not be compatible with Observer.

**Motion** to accept the Secretary's report  
*Moved by Felix*  
*Passes unanimously.*

**Item 4: Elections**

4.1 Election of News Editor

**Eliza:** some context, council can increase the number of editors, we need more than 3, we're going to 4. So we need elections. No nominations in writing, any nominations from the floor?

Anthony: sure.

Eliza: any others? None.

Anthony: My work stands for itself.

Eliza: anyone else want to nominate? *no one else does*

**Procedural motion** to suspend standing orders to allow for questions
Moved by Skanda Panditharatne
Passed with one against, all the rest in favour.

Skanda: how are you going to balance things re life balance?

Anthony: I think I'm already on top of things. If I'm on top of things I'll be fine.

Eliza: Eben (Returning Officer) needs to declare the winner.

Eben: I declare Anthony the winner.

Motion to accept the Returning Officer’s declaration
Moved by Konstantinos Katsanis
Seconded by Jason Pover
Passed with one vote against

Item 6: Items for Discussion
Nil

Item 7: Notices of Motions
Nil

Item 8: Other Business
Eliza: I have some, I pass the chair to Jess. So technically we need to open noms for Arbiters. We can go up to 5. The arbitration panel can not be a current officer.

Jason Pover asks if he is eligible to nominate.

Jess: if you want to know how we get paid, this is how, we have rules, people can dissent it. Arbitration manages that.

Eliza: Jason is not eligible. Sorry Jason, you can’t run, seeing no other nominations, I hold this over.

Item 9: Date of next meeting and Close
The next meeting of the Members of The ANU Observer will be held in Semester 2, 2019.

Meeting closed: 6:56pm
Appendix A: Council Chair’s Report

Eliza Croft

If 2017 was Observer's breakthrough year, and 2018 was its year of growth and expansion, I would say 2019 so far has been about consolidation. That doesn't seem as exciting as starting or expanding, but it's just as important. I think we've really settled into our role on campus, and worked to ensure this can continue into the future. As Chair, I've been involved in general team management, our SSAF bid and governance, and organising an office.

The Team

The team has grown to a good size. We naturally list some people between 2018 and 2019, but had a lot of new hires over Term 1. I'm also happy that all of our Elected Officials have stayed on so far - student organisations always struggle to keep leaders, especially in stressful roles like that of our Elected Officials. I thank everyone in the team for their dedication and enthusiasm so far this year.

Last year, the 2019 Council members attended a governance training session. This was valuable, and prompted us to hold a strategic planning session at the start of this year. Team members were also invited to attend various University training sessions relating to wellbeing, and dealing with sensitive topics. These were useful both for team management responsibilities and for our coverage. I am grateful to ANU for providing these opportunities.

I'd like to thank Jess for spearheading reflection sessions after Term 1. The Editors and Council had one session each, and it was a great chance to look at what we did well and what could be improved.

SSAF

I'm happy to say that we had a quite significant increase in our SSAF funding this year (about 30%). This is especially significant because ANU's cap on student numbers means the SSAF pool itself has stayed the same.

We did have some difficulty obtaining our SSAF, as we had last year. I think this year's issues can be, at least in part, attributed to the loss of Richard Baker - it meant we have not had anyone specific to direct questions to. However, we ultimately got our money in April, and we had a buffer of unspent money from last year which tied us over in the meantime.

Office Space

I've spent a lot of time over the past six months sorting out our office space. Having an office would be invaluable to on the organisation, giving us the ability to have meetings and events without disturbing others, and giving us a place to store out equipment. We first heard that this was a possibility around October last year. In Movember, we were told this would be where Student Experience and Career Development was, under Davey Lodge.
However, despite extensive follow-up, we then heard very little in terms of concrete detail. We received an estimated cost of $12000 at the start of this year, but then never received the promised draft contract. Finally, earlier this month I received a response from the University, apologising for the delay and saying we would have more information by the end of May. I hope to be able to provide an update at this meeting.

**Constitutional Changes**

I've also been involved in preparing the constitutional changes proposed at this meeting, and I thank Jason for his hard work on this. I'll let him speak on the amendments, but in short, I think they will be very helpful moving forward.
Appendix B: Editorial Board’s Report

Adelle Millhouse

Observer has published 44 articles since the beginning of the year, with 38 of these being since the start of semester. This has included a number of liveblogs and analysis pieces, in addition to regular news updates. Although an impressive effort, we rarely achieved our KPI of 5 articles a week in addition to the weekly catch up. There were a number of contributing factors to this, including the resources we put into the Ophel Trial, time spent in training new hires, and reporters failing to meet deadlines. We made four new hires for the news team this semester. Though obviously an important part of sustaining the organisation, this hiring took up a large part of my time for the first half of semester. All the new hires have published at least one article at this point, and have really become part of the team.

As a result of these new hires, we have been able to decrease the number of articles written by our executive team. This is in line with our KPIs established in January. The most significant executive contributions have been to liveblogs. This may be expected as new hires learn the art of publishing on a short timeframe, but we have had a significant problem with getting reporter to attend events such as SRC. Although we cannot afford to pay reporters nearly enough to have a monopoly on their time, attending events such as SRC and Clubs Council are important for understanding ANUSA’s political landscape. Liveblogging aside, it is also incredibly difficult to write about events you didn’t attend. I would love to have more reporters attending ANUSA events next term.

Another major problem we have encountered this semester is a failure of some reporters to meet article deadlines. Again, Observer does not expect to have a monopoly on reporter time, but we do expect communication. Editors are not going to be angry if your assignment is due two days earlier than you thought, or you’ve come down with a cold. We are going to be angry if your article is three days late, we don’t know why, and you’re not responding to our messages. At least one article has had to be re-assigned twice due to reporters failing to meet deadline, and failing to communicate with editors about this in a timely manner. Fortunately, it’s a pretty evergreen story, but it’s still symptomatic of a larger issue.

