THE AUSTRALIAN NATIONAL UNIVERSITY
COUNCIL MINUTES

The 510th meeting of the Council was held at **9.15am (AEST) on Friday 19 June 2026** in the Mills Room, Chancelry.

Members present

1. Interim Chancellor, Dr Larry Marshall
2. Acting Pro-Chancellor, Mr Andrew Metcalfe AO
3. Interim Vice-Chancellor, Professor Rebekah Brown
4. Professor Juliana Ng
5. Professor Lyndall Strazdins
6. Professor Alexander Mikheyev
7. Ms Ewelina Przybyszewski
8. Mr Guoqing (Bruce) Pan
9. Mr Charley Ellwood
10. Professor Tony Connolly

Apologies

There were no apologies

In attendance

1. Interim Provost – Professor Joan Leach
2. Chief Financial Officer (CFO) - Mr Michael Lonergan

Secretariat

1. University Secretary and Chief Operating Officer - Mr Michael Schwager
2. Manager Corporate Governance & Policy, UGO - Ms Leslie McDonald
3. Senior Governance Officer, UGO – Ms Karen Hardiman

Observers

1. Ms Yana Potrebica, Chief of Staff, Office of the Interim Vice-Chancellor
2. Mr Malakai King and Ms Anuva Rai for Item 5.1

1.1 PROCEDURAL ITEMS

Announcements and Apologies

- The Chancellor:
  - Provided an outline for members of the planned Livestream session and plan for the day.
  - Noted the difference between the strategic governance responsibilities of Council members and the operational responsibilities of the management team, asking members to keep that in mind in terms of their engagement with Council matters.
  - Thanked members for their discussion at the informal Council dinner meeting the previous evening.
  - Noted that Professor Peter Coaldrake, Chair of the Chancellor Appointment Panel, would join Council to give an update on that process around 11am.
  - Welcomed Ewelina Przybyszewski as the new professional staff member of Council, noting her strong research, policy, communications and business development background.
  - Noted there were no apologies for this meeting.

Leave of Absence

- There were no requests for leave of absence.

Disclosure of Material Personal Interest

- The Chancellor noted that:
  - The Acting University Secretary has recently sought additional disclosures from members who hold foreign citizenship, with any perceived or real conflicts of interest regarding Council information to be actively considered on a case-by-case basis.
  - Mr Charley Ellwood has declared that he will be speaking to Item 5.7 on Association Constitutions as the President of the ANU Students' Association and will not take part in the decision-making process for that item.

Arrangement of Agenda

- No further items were starred for discussion.
- The Interim Chancellor noted that Council will take a break after the Livestream session to enable he and the Interim Vice-Chancellor to attend a virtual meeting with the Department of Education for an hour.

Resolved:
Council **approved** that the unstarred items be dealt with as proposed in the agenda: 3.4, 3.6, 4.2-4.4, 5.2-5.6 and 5.8-5.10.

Minutes

Resolved: Council **approved** the minutes of the Council meetings held on 7 May 2026.

Council **confirmed approval** of the minutes of the Council meeting held on 8 May 2026.

Council **noted** the following out of session resolutions approved by Council on Convene:

1. 11 May 2026 – Acting Pro-Chancellor/Chancellor Arrangement
2. 25 May 2026 – Annual Report & Financial Statements

[redacted]

5. 5 June 2026 – Chancellor Attributes Survey

1.2 MATTERS ARISING

- The Chancellor noted that as the 24 April minutes had been unable to be finalised, the Secretariat would circulate the Matters Arising item by Convene Resolution in the next week, including an update on actions taken for each item.

Resolved: Council **agreed** that the complete Matters Arising table, with details of all actions taken, be circulated for consideration and decision by Convene resolution in the next week.

LIVESTREAM SESSION

Following the conclusion of Part 1 - Procedural Items, Council commenced the main livestreamed section of the Council meeting at 9.30am, with members of the University community registered to join and view the meeting.

PART 2 – KEY BUSINESS ITEMS

- The Interim Chancellor welcomed members of the ANU community to the livestreamed session of Council noting:
  - Council's thanks to the Corporate Communications and Engagement team for supporting the event.
  - That this is the 10th meeting of the University Council to take place this year.
  - That following the livestream, Council will spend the afternoon working on a number of key issues, including achieving stabilisation and renewal of governance mechanisms, performance monitoring and philanthropy.

