



## THE AUSTRALIAN NATIONAL UNIVERSITY

### COUNCIL MINUTES

The 455<sup>th</sup> meeting of the Council was held at 9:15am on **Friday 6 December 2019** in the RC Mills Room, Chancelry.

#### **Members present:**

The Chancellor, Professor Gareth Evans AC QC (in the Chair)  
 The Vice-Chancellor, Professor Brian P. Schmidt AC  
 The Pro-Chancellor, Ms Naomi Flutter  
 Ms Anne-Marie Schwirtlich AM  
 Ms Natasha Stott Despoja AO  
 Professor Kate Reynolds  
 Mr Peter Yu  
 Professor Suzanne Cory AC  
 Professor Matthew Colless  
 Associate Professor Ben Corry  
 Mrs Claire Shrewsbury  
 Mr Utsav Gupta  
 Mr Lachlan Day

#### **Apologies:**

Dr Doug McTaggart  
 Mr Mike Baird

#### **In attendance:**

Chair, Academic Board - Professor Jacqueline Lo (non-voting member, seated at Council table)  
 Chief Operating Officer - Mr Paul Duldig  
 Deputy Vice-Chancellor (Research and Innovation) – Professor Keith Nugent  
 Acting Deputy Vice-Chancellor (Academic) – Professor Grady Venville  
 Pro Vice-Chancellor (Innovation) - Professor Michael Cardew-Hall  
 Interim Pro Vice-Chancellor (University Experience) - Professor Tony Foley  
 Vice-President (Engagement and Global Relations) - Ms Jane O'Dwyer  
 Vice-President (Advancement) - Ms Barbara Miles  
 Chief Financial Officer - Mr Adam Black  
 Dean, College of Health and Medicine - Professor Russell Gruen  
 Acting Director, National Centre for Indigenous Studies (NCIS) - Professor Asmi Wood  
 Director, Tjabal Centre – Ms Anne Martin  
 Director, Service Improvement Group - Ms Lakshmi West  
 Director, Planning and Performance Measurement - Ms Richelle Hilton  
 Director, Campaigns ANU Advancement - Ms Felicity Gouldthorp  
 Director, Human Resources - Dr Nadine White  
 Director, Office of the Vice-Chancellor – Mr Chris Price

Council Secretary and Director, Corporate Governance and Risk Office - Mr Chris Reid  
 Associate Director, Corporate Governance and Risk Office - Mrs Megan Easton  
 Senior Governance Officer, Corporate Governance and Risk Office - Ms Leslie McDonald  
 Executive Officer to the Chancellor – Mr Jieh-Yung Lo

## **PART 1: PROCEDURAL ITEMS**

### **1. ANNOUNCEMENTS AND APOLOGIES**

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### **2. LEAVE OF ABSENCE**

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### **3. DISCLOSURE OF MATERIAL PERSONAL INTEREST**

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### **4. ARRANGEMENT OF AGENDA**

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Council determined to proceed with the remainder of the agenda as proposed, with no further items being declared confidential or starred for discussion.

### **5. MINUTES**

#### **Resolved**

Council confirmed the minutes of the meeting of 3 October 2019 to be a true and accurate record.

#### **RETIREMENT OF THE CHANCELLOR – PROFESSOR GARETH EVANS AC QC**

Prior to Key Business items being called on, the Pro-Chancellor spoke, on behalf of Council, in honour of the Chancellor and read the following statement into the Council minutes:

*Today, we acknowledge the extraordinary service of an exceptional Chancellor.*

*Gareth, the sheer scale of your commitment to the University, made generously and tirelessly, and always passionately, for a decade has been remarkable. Your intellectual calibre and energy in advocating and defending the National University is appreciated - and admired - well beyond Council.*

*Today, you are chairing your 63<sup>rd</sup> formally constituted meeting of Council since beginning your term as Chancellor on 1 January 2010 and chairing your first Council meeting on 19 February 2010. This represents almost 14% of the University's 455 Council meetings. During this time, you have presided over the consideration of almost 2000 agenda items, each with varied complexity and sensitivity. You have occupied the Chancellor's chair for approximately 220 hours and have never missed a Council meeting.*

*Beyond Council, you have also chaired every one of the 22 Campus Planning Committee meetings, 14 Nominations Committee meetings, 28 Honorary Degrees Committee meetings and almost a dozen Remuneration Committee and similar meetings. In total, this amounts to almost 140 formally constituted meetings of the University's chief decision making body, the Council, and its committees.*