We’ve tried to address this issue by allowing reporters to have agency in choosing their own stories, and creating an estimation of the time each story will take to write and edit. Although this is good, in that it allows reporters to choose stories they both care about and have the time to complete, it has been very disappointing to me personally to see people opt for the catch up in the first instance. The catch up is fine, but it is not what the organisation is about, nor what reporters should be signing up for. The advertised time commitment per week of a reporter is 8-10 hours a week. The catch up takes two. The catch up is a great option for someone with an abnormally busy week, but could realistically be completed in addition to another article within even the low end of the advertised timescale. We also have a problem in ensuring engagement with the organisation when reporters are unable to make our Monday news meetings. It would be great if we could have better engagement on the Slack to combat this issue.
The Ophel Trial looms large in our work this semester. Though undoubtably a valuable piece of reporting, the Trial was a huge drain on time and emotional resources for our team. Reporting required the presence of a team member at the court for most of the day, in addition to time spent writing up and editing the liveblog. Our weekly publication numbers dropped significantly for the duration of the trial, reflecting the resources we poured into reporting. I am overall very happy with the coverage we got out, and believe it to have been a worthwhile endeavour. The Ophel Trial began the first of many negative experiences with ANU Media. Since this point, ANU Media has attempted to be very controlling of our coverage, and has made unreasonable demands on our time. They are slow to respond to emails, and this has delayed the publication of some articles. They are also very fond of phone calls, which is not very Millennial of them. Unfortunately, ANU Media remains our only path to getting any kind of information from the ANU itself, and is often the only corroboration we can get on student rumours. We are, unfortunately, stuck with them.

I'd like to conclude with a big thank you to our whole team – reporters, editors, and digital. Get excited for election season!!!
Appendix C: Digital Team’s Report
Konstantinos Katsanis

This Semester has been difficult for the Digital team, as it faced lots of challenges. We started with a medium sized team, that eventually seemed inadequate on undertaking tasks due to the unavailability of its members. We decided to increase our numbers by hiring more people, but we only received applications for photographers and one graphic designer, in the beginning of the Semester. After interviews were conducted, the members chosen to join our team were given couple of trials. While they had completed their trials, some of them left after couple of weeks due to personal or commitment reasons. Other members (including new) never managed to undertake more work, and therefore I needed to have a discussion with them. Two approved members got removed from our organisation, while others are on hold due to not being able to be reached or due to health issues. I am aiming to have a conversation with these individuals before the exam period ends. Meanwhile, our interviews for videographer applicants have been completed and we will send emails with the outcomes before the end of next week. Our methods on hiring new people have changed, and a major change is to give them more trials than just one, over a prolonged period of time.

Despite some of the problems we faced we managed to produce lots of content and do new things. We maintained our consistency with the 3-4 major livestreams/recordings each term. That included four SRCs, one ANUSA OGM and two Clubs Council Meetings in a Semester. We produced more video content and we started using YouTube once again, after a year. The first clip was about the opening of the Kambri precinct, Market Day and the last day of Bus 3. We also started livestreaming guest lectures, such as the ‘LRSJ Talk with George Newhouse. Refugees: Duty of Care’. We also updated some of our graphics for the Weekly Catch-Up and our graphic designer has been trying different models for future purposes. Furthermore, we published our first ever ‘Term in Photos’ album, which displayed photos, especially unpublished ones, taken by all our digital team members. The photos include coverage of some of the most major events that took place in a term. The album will be getting published in the beginning of the term after the target one.

Other changes that took place included the appointment of Stavros Dimos as the Digital Team Deputy, a person who can provide assistance and advice to the Digital Editor if needed. That was created in need for me to discuss digital-related things with some other member in the team, in confidentiality. Furthermore, members of the
Digital Team are not obliged to attend Monday meetings, but they are encouraged if they wish to do so. We started meeting up every 2-3 weeks and attendance is mandatory. So far, it seems to be working ok. Most of the communication happens in Slack.

Lastly, we aim to expand the digital team, next semester, by producing more video and photography content than ever before and try new things. We have already started this task by interviewing videographers, as I believe that it is more important to get a good number of video makers over photographers because videos and livestreams require the most time commitment. I am also planning to provide photography and video training to everyone in the team. That will cover use of the equipment, composition and editing.

Konstantinos Katsanis
ANU Observer Digital Editor
24/05/2019
Appendix D: Secretary’s Report
Jason Pover

It has been a relatively quiet year so far in my portfolio and thus my report will be brief.

Constitutional Reform
This has been my biggest contribution this year, and has been challenging on a variety of levels.

The administrative burden on constitutional amendment for a Student Organisation, particularly with regard to the various levels of consultation required by the ANU, is significant. This is further compounded by the tendency of the administration to ignore my emails.

Drafting it was challenging, especially in the tight timeframe necessitated by the ANU Council protocol. It is a complex alteration and was one of the most difficult pieces of governance work I have done, but quite a rewarding one.

Meetings
Meetings during my term have been minuted and made publicly available on the meetings page on the website. I’d remind anyone reading them and thinking Observer has odd priorities that Council is not an operational body.

The Role
I have encountered significant issues with the role of secretary in Observer. The Secretary and Treasurer both suffer from being outside of the operational team and therefore feeling not really part of the organisation. This is added to the issues of administrative compliance required of student organisations, but further strained in Observer because of the peculiar lack of institutional knowledge and support that would exist in ANUSA, PARSA and to a lesser extent ANUSM.

Resignation

I am Resigning effective COB on the 31st of this month. This was a hard decision but was founded on three grounds.

The first was I am personally spread quite thin at the moment, overcommitment is something I’m sure many of you understand, and something I struggle with. I really need more time to study.