2.1 INTERIM CHANCELLOR'S REPORT

- The Interim Chancellor provided an update on activities undertaken since the previous meeting including:
  - His thanks to the remaining Council members for their support of ANU, and Mr Andrew Metcalfe for serving as Pro-Chancellor and then Acting Chancellor while Dr Marshall was overseas.
  - Acknowledged the pain, uncertainty and disruption experienced by people across the ANU Community following recent events.
  - The listening tour he has undertaken over the past year, where he has spoken with staff, students, alumni, former leaders, elected and appointed Council members, donors and supporters of the University. He noted that not all agree on solutions, but they all care deeply about the ANU and helped him to understand the University's challenges through many different lenses.
  - One of Council's most important responsibilities is ensuring the University has the leadership and governance it needs to succeed. He encouraged Council to focus on recovery, implementation priorities and measures of success, rather than solely on historical analysis
  - The independent process for the selection of a Chancellor is well underway and should recommend a candidate to Council in August. That process was one of our first governance reforms, with others underway, and Council is focussed on rebuilding trust and confidence.
  - His aim is to help ANU through the transition, support the governance reforms already underway and help appoint an outstanding Chancellor. Once that is done he will leave and return to his other responsibilities.
  - In 2016, the ANU was Australia's leading university, but today we are the fourth. Over the past six years, ANU has consumed a great deal of reserves, investment income and other non-core earnings to bridge the gap between what it costs to run the University and what it has earned. Strong balance sheets do not solve strategic problems but they buy time which is best used by investing in the future and preparing for the profound changes reshaping higher education.
  - The University's mission is more important than ever. AI is transforming how knowledge is created and shared. Many universities are responding with greater

scale, but he does not believe that should be an ANU strategy. The University's strength is its people – students learning directly from researchers – a connection between discovery, teaching and national purpose.
  - All disciplines must be equally important, and the strength of ANU is in bringing these things together to solve the greatest challenges of our time.
  - Council doesn't have all the answers, but that is the quest of ANU with some of the smartest people on the planet. The ANU community will shape the future together and breathe life into the strategy.

Resolved: Council **noted** the Interim Chancellor's Report.

2.2 INTERIM VICE-CHANCELLOR'S REPORT

- The Interim Vice-Chancellor presented her report noting:
  - The ANU has improved its position in the latest QS World University Rankings, rising from 32nd to 29th globally. Being back within the top 30 universities is an extremely important validation of ANU. It reflects the quality of our research, the strength of our academic community, our international partnerships and the success of our graduates.
  - The University Strategy co-design is progressing very well with extensive engagement with staff, students, alumni and donors; over 400 participants in workshops and 150 survey responses, in addition to submissions, meetings and other structured engagements. The plan is to socialise the next draft with parliamentary representatives and Council members. A final version will come to Council for approval in July in advance of the launch on 14 August.
  - The 80th anniversary of the University will be marked on the 14th and 15th of August and will include the opening of University House and the launch of the University Strategy on Friday and a community day on Saturday.
  - The University's submission to the Royal Commission on Antisemitism and Social Cohesion is complete and we are engaging with independent legal counsel. Preparations are underway now ahead of hearings, with the University anticipating to be called to give evidence.
  - Since the Council meeting on 8 May, two community meetings have been held. Mr Andrew Metcalfe attended both to give updates and answer questions from the University community.
  - On 5 June the IVC appeared before Senate Estimates, alongside members of the Executive, the Acting Chancellor and elected members of Council. The University gave a frank account of challenges but also progress on strengthening ANU.
  - In February she announced pro-rata parking permits for part time staff would be implemented. This will be in place from July this year.
  - Over 25 members of the ANU community were recognised in the King's Birthday Honours this year.
  - The University honoured National Reconciliation Week on campus and welcomed the National Walk for Truth – a remarkable 900 km walk from Naarm to Parliament House. Many members of the community gathered to welcome Indigenous elder, Travis Lovett, and they were joined by Aunty Matilda House-Williams, Aunty Anne Martin and many other leaders from across the region.
  - The ANU has been awarded our first Cygnet Award through the SAGE Athena Swan program. This recognises our work to improving gender-based violence prevention and response across our staff and student communities. She acknowledged the Diversity, Equity and Inclusion team within People & Culture, and the Inclusive Communities Team, for driving this work.
  - The University is on track for the establishment of the Office of Integrity, which will centralise how we handle complaints. The Office will sit in the LGAR Division under the COO portfolio and should be operational from July.