*Truly effective governance – and all of the procedure that supports it – requires a committed and skilled chair, one who respects institutions, process and people. In you, Council has had a leader who ensures that the range of voices around the table are heard, and steers informed discussion towards properly considered and defensible decisions. You have had a deep interest in the composition of the Council, knowing that a membership that fully represents the diversity of our community will better deliver on strategy design and make better decisions. Finding common ground is one of your great attributes.*

*You have served in partnership with three Vice Chancellors: Professor Ian Chubb, Professor Ian Young and now, for the past four years, with Professor Brian Schmidt. You have worked with 52 fellow Council members during this decade, including four Pro-Chancellors. For each of us, you took great personal care and time to introduce us to Council and to steadfastly encourage our right and our obligation to speak freely.*

*Where ceremony is concerned, by the end of 2019, you will also have shaken hands with more than 28,000 graduating students at more than 100 graduation ceremonies, conferring degrees upon an astonishing 24% of our alumni community.*

*The importance of your strategic vision and determination to advance the ANU will leave a long legacy – a robust system of governance, the strong reputation of the University, the magnificent Kambri, the new Campus Master Plan and the University's commitment to Indigenous Australia, are but a few wonderful examples of this. Above all, your concern for our staff and students has never wavered.*

*At this time, we say thank you and congratulate you on a well-earned (if unlikely) retirement.*

On the joint motion of the Pro-Chancellor and the Vice-Chancellor, Council then unanimously and by acclamation resolved to acknowledge and thank, and formally record, that Professor Evans, after a decade of extraordinary service to the ANU, will leave the role of Chancellor on 31 December 2019 as one of the great, most influential and committed ambassadors to have served the University.

The Chancellor, in reply, offered words of kind appreciation and affection for the Council, and wished each member every happiness and future success.

#### **Resolved**

Council noted the statement and supported by acclamation the motion as described above.

## **PART 2 – KEY BUSINESS ITEMS**

### **15 AHRC PROGRESS REPORT AND \*C24 STUDENT SAFETY REPORT**

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#### **Resolved**

Council:

1. Noted that the University has now implemented the recommendations of the Australian Human Rights Commission report: *Change the course: National report on sexual assault and sexual harassment at Australian universities*;
2. Approved the closure of reporting against the AHRC Report to report instead, at every second Council meeting, against the new Sexual Violence Prevention Strategy, commencing in April 2020; and
3. Noted the Student Safety report for the period September to October 2019.

### **6. VICE-CHANCELLOR'S REPORT**

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#### **Resolved**

Council noted the report from the Vice-Chancellor.

### **7. 2019 FINANCIAL PROJECTIONS AND KPI UPDATE**

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**Resolved**

Council noted the University's 2019 financial projection and year to date result.

**8. 2020 UNIVERSITY BUDGET**

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**Resolved**

Council approved the 2020 University budget.

**9. 2020 UNIVERSITY SUBSIDIARY ENTITIES - STRATEGIC POSITION AND BUDGETS**

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**Resolved**

Council:

1. Noted the University Subsidiary Entities Strategic Position and Business Model; and
2. Approved the 2020 budget for ANU Enterprise Pty Limited and its controlled entities.

**PART 3 – STRATEGIC ISSUES****10. RESEARCH AND INNOVATION PLAN - PRESENTATION**

The Deputy Vice-Chancellor (Research and Innovation), Professor Keith Nugent, presented a summary of 2019 research performance highlights and the challenges confronting the University.

The following main points were made during the presentation and discussion:

- Analysis of the Australian Research Council (ARC), the National Health and Medical Research Council (NHMRC) and the Academic Ranking of World Universities (ARWU) results show a steady decline in ANU performance since 2009.
- The University must consider the risks and issues that may be impeding the ANU from achieving its goals for research and innovation, and solutions to address these. With this in mind, strategic discussions are now taking place with Research Schools and Colleges more broadly.
- There is further extensive data underpinning the presentation, including what would be discussed as part of the Research and Innovation session at the Council Planning Day in February.

**Resolved**

Council noted:

1. The presentation; and
2. That Research and Innovation will be a major agenda item for the Council Planning Day in February 2020.

**PART 4 – OTHER MATTERS FOR DECISION**

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## 12. KAMBRI SCHOLARSHIPS - INVESTING IN THE FUTURE OF ANU INDIGENOUS STUDENTS

The Acting Director, National Centre for Indigenous Studies, Professor Asmi Wood and Director, Tjabal Centre, Ms Anne Martin, joined the meeting.