The second is that for reasons as set out above in relation to the problems with the role of Observer Secretary. There are systemic issues with the position of Secretary in observer. I feel part of the organisation but not really, divorced from its soul, which is news. I hope some other more bushy tailed young governance person can make a better go of it.
Appendix E: Treasurer’s Report

Julian Lee

Good evening, friends. I’m here to provide the end-of-year report for the ANU Observer, as the current Observer Treasurer.

We’ve had a productive and busy year here at Observer. Unfortunately, the year had a rocky start. While our SSAF funding was greater than in 2018, the entire increase is required to cover the costs of our new office. On the upside, we have a new office at UniLodge! We hope to be moving in soon.

Further, there were a variety of delays in receiving our SSAF money from the ANU, attributable to internal issues and a variety of difficulties communicating with the university administration. Fortunately, we’ve now received our money and I’m looking forward to putting your SSAF dollars to work, and particularly, to moving into the new office.

Looking forward, we’re about to launch into the process of drafting SSAF bids. The process of consulting on priorities with the team has already begun, and we’re hoping for a good result. We’re still a young organisation, but we’re doing a good job of making every dollar work. Whatever the outcome of the SSAF process.

Finally, a little restructuring is underway. I’m in the process of trying to arrange for an Assistant Treasurer who will be able to assist with SSAF bids and take up my position next year on the Board.

Thank you to everyone on the Observer team for their support this year, and I look forward to a productive Semester 2.
Appendix F - The ANU Observer Constitution and Amendments

The existing Constitution can be found here:
https://drive.google.com/file/d/1NtZP3jXo-6jXdlaWscFacvdNKDDa8Tk9/view

The Amendments can be found here:
https://docs.google.com/document/d/1IB3zTlThHffK7eERO2OUX4RBxasXroFYJQoqvxu_JK4/edit?usp=sharing
Overview of AICD Training 8-10 May 2019 – Key Concepts and Evaluation Report

Zyl Hovenga-Wauchope, Kate Reynolds, and Eden Lim attended the AICD Foundations of University Governance training in Sydney on 8-10 May 2019, facilitated by Professor Geoffrey Kiel FAICD and Mr Stephen Marsden MAICD. The training provided a broad overview of governance principles and practice in Australian Universities along with a brief history of their development. Of particular note in this course was the valuable empirical data regarding sector practice on a range of core governance issues, which has been attached, with permission, to this document.

Overall, the course was of exceptional quality and provided an excellent platform not only to learn about the subject in lecture format but also the opportunity to discuss these issues with Council members, senior management, scholars, and Chancellors from around Australia. We strongly encourage the Council to ensure that all incoming members have the opportunity to undertake training of this kind in future to promote the knowledge and skills of Council members, thus improving the quality of Council decision-making.

From the course, the three of us discussed the key areas of development in our understanding of our roles and of the role of Council, as well as significant practices impacting on the operation of Council. These, in no particular order, are:

1. Council and Academic Board. There is a strong emphasis both in the literature on the subject and as a matter of practice in Australia universities generally that Council and Academic Board have a strong working relationship and effective linkages in decision-making on academic matters. The independence and mandate of Academic Board were of particular concern for the ongoing effectiveness of decision affecting academic quality. Further, most (but certainly not all) Councils have the Chair of Academic Board as a member of Council. This is consistent with much of the conversation that has already arisen out of the Winchester Report, but the attached data is worthy of consideration as to how we compare.

2. Access to Information. Of critical importance for an effective Council decision-making process are mechanisms to ensure effective access to information about university functioning and quality independent of the executive. These include accessible, though not overwhelming, information from dashboards, university metrics, and relevant reports using clear templates from management. A key tension here is to both ensure that Council have full faith in management and do not undermine their crucial work while at the same time being able to maintain an appropriate ‘aloofness’ from management’s important role in
filtering information. The risk of such filtered information is that it may prevent the
development of an accurate picture. This has been discussed at length in Council so we are
doing fairly well in developing these tools.

3. Use of Council Time. A central focus during the training was the importance of the Council
having time to discuss and question strategic plan and university activities. It is easily the
case that nonessential information can come to dominate the time used in meetings, from
verbal reports repeating information given in the written reports to presentations of
relevance to the University but not necessarily relevant to Council decision-making. Council
members are aware of time constraints and may unconsciously filter their concerns to meet
the needs of the time given. The serious risk for governance is that if meetings are not
sufficiently focused on the core issues then time is not adequately provided for them and
thus they are either addressed perfunctorily or not at all.

4. Academic and Business Risk Management. A key difficulty facing university Councils is a
tension between our roles to serve business and academic needs. Arising from this can be
that Councils become too focused on business concerns and risks at the expense of
academic concerns and risks. A narrow view of risk that does not focus enough on the far-
reaching consequences of, for example, academic staff not being able to allocate time to
core activities of quality education and research and staff and student health and well-being
is a serious risk to University but may not be considered effectively if the emphasis is too
heavily weighted on business risk. This is a conversation that we have discussed at Council,
particularly in relation to the Winchester Report.

5. Council Remuneration. Many Councils across Australia provide remuneration to various
members at various levels, though there is no consistent practice. This is reproduced in data
attached. In discussion, many course attendees agreed with the notion that, given the
significant time and effort contribution required to effectively engage with Council, it could
make sense to provide for some remuneration for Council members. One difficulty that
particularly affects staff Council members is that it is unclear when they are permitted to
undertake Council work in preference to their ordinary work and whether they are expected
to perform Council duties ‘outside of hours’ during their tenure. As Council have discussed
previously, there is also a genuine need to ensure adequate remuneration particularly for
office-bearing Council roles to ensure the practical ability to undertake the work necessary.
6. Council Members’ Effectiveness. The most important resource for an effective Council is the effectiveness of its members. For Councils to be effective they therefore need to ensure that members are appropriately trained and have adequate resources to continually improve their knowledge and skill of governance and University concerns. Induction processes must be very rigorous, and if possible should be conducted in small groups to develop knowledge sharing practices. All Council members should have access to regular training or information opportunities and they should have mechanisms for this to filter into Council thinking. Other universities have specific engagement plans, similar to Career and Performance Development frameworks, for members of council aligned with their interests and a program of connections with academics and staff in university. Council currently have many of these systems in place and have embarked on sending members to training such as this.