Resolved: Council **noted** the report from the Interim Vice-Chancellor.

2.3 CFO'S REPORT

- The Chief Financial Officer spoke to the paper provided in the pack, noting:
    - The report covers the University's financial position at end of May with an updated outlook for the full year.
    - The 2026 forecast and current metrics reflect slightly lower income due to student load shortfalls, partially offset by lower expenditure.
    - The projected financial result for the year is an operating deficit of $59m, approximately $20m worse than budgeted. Student enrolments remain the largest risk.
    - Expenditure for the first five months is $19m lower than budget (3.3%). This is partially driven by 123 less staff FTE positions than budgeted due to recruitment delays. People and Culture are working to get those staff FTE placed, so we can expect an increase towards the end of the year.
    - Risks in expenditure relating to research account spending which has been over-forecasted. Work will take place to refine assumptions, and this will be scrutinised over coming months towards year-end.
    - In line with ANAO recommendations, additional financial reporting metrics including balance sheet, liquidity and ratios have been included and/or expanded.
    - All liquidity metrics are well within Council-approved thresholds.
    - To strengthen oversight of the University's financial position, a set of financial sustainability metrics based on TEQSA's financial risk assessment framework has been introduced.
    - The University's balance sheet has been restructured to reflect the nature and restrictions associated with funding sources and obligations.
    - In conclusion, there is an improvement in underlying results between 2025 and 2026, however lower S3 numbers are forecasting a slightly higher deficit than budgeted. While there is an improvement over three years, pressures remain and the University must plan to address student enrolments while recognising that this may take some time.

- In discussion, Council noted:
    - A revised budget may come to Council for its next meeting, noting that the original budget for 2026 was based on a best estimate of expected revenue at the time. Structural challenges for the Australian higher education sector and a softening of the market, particularly in S2, is impacting the sector and the ANU.
    - A new pathway program is being proposed to boost recruitment at Item 3.5, but initiatives also include incentives for international agents and other proposals to match our peers.
    - The need to reconstitute the Audit and Finance Committees so that revised budgets can come back through those processes.
    - Concern around delays in recruitment but that steps are being taken to address the backlog.
    - *ACTION: In response to a query about progress with the implementation of the Digital Plan, the COO indicated that a report would come to Council.*
    - *ACTION: Council asked the CFO to bring a paper to the next meeting on the financial impacts of Renew ANU, consistent with ANAO Recommendations 1 and 2.*

Resolved: Council **noted** the report from the CFO.

2.4 ACADEMIC BOARD REPORT

- The Chair of Academic Board spoke to the report, providing a summary of Academic Board issues. He noted:
    - That meeting 2/2026 of Academic Board was the last for many members, with a major election process bringing a new cohort of elected members to Board for their first meeting at AB 3/2026 earlier this week.
    - The meeting experience was very positive with new members engaging in discussion of many issues on the agenda and offering suggestions, for example, on governance. He anticipates a very engaged and informed Board over the next two years.

- In terms of matters arising that may be of interest, he noted positive developments with the ANU employability framework, which are initiatives of PVC (Learning and Teaching). The new PVC has reinvigorated the University's commitment to the framework with a series of initiatives to get back on track with employability and the quality of education received here. A Working Group has been established and will commence refining the framework and designing new developments.
- In relation to combatting antisemitism, he noted the Board's role in overseeing academic freedom and the sector wide engagement over the past couple of years with the question of defining antisemitism and incorporating it into policies and procedures. Some of the proposed definitions considered by the sector have raised questions for the operation for academic freedom. In response to the Bondi tragedy, a Go8 expert advisory committee has made 20 recommendations which were only made public a few days before the meeting. He noted that ANU has already put in place many mechanisms recommended by the report, and that there was a brief discussion of the report by Board. There will be a University response to those recommendations in coming days and Board will continue to report to Council on discussions.
- Despite governance challenges and changes to service provision, he emphasised that there continues to be great work done at the University in education and research. Board recognises this and he expressed Board's appreciation to staff and students who continue to provide education and research at an ANU-level of quality. He thanked the ANU community.

- In discussion, Council noted:
  - The benefits of external Council members, including the Interim Chancellor and Acting Pro-Chancellor, attending an Academic Board meeting in person. The Chair welcomed that suggestion.