The Pro-Chancellor and Vice-Chancellor presented a proposed new scholarship scheme to help ANU reach a target of 3% of its domestic students identifying as Indigenous, in line with the Australian population, including an allocation of financial resources and a support model to reach this target.

The following main points were made during the discussion:

- The vision for ANU is to attract a diverse cohort of academically talented Indigenous students, to support those students in a way that leads the nation, and thereby become a preferred institution for Indigenous students to attend. ANU wants to help create a pipeline of talent for the nation, for business, government, or the academe. This means continuing to have the best retention outcomes in the sector.
- Although ANU Indigenous student enrolments are small, the University has already one of the highest retention and completion rates in the sector for Indigenous students. This is largely due to the holistic approach taken by the Tjabal Centre, focusing on academic and pastoral support as well as supporting students financially where the funds are needed and available.
- An additional recommendation was moved, and approved, by members during the meeting, relating to a requirement that there be an annual report to Council.

### Resolved

Council approved:

- The funding of 6-8 Kambri Scholars for 2020;

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- A support model which guarantees funding for the Tjabal Centre infrastructure commensurate with the associated increase in student numbers year-on-year until the overall target of 3% is reached; and
- A requirement that the University report annually to Council on the key elements of the Kambri Scholarships, including:
  - Fund raising programs to match the University's \$25m 'up-front' contribution;
  - Information regarding Indigenous student enrolments; and
  - Support provided to, and performance of, the Tjabal Centre.

## 13. ANNUAL INTERNAL AUDIT WORK PLAN 2020

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### Resolved

Council approved the Internal Audit Work Plan for 2020.

## 14. COLLEGE OF HEALTH AND MEDICINE TRANSFORM – CONCEPT BRIEF

The Dean, College of Health and Medicine, Professor Russell Gruen, joined the meeting.

Professor Gruen presented a Concept Brief to reposition ANU as a leader in medicine, population health and psychology, as outlined in the papers provided to Council members.

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**Resolved**

Council:

1. Noted CHM's vision and concept for TRANSFORM; and
2. Endorsed the development of a detailed business case for presentation to Council by December 2020.

**16. FINANCE COMMITTEE CHARTER**

**Resolved**

Council approved the Finance Committee Charter, as amended.

**17. COUNCIL COMMITTEE MEMBERSHIP**

**Resolved**

Council approved the appointment of Ms Anne-Marie Schwirtlich AM as the next Chair of the Campus Planning Committee, from 1 January 2020 until the end of her term on Council, 30 June 2021.

**18. ANU (PARKING AND TRAFFIC) STATUTE: ACT GOVERNMENT AMENDMENTS**

**Resolved**

Council approved the proposed changes to the Australian National University (Parking and Traffic) Statute.

**PART 5 – OTHER MATTERS FOR NOTING**

**19. REPORT FROM NOMINATIONS COMMITTEE**

The Chancellor provided the following update resulting from the last meeting of the Nominations Committee, held on Monday 18 November 2019:

- The Committee is in the process of further developing its lists of potential candidates (noting the mix needed across skill, experience, geographic location, gender and availability) to join the Council.
- Due diligence in respect of potential candidates has commenced in order to prepare for the next meeting on 13 February 2020 (which will be followed by an update to Council later that day).

**Resolved**

Council noted the progress report from the Nominations Committee.

**20. CECS RE-IMAGINE – ANNUAL REPORT**

Council noted the Annual Report about the CECS Reimagine Project, as outlined in the papers provided to Council members.

Council also noted that the Finance Committee (before which the Dean, Professor Elanor Huntington, appeared) and Audit and Risk Management Committee had each reviewed the status of the Project in November 2019.

**Resolved**

Council noted the progress made since the CECS Re-imagine Project was approved by Council on 7 December 2018.

**21. ADMINISTRATIVE REFORM - UPDATE**

The Director, Service Improvement Group (SIG), Ms Lakshmi West, joined the meeting.

Ms West introduced the six monthly report as outlined in the papers presented to Council members.

The following main points were made during the discussion:

- Staff satisfaction - This year the Administrative Services Survey was distributed to all academic, professional and casual staff. Once again, staff have ranked 'grounds and landscape' as the service delivering the highest satisfaction, closely followed by access to both print and online research resources.
- Student satisfaction - Real time feedback is being received through the University Services Feedback system. Over 900 ideas for improvement, complaints and compliments have been received through the system, with 35% of all feedback being received from students, much of which concerns student life, WiFi, support services, food portions in residences, study spaces in the library prior to exams, back to back scheduling of exams and the cost of food in Kambri.
- In 2020, SIG will be establishing, in Kambri, the Experience Accelerator: a facility for quickly testing and responding to ideas from students. This work will start by examining the 'on-boarding' of commencing students next year.