We encourage Council to continue to consider these areas of Council activity to ensure the ongoing effectiveness of the Council, and we thank Council, Chris Reid, and Chancelry staff for arranging for us to attend this training.

ATTACHMENTS RELATING TO COUNCILS

- Composition
- Size
- Remuneration
- Meeting Frequency
- Meeting Length
- General Business
- Orientation of VC’s Report
- Committees
University boards—composition

Legislation establishes composition, governing body usually comprises:

- Official members (Chancellor, Vice-Chancellor, presiding member of the Academic Board)
- External persons appointed by the Minister
- Elected academic staff members
- Elected non-academic staff members
- Undergraduate and postgraduate students
- Alumni—external people who are graduates of the university
Council size

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<th>Council Size</th>
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**Mean:** 15.6  
**Median:** 15  
**Mode:** 15  
**Standard Deviation:** 2.7
Council member remuneration

Should council members be paid?

Monetary Remuneration

- Director/Chairman Salary
- Deputy Chairman/Deputy
- Director
- Appointed Committee
- Members
- Other

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Council member remuneration (2)

Chancellor and deputy chancellor remuneration

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<th>Item</th>
<th>Chancellor Remuneration</th>
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<td>Annual Fee</td>
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<td>Expenses</td>
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<td>Travel expenses</td>
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<td>Professional Development</td>
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<td>Valuation</td>
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<td>Meals</td>
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<td>Remuneration</td>
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Council member remuneration (3)

Other council member remuneration by category

- **Appointed Members**
  - Non-Support 53%
  - Support in Kind 3%
  - Expenses 17%
  - Annual Fee 40%

- **Ministerial Appointments**
  - Non-Support 53%
  - Support in Kind 5%
  - Expenses 32%
  - Annual Fee 12%

- **Elected Member - Student**
  - Non-Support 29%
  - Support in Kind 11%
  - Expenses 32%
  - Annual Fee 39%

- **Elected Member - Staff**
  - Non-Support 29%
  - Support in Kind 11%
  - Expenses 32%
  - Annual Fee 39%

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# Council meetings

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- **Mean**: 6
- **Median**: 6
- **Mode**: 6
- **Standard Deviation**: 1.1

![Histogram of Normal Council Meetings Per Annum](image)
## Length of Council Meetings

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<td>More than four hours</td>
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# The generic agenda

<table>
<thead>
<tr>
<th>1. Meeting Opening</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Apologies</td>
</tr>
<tr>
<td>1.2 Director Conflict of Interest Disclosures</td>
</tr>
<tr>
<td>1.3 Previous Minutes</td>
</tr>
<tr>
<td>1.3.1 Confirmation</td>
</tr>
<tr>
<td>1.3.2 Matters Arising/Action list</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Matters for Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Major strategy decisions (always have council paper and recommendation)</td>
</tr>
<tr>
<td>2.2 Routine decisions including capital equipment approval and expenditure (discussed only if requested by a director)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>3. Matters for Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 VC’s Report</td>
</tr>
<tr>
<td>3.2 CFO’s/Finance C’tee’s Report</td>
</tr>
<tr>
<td>3.3 Discussions concerning forthcoming strategic decisions</td>
</tr>
<tr>
<td>3.4 Any matters for discussion raised by committees</td>
</tr>
<tr>
<td>3.5 Other matters for discussion</td>
</tr>
<tr>
<td>3.6 Presentation(s) by management (if required)</td>
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<table>
<thead>
<tr>
<th>4. Matters for Noting (discussed only on an exception basis)</th>
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<tbody>
<tr>
<td>4.1 Major Correspondence</td>
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<tr>
<td>4.2 University Seal</td>
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<tr>
<td>4.3 Committee Minutes</td>
</tr>
<tr>
<td>4.4 Updated Council calendar</td>
</tr>
<tr>
<td>4.5 Other matters for noting</td>
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<table>
<thead>
<tr>
<th>5. Meeting Finalisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Review actions to be taken</td>
</tr>
<tr>
<td>5.2 Meeting evaluation</td>
</tr>
<tr>
<td>5.3 Next meeting</td>
</tr>
<tr>
<td>5.4 Meeting close</td>
</tr>
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</table>
Strategic Vice-Chancellor’s report*

- Current important issues
- Key events/ activities since last meeting
- Major KPI performance
- Update on strategic plan implementation
- Risk and compliance update
- Matters for noting

* Assumes a separate CFO’s report or similar
University committees

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<td>6</td>
<td>19%</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td>19%</td>
</tr>
<tr>
<td>6</td>
<td>2</td>
<td>8%</td>
</tr>
<tr>
<td>7</td>
<td>8</td>
<td>31%</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
<td>8%</td>
</tr>
<tr>
<td>9</td>
<td>1</td>
<td>4%</td>
</tr>
<tr>
<td>10</td>
<td>2</td>
<td>8%</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>100%</td>
</tr>
</tbody>
</table>

Mean: 6.2
Median: 6.5
Mode: 7
Standard Deviation: 1.9
### University committees (continued)

<table>
<thead>
<tr>
<th>Grouped Committee</th>
<th>Number of Committees</th>
<th>Mean Size of Committee</th>
<th>Mean Number of Meetings Per Annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit and Risk Committee</td>
<td>22</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Finance Committee</td>
<td>20</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Honorary Awards Committee</td>
<td>15</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Remuneration and People Committee</td>
<td>13</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Nominations Committee</td>
<td>10</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Academic Board/Senate</td>
<td>8</td>
<td>46</td>
<td>6</td>
</tr>
<tr>
<td>Chancellor's Committee</td>
<td>8</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Investment Committee</td>
<td>6</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>4</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Governance Committee</td>
<td>4</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Appeals Committee</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Infrastructure Committee</td>
<td>3</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Legislation Committee</td>
<td>3</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Resources Committee</td>
<td>3</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Risk Committee</td>
<td>3</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Senior Remuneration Committee</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Council Executive Committee</td>
<td>2</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Membership Committee</td>
<td>2</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Strategy</td>
<td>2</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>Other Types of Committee</td>
<td>19</td>
<td>9</td>
<td>5</td>
</tr>
</tbody>
</table>
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.
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%.