Resolved: Council **noted** the report from the Chair of Academic Board, and the resolutions approved by Academic Board at Meeting 2/2026.

2.5 SAFETY AND WELLBEING REPORT

- The COO and Chief People Officer spoke to the report. They noted:
  - The Nixon review implementation, with Professor Nixon providing progress assessments, the first of which was received in May. This will be published to the community shortly. In her latest assessment, Nixon recognised substantial progress and thanked the community for the co-design approach.
  - The Executive is conscious of the impact of events over past months on staff and students' safety and wellbeing and will ensure that lessons are learned to make sure if errors were made or if decisions could have been handled better, those mistakes are not repeated. Council is right to hold the Executive to account.
  - The response rate for the recent Pulse survey was 50%. There were improvements in favourability for all key staff survey factors, including wellbeing, culture, psychosocial health and leadership. The responses to engagement questions remained low but there are positive signs of improvement underneath. Major concerns remain around communication, fairness and accountability. These overlap with issues that need to be addressed as part of the Nixon Review implementation. The next survey will be run in September.
- *NOTE: The Interim Chancellor and IVC left the meeting at this point to join a meeting with the Department of Education. The Chancellor handed the chair to the Acting Pro-Chancellor.*
  - The Comcare Inspector Report into psychosocial risks associated with the Renew ANU program found only one contravention which was in relation to the requirement for WHS Committees to meet every three months. There was only 88% compliance in 2025, which is not good enough and work has begun to meet 100% compliance.
  - The Report also identified areas for improvement in consultation, communication and psychosocial risk management. Next steps include improvements to monitoring, governance, psychosocial risk management and support for staff and managers including training and tools.

- In discussion, Council noted:
  - The Senior Leadership will now work through the results of the Pulse survey. It is most important to give the community greater visibility of what the resulting actions are.
  - Impacts on reputation also have an impact on morale and stress levels. This is also an important factor in relation to student stress levels and retention.
  - The importance of sharing of lessons learned from the Pulse survey more broadly, together with ways to address issues. The CPO noted that the data is with individual areas at the moment and they need to be given time to address issues before it will be shared more broadly. She noted her commitment to being transparent whilst ensuring the information is shared in a way that is safe for everyone.

Resolved: Council **noted** the report from the COO and CPO regarding Safety and Wellbeing.

The livestream portion of the meeting closed at 10.50am. Council then took a break for the Interim Chancellor and IVC to finish their meeting with the Department of Education.

Council reconvened at 11.40am, with the Interim Chancellor as Chair, to receive reports on confidential issues which could not be included in the Livestream session items.

2.5 SAFETY AND WELLBEING REPORT - CONFIDENTIAL

- The COO was asked to report on any confidential matters from his report. He noted:
  - The details of two student-related critical incidents on campus in the past few weeks. He noted that the Incident Response Team worked seamlessly, actions are being taken to address and manage risks, and all involved in the two incidents are being supported.

- In discussion, Council noted:
  - The distinctiveness of the ANU with 6,500 students living on campus. The University's practice needs to be different because it is a place of residence. This leads to additional and unique challenges that our peers don't have.
  - Discussion on the chair, membership, remit and effectiveness of the Safety and Wellbeing Committee. Council noted the suggestion that it should first address strategic risk to get a better sense of which areas need to be covered by Committees of Council, and which may be better addressed by management. Council Committee structure should also be reviewed in the lens of the new Strategy.
  - A Council member indicated that other universities have multiple committees reporting to Council on wellbeing and that they felt the current committee was not superfluous. They noted the risks in disestablishing the committee given the current wellbeing data and suggested it would be better to focus on improving its operation.
  - Suggestions to address staff and student safety and wellbeing including one of the recommendations from the Nixon Review, which was to create a role such as a Deputy Vice-Chancellor (Equity and Wellbeing). Another was to appoint a Safety and Wellbeing Chair who is a member of Council to ensure appropriate oversight and strategic focus.

PART 3 – PGPA RESPONSIBILITIES

3.1 GOVERNANCE STABILISATION AND RENEWAL

- The Interim Chancellor noted the previous evening's governance discussion and encouraged Council to view the paper as the first stage of a broader governance renewal program, focused on stabilisation, strengthening and longer-term reform.
- The Acting University Secretary provided members with a table of options for an updated