**Resolved**

Council noted the progress report on Administrative Reform at ANU.

**22. STUDENT ENROLMENTS – END OF YEAR RESULTS**

The Director of Planning and Performance Measurement (PPM), Ms Richelle Hilton, joined the meeting and briefly presented an overview of the student load and enrolments based on 2019 full year-to-date data, as presented in the papers provided to Council members.

Council noted that the status of 2020 enrolments will be reported in early 2020.

**Resolved**

Council noted the report.

**23. ANU ADVANCEMENT – CAMPAIGN PLANNING – PROGRESS REPORT**

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**Resolved**

Council noted the update.

**25. STAFF WORK HEALTH AND SAFETY REPORT**

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**Resolved**

Council noted the Work Health and Safety Performance Report, and two additional reports, for the period 1 January 2019 to 31 October 2019.

**26. FINANCE COMMITTEE - EXECUTIVE SUMMARY****Resolved**

Council noted the summary of major items considered by the Finance Committee at its meeting of 15 November 2019.

**27. AUDIT & RISK MANAGEMENT COMMITTEE - EXECUTIVE SUMMARY****Resolved**

Council noted the summary of major items considered by the Committee at its meeting of 20 November 2019.

**28. CAMPUS PLANNING COMMITTEE – EXECUTIVE SUMMARY****Resolved**

Council noted the summary of major items considered by the Campus Planning Committee at its meeting of 18 November 2019.

**29. ACADEMIC BOARD – EXECUTIVE SUMMARY****Resolved**

Council noted the summary of major items considered by the Academic Board at its meeting of 22 October 2019, and also noted that the Board, on 3 December 2019, approved the University's Statement on Freedom of Expression (copies of which were available to members on the Secure Server).

**30. COUNCIL GOVERNANCE CONFORMANCE STATEMENT 2019****Resolved**

Council, for the 2019 calendar year, confirmed the University's conformance with the:

- *Australian National University Act 1991;*
- *Public Governance, Performance and Accountability Act 2013;*
- *Higher Education Standards Framework (Threshold Standards) 2015: Part 6 Governance and Accountability;* and
- *Voluntary Code of Best Practice for the Governance of Australian Universities.*

**31. COUNCIL COMMITTEES – FINANCE COMMITTEE – SELF ASSESSMENT 2019****Resolved**

Council noted the results of the self-assessment for 2019.

**32. COUNCIL COMMITTEES – ARMC – SELF ASSESSMENT 2019****Resolved**

Council noted the ARMC Self-Assessment 2019.

**33. INVESTMENT OFFICE – PERFORMANCE REPORT 2019****Resolved**

Council noted the Investment Office Report for 2019.



**34. AUTHORISED EXPENDITURE OVER \$10 MILLION**

**Resolved**

Council noted the occurrences of expenditure over \$10 million authorised by the Vice-Chancellor during the March–November 2019 period.

**35. STANDARD AND POORS' RATING OF THE ANU**

**Resolved**

Council noted the Standard and Poor's Global Ratings report for 2019.

**36. PRIVACY REPORT 2019**

**Resolved**

Council noted the Privacy Report for 2019.

**37. PUBLIC INTEREST DISCLOSURE REPORT 2018/19**

**Resolved**

Council noted the Public Interest Disclosure Report 2018/19.

**38. FREEDOM OF INFORMATION REPORT 2019**

**Resolved**

Council noted the Freedom of Information (FOI) Report for 2019.

**39. SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES**

**Resolved**

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

**40. POWER OF ATTORNEY**

**Resolved**

Council noted that there were no transactions over which the Investment Manager exercised Power of Attorney since the last Council meeting, on 3 October 2019.

**41. LEGISLATION**

**Resolved**

Council noted that no legislation had been approved by the Vice-Chancellor since the last meeting of Council, on 3 October 2019.

**42. UNIVERSITY SEAL**

**Resolved**

Council noted that there were no documents to which the University Seal was affixed since the last meeting of Council, on 3 October 2019.

**PART 6 – OTHER BUSINESS**

**43. OTHER BUSINESS**

There was no other business raised at the meeting.

**44. NEXT MEETING**

Council noted that the next meeting (and the Planning Day) will be held on 13 and 14 February 2020, at the ANU, in Canberra.

The meeting closed at 1:29 p.m.

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Date: \_\_\_\_\_

The Hon Julie Bishop  
Chancellor  
The Australian National University

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