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

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 an increase.

Student load (EFTSL) has continued to increase across 2013 – 2018. While 2019 is expected to remain steady, with a decrease predicted for 2020.
Building Customer Service at ANU

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

### Eight Strategy Dimensions of the Roadmap

<table>
<thead>
<tr>
<th>Strategy Dimension</th>
<th>Example Roadmap Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and Leadership</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>
</tr>
<tr>
<td>Strategy and Policy</td>
<td>A clear framework for the ideal customer experience that sets the expectations for staff to deliver it consistently.</td>
</tr>
<tr>
<td>Feedback and Analytics</td>
<td>Listening to our customers. How we know we are making progress and how we identify and prioritise continuous improvement.</td>
</tr>
<tr>
<td>Infrastructure and Systems</td>
<td>The digital and physical innovation to support best customer experience.</td>
</tr>
<tr>
<td>Process and Quality</td>
<td>End-to-end process improvement and consistent service experiences.</td>
</tr>
<tr>
<td>Training</td>
<td>Training and developing our people to deliver great experiences for our customers.</td>
</tr>
<tr>
<td>Communication and Engagement</td>
<td>Keeping customers informed. Communicating and showing we care.</td>
</tr>
<tr>
<td>People and Culture</td>
<td>Recruiting, rewarding and empowering staff to provide the best customer experience.</td>
</tr>
</tbody>
</table>

### Activity to Date / Next Steps

<table>
<thead>
<tr>
<th>Activity to Date / Next Steps</th>
<th>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>

The strategy and roadmap has been co-developed and discussed with various customers across the University and now approved by University Executive.
There are several projects planned or underway in 2019 that will impact our administrative services. Key projects are highlighted below.

### Student Administration

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Admissions Model Reform (SPSF)</strong></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>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>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>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>
</tbody>
</table>

### Finance

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget Model</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

### Facilities and Services

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Parking Review</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

### Information Technology

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Single Sign On</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Digital Approvals Improvement Project</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Data Integration</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

### External Engagement

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Relationship Management – Student Enquiry</strong></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>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>
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>12</td>
<td>94%</td>
<td>22.02</td>
</tr>
<tr>
<td>Human Resources</td>
<td>5</td>
<td>79%</td>
<td>10.45</td>
</tr>
<tr>
<td>Student Administration</td>
<td>34</td>
<td>84%</td>
<td>7.6</td>
</tr>
<tr>
<td>Planning &amp; Performance Measurement</td>
<td>3</td>
<td>100%</td>
<td>6.75</td>
</tr>
<tr>
<td>Facilities &amp; Services</td>
<td>7</td>
<td>92%</td>
<td>2.41</td>
</tr>
<tr>
<td>Service Improvement</td>
<td>0</td>
<td>68%</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>61</td>
<td>86%</td>
<td>49.23</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

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)

- Feedback or complaint
- Idea for improvement
- Compliment

<table>
<thead>
<tr>
<th>Category</th>
<th>Feedback or complaint</th>
<th>Idea for improvement</th>
<th>Compliment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security, parking, transport and traffic</td>
<td>81</td>
<td>49</td>
<td>6</td>
</tr>
<tr>
<td>Accommodation services</td>
<td>58</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Buildings and property (including Kambri, teaching spaces)</td>
<td>28</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Network, phones, internet and WiFi</td>
<td>17</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>HR systems and eForms</td>
<td>8</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>PC and laptop computing</td>
<td>8</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Recruitment and employment</td>
<td>7</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Web and digital</td>
<td>5</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Email, communication and collaboration tools</td>
<td>4</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>eForms</td>
<td>9</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

Ongoing campus-wide promotional posters

- You make us better!
- No idea too small!
- We’re listening!
- Something got your goat?
- We’re all ears!
<table>
<thead>
<tr>
<th>Date</th>
<th>Venue</th>
<th>Host Area</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 May</td>
<td>Front of National Library of Australia</td>
<td>ANU Human Resources Division</td>
<td>Aspiring ANU women had the chance to walk with senior women both within the University and around Canberra at the second Canberra Mentor Walks event near Lake Burley Griffin.</td>
</tr>
<tr>
<td>2 May</td>
<td>Springbank/Canberry Room, Crawford</td>
<td>JG Crawford School of Public Policy</td>
<td>Launch of the Crawford School of Public Policy Strategic Plan.</td>
</tr>
<tr>
<td>2 May</td>
<td>Kambri Cultural Precinct</td>
<td>ANU PARSA</td>
<td>Forum: Climate Change with Canberra Candidates. Speakers included: Tim Hollow, Alicia Payne and Therese Faulkner.</td>
</tr>
<tr>
<td>2 May</td>
<td>Marie Reay Building</td>
<td>CHELT</td>
<td>Vice-Chancellor’s Awards for Excellence in Education.</td>
</tr>
<tr>
<td>2 May</td>
<td>Australian Centre on China in the World</td>
<td>ANU Student Australia-China Youth Association</td>
<td>Panel: Careers in Public Service &amp; Policy. Speakers included: Olivia Shen, Director of Domestic Counter-Terrorism Policy, Department of Home Affairs; Nathan Hang, Advisor in Environment, Energy &amp; Climate Change Policy, Department of the Prime Minister &amp; Cabinet; Sean Choi, Department of the Prime Minister &amp; Cabinet.</td>
</tr>
<tr>
<td>3 May</td>
<td>Seminar Room 1.13, Coombs Extension</td>
<td>ANUSA</td>
<td>Policy brief workshop delivered by Maylee Thavat, Assistant Director, DFAT.</td>
</tr>
<tr>
<td>6 May</td>
<td>Ballroom, QT Hotel</td>
<td>ANU CBE</td>
<td>ANU College of Business and Economics Prizes and Scholarships Ceremony. Ms Jane</td>
</tr>
<tr>
<td>7 May</td>
<td>Manning Clark Hall</td>
<td>SCAPA</td>
<td>Election panel: Australia's place in the world. Speakers included: Dr Shiro Armstrong, Professor Sharon Bessell, Ms Jacinta Carroll, Dr Meg Keen and Ms Anne McNaughton. Moderated by Catherine McGrath. Approx. 450 people attended.</td>
</tr>
<tr>
<td>7 May</td>
<td>Australian Centre on China in the World Auditorium</td>
<td>SCAPA/ANU Australian Studies Institute</td>
<td>Meet the Author: in conversation with Professor Marilyn Lake and Professor Frank Bongiorno. Approx. 180 people attended.</td>
</tr>
<tr>
<td>8 May</td>
<td>Kambri Cultural Centre</td>
<td>SCAPA</td>
<td>Meet the Author: in conversation with Mark Scott AO and Chris Uhlmann. Approx. 100 people attended.</td>
</tr>
<tr>
<td>7-10 May</td>
<td>Western Australia (Perth, Bunbury, Warwick)</td>
<td>SCAPA/Student recruitment</td>
<td>ANU on Tour - Western Australia. Dr Brad Tucker and other ANU staff visited high schools followed by public lectures and stargazing.</td>
</tr>
<tr>
<td>10 May</td>
<td>Vice-Chancellor’s Residence.</td>
<td>SCAPA</td>
<td>Vice-Chancellor’s Celebratory Drinks. Approx. 35 people attended.</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Event Type</td>
<td>Description</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------</td>
<td>------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>13 - 16 May</td>
<td>Northern Territory (Darwin/Katherine)</td>
<td>SCAPA/Student Recruitment</td>
<td>ANU on Tour – Northern Territory. Dr Brad Tucker and other ANU staff visited high schools followed by public lectures and stargazing.</td>
</tr>
<tr>
<td>13 May</td>
<td>Marie Reay Teaching Centre</td>
<td>SCAPA</td>
<td>Kambri forum with students on event policy.</td>
</tr>
<tr>
<td>13 May</td>
<td>Llewellyn Hall</td>
<td>SCAPA</td>
<td>Meet the Author: Stan Grant in conversation with Mark Kenny. Approx. 800 people attended.</td>
</tr>
<tr>
<td>14 May</td>
<td>National Press Club</td>
<td>SCAPA</td>
<td>Election panel: First 100 Days in Government. Panel included: Professor Russell Gruen, Professor John Hewson, Professor Anna Moore, Professor Helen Sullivan &amp; Professor Michael Wesley. 140 people attended.</td>
</tr>
<tr>
<td>15 May</td>
<td>Mulligan's Flat</td>
<td>SCAPA</td>
<td>Mulligan's Flat Twilight Tour. The Vice-Chancellor and members of ANU Executive participated in the twilight tour.</td>
</tr>
<tr>
<td>17 May</td>
<td>Arc Cinema National Film and Sound</td>
<td>SCAPA</td>
<td>Meet the Author: in conversation with Jocelyn Moorhouse. Approx. 200 people attended.</td>
</tr>
<tr>
<td>23 May</td>
<td>Athenaeum School of Music</td>
<td>SCAPA/OVC</td>
<td>Chancellorship Forum. Approx. 40 people attended.</td>
</tr>
<tr>
<td>23 May</td>
<td>Allan Barton Forum</td>
<td>CBE</td>
<td>ANU College of Business &amp; Economics Vice-Chancellor Leadership &amp; Influence Culmination. Vice-Chancellor in attendance. Approx. 50 people attended.</td>
</tr>
<tr>
<td>24 May</td>
<td>Kambri Cultural Centre</td>
<td>SCAPA</td>
<td>2019 Reconciliation Week Lecture delivered by Professor Tony Dreise on <em>Who is Australia? Public policy imagination and national identity – past, present and emerging.</em>. Approx. 220 people attended.</td>
</tr>
<tr>
<td>24 May</td>
<td>Sir Roland Wilson Theatre</td>
<td>Humanities Research Centre</td>
<td>Africa Week lecture delivered by Professor the Hon Gareth Evans AC QC. Members of the Diplomatic Corp attended</td>
</tr>
<tr>
<td>3 June</td>
<td>Research School of Earth Sciences</td>
<td>Research School of Earth Sciences</td>
<td>PhD Bake off. Presentation of PhD students’ cakes for judging by Professor Keith Nugent, Professor Steve Eggins and last year’s winner Tharika Liyanage. Approx. 60 attended.</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Event Details</td>
<td></td>
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<tr>
<td>5 June</td>
<td>RN Robertson Lecture Theatre</td>
<td>Slatyer Medal Award ceremony and lecture delivered by Professor Geoff McFadden.</td>
<td></td>
</tr>
<tr>
<td>6 June</td>
<td>Kambri Cultural Centre</td>
<td>Film hosted by Belgium Embassy Ambassadors from Belgium, Cuba, Hungary, Slovenia and the Netherlands attended.</td>
<td></td>
</tr>
<tr>
<td>12 June</td>
<td>Kambri Cultural Centre</td>
<td>Meet the Author: in conversation with Armando Lucas Correa and Alex Sloan. Approx. 100 people attended.</td>
<td></td>
</tr>
<tr>
<td>12 June</td>
<td>Lecture Theatre 1, Hedley Bull</td>
<td>Public lecture: <em>From Stars to Brains: milestones in the planetary evolution of life and intelligence</em> by Dr Andrew Glikson. Approx. 100 people attended.</td>
<td></td>
</tr>
<tr>
<td>17 June</td>
<td>Drawing Room, University House</td>
<td>Future Research Talent Award &amp; Jagadish Endowment Scholarship Ceremony. Approx. 80 people attended.</td>
<td></td>
</tr>
<tr>
<td>20 June</td>
<td>University House</td>
<td>Tapestry unveiling of Graham Farquhar. Approx. The Vice-Chancellor spoke and congratulated Graham and Valerie. 50 people attended.</td>
<td></td>
</tr>
<tr>
<td>23-25 June</td>
<td>JG Crawford School of Public Policy</td>
<td>Chancellor hosted and Vice-Chancellor and opened the Australian Crawford Leadership Forum. Participants included international, national and local business, academic, public policy guests. 150 people attended.</td>
<td></td>
</tr>
<tr>
<td>25 June</td>
<td>China in the World</td>
<td>Meet the Author: Peter Lewis in conversation with Andrew Leigh. Approx. 150 people attended.</td>
<td></td>
</tr>
<tr>
<td>27 June</td>
<td>China in the World</td>
<td>ST Lee 2019 lecture delivered by Dr Thant Myint-U. The Deputy Vice-Chancellor (Research) welcome guests, deliver the Acknowledgement of Country and provided introductory remarks.</td>
<td></td>
</tr>
<tr>
<td>30 June-5 July</td>
<td>ANU College of Asia and the Pacific</td>
<td>Asia Pacific Week - Ambassadors speaking and attending. International guests.</td>
<td></td>
</tr>
<tr>
<td>1 July</td>
<td>ANU College of Law</td>
<td>ANU College of Law launch their Reconciliation Action Plan.</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Organizing Entity</td>
<td>Event Description</td>
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</tr>
<tr>
<td>3 July</td>
<td>Kambri Cultural Centre</td>
<td>ANU Energy Change</td>
<td>ANU Energy Change hosted the State-of-Energy-Research Conference with international and national speakers participating. The opening address was delivered by Sarah McNamara, Chief Executive, Australian Energy Council</td>
</tr>
</tbody>
</table>
Australian National University - Research Services Division

Grants and Consultancies
Awarded between 27 April 2019 and 3 July 2019

College of Arts and Social Science................................................................................................................................... 2
College of Asia and the Pacific......................................................................................................................................... 2
College of Business and Economics ................................................................................................................................. 3
College of Engineering and Computer Science ................................................................................................................ 4
College of Health and Medicine ....................................................................................................................................... 5
College of Law.................................................................................................................................................................. 5
College of Science ............................................................................................................................................................ 6
Administrative Division.................................................................................................................................................... 8

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>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Prof. Nicholas Brown</td>
<td>Transfer of PO cash of $100000: Representing the Nation: A New History of the Department of Foreign Affairs and Trade (for a draft ARC Linkage Project application)</td>
<td>$100,000</td>
</tr>
<tr>
<td>ACT Department of Justice and Community Safety</td>
<td>Prof. Lorana Bartels</td>
<td>Family Violence Review Consultation and Report</td>
<td>$79,627</td>
</tr>
<tr>
<td>NSW Department of Industry, Liquor, Gaming &amp; Racing</td>
<td>Dr. Megan Whitty</td>
<td>Address gambling harms experienced by female concerned significant others: A qualitative study</td>
<td>$43,508</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr. Ibrahim Abraham</td>
<td>Increase awareness of Africa and African-based studies in ANU and Canberra more broadly via a website and assess the viability of a virtual institute</td>
<td>$18,181</td>
</tr>
</tbody>
</table>

### College of Asia and the Pacific

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
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<th>Title</th>
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</tr>
</thead>
<tbody>
<tr>
<td>The Sax Institute</td>
<td>Prof. Sharon Friel</td>
<td>The use and impact of systems approaches for chronic disease prevention</td>
<td>$493,000</td>
</tr>
<tr>
<td>The Death Penalty Project</td>
<td>Dr. Mai Sato</td>
<td>Strengthening the rule of law and restricting the use of the death penalty leading to abolition in Kenya</td>
<td>$128,364</td>
</tr>
<tr>
<td>European Climate Foundation</td>
<td>Prof. Frank Jotzo</td>
<td>2050 Pathways Platform</td>
<td>$118,946</td>
</tr>
<tr>
<td>Cardno Emerging Markets (Australia) Pty Ltd</td>
<td>Dr. Judy Putt</td>
<td>Reporting, Investigating and Prosecuting Family and Sexual Violence Offences in PNG</td>
<td>$75,395</td>
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</tbody>
</table>
### College of Asia and the Pacific

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
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<th>Title</th>
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</thead>
<tbody>
<tr>
<td>North Atlantic Treaty Organisation (NATO)</td>
<td>Dr. Ross Tapsell</td>
<td>NATO Disinformation in Southeast Asia</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>US Department of State</td>
<td>Dr. Miranda Forsyth</td>
<td>International Religious Freedom Projects in Papua New Guinea</td>
<td>funding amount TBC</td>
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</tbody>
</table>

### College of Business and Economics

<table>
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<tr>
<th>Primary Funds Provider</th>
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<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO), Data61</td>
<td>Prof. Alan Welsh</td>
<td>Statistical Machine Learning</td>
<td>$356,129</td>
</tr>
<tr>
<td>Accounting and Finance Association of Australia and New Zealand</td>
<td>Dr. Eunice Khoo</td>
<td>Shareholder Support for Directors with CSR Expertise and CSR Performance Records</td>
<td>$7,120</td>
</tr>
<tr>
<td>SPARC - Scheme for Promotion of Academic and Research Collaboration (India)</td>
<td>Dr. Babita Bhatt</td>
<td>Agricultural Knowledge Transfer at the Base of the Pyramid: A Sociological Perspective</td>
<td>funding amount TBC</td>
</tr>
<tr>
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<td>Total Amount Awarded</td>
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</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO), Data61</td>
<td>Dr. Zhenchang Xing</td>
<td>Software Engineering for AI-driven systems</td>
<td>$263,464</td>
</tr>
<tr>
<td>Commonwealth Department of Defence, Defence Science and Technology Group (DSTG)</td>
<td>Prof. Elanor Harriet Huntington</td>
<td>SCHOLARSHIP FUNDING AGREEMENT Women in Science, Technology, Engineering and Mathematics</td>
<td>$120,000</td>
</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</td>
<td>Dr. Elizabeth Ratnam</td>
<td>CSIRO Postgraduate top-up Scholarship: Sk Razibul Islam</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO), Data61</td>
<td>Prof. Lexing Xie</td>
<td>Machine Learning in Social Media (2019-2023)</td>
<td>funding amount TBC</td>
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## College of Health and Medicine

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<tr>
<th>Primary Funds Provider</th>
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<th>Title</th>
<th>Total Amount Awarded</th>
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</thead>
<tbody>
<tr>
<td>World Health Organisation (WHO)</td>
<td>Dr. Kerri Viney</td>
<td>A systematic review of publications to identify the burden and types of disabilities associated with TB disease</td>
<td>$48,812</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 Department of Health</td>
<td>A/Prof. Katherine Hall</td>
<td>Sports Integrity Taskforce</td>
<td>$260,440</td>
</tr>
<tr>
<td>VIC Department of Economic Development, Jobs, Transport and Resources</td>
<td>Prof. Andrew Macintosh</td>
<td>Australian Carbon Economy</td>
<td>$39,639</td>
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</tbody>
</table>
## College of Science

<table>
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<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 Agriculture and Water Resources</td>
<td>Prof. David Lindenmayer</td>
<td>Sustainable Farms - Shelter Belts and Farm Dams</td>
<td>$5,390,909</td>
</tr>
<tr>
<td>Sydney Water Corporation</td>
<td>Prof. John Close</td>
<td>Advanced Pipe Sensing To Reduce Leaks And Breaks</td>
<td>$464,360</td>
</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO), Data61</td>
<td>Prof. Eric Stone</td>
<td>Machine Learning Utilising Genetic Structure</td>
<td>$412,205</td>
</tr>
<tr>
<td>ACT Environment, Planning and Sustainable Development Directorate</td>
<td>A/Prof. Philip Gibbons</td>
<td>Letter of Agreement to receive partner organisation cash contribution - Sustainable urban green space for Australia's cities</td>
<td>$110,000</td>
</tr>
<tr>
<td>Geoscience Australia</td>
<td>Dr. Pablo Larraondo</td>
<td>Development of training program for government staff to access Digital Earth Australia data collections on the NCI</td>
<td>$80,000</td>
</tr>
<tr>
<td>ANU Connect Ventures Pty Ltd</td>
<td>Prof. Michael Djordjevic</td>
<td>CEPR1 Technology: improving drought resistance in plants</td>
<td>$50,000</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>Seqwater</td>
<td>A/Prof. Stewart Fallon</td>
<td>Verification of Lungfish Population Ageing</td>
<td>$40,000</td>
</tr>
<tr>
<td>Commonwealth Department of Agriculture and Water Resources</td>
<td>Mr. James Kondilios</td>
<td>Genomically adjusted seed provenancing to protect hardwood eucalyptus plantations in the face of imminent climate change</td>
<td>$20,000</td>
</tr>
<tr>
<td>ACT Environment, Planning and Sustainable Development Directorate</td>
<td>Prof. Adrian Manning</td>
<td>Aviary trial of GPS transmitter attachment on superb parrots</td>
<td>$14,177</td>
</tr>
<tr>
<td>NSW Department of Environment and Heritage, National Parks and Wildlife Service</td>
<td>Dr. Matthew Brookhouse</td>
<td>High-resolution dendrometric monitoring of snow-gum growth (equipment purchase)</td>
<td>$13,455</td>
</tr>
<tr>
<td>ACT Environment, Planning and Sustainable Development Directorate</td>
<td>Prof. Adrian Manning</td>
<td>Analysis of COG Woodland Bird Monitoring Program data</td>
<td>$10,615</td>
</tr>
<tr>
<td>Tuna Australia</td>
<td>A/Prof. Christopher Fulton</td>
<td>How is the growth of a popular fishery target species related to habitat type habitat quality and environmental conditions?</td>
<td>$10,000</td>
</tr>
<tr>
<td>Mullion Group Pty Ltd</td>
<td>Dr. William Grant</td>
<td>Baselining scientific communications for emissions estimation and land management policy support</td>
<td>$7,500</td>
</tr>
<tr>
<td>Australian Biological Resources Study</td>
<td>Ms. Jessica Fenker Antunes</td>
<td>How landscape features influence the diversity of lizards with different habitat specialization in Australia.</td>
<td>$1,500</td>
</tr>
<tr>
<td>US Department of the Navy, Office of Naval Research</td>
<td>Prof. Dragomir Neshev</td>
<td>International Conference on Nonlinear, Quantum &amp; Nanophotonics</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Medicines for Malaria Venture</td>
<td>Dr. Adele Lehane</td>
<td>A pH-based fingerprint screen to simultaneously identify inhibitors of multiple validated and potential antimalarial drug targets (EOI)</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Administrative Division</td>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
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<td></td>
<td>Commonwealth Department of Education and Training</td>
<td>Dr. William Fogarty</td>
<td>Daly River Education Study</td>
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</tbody>
</table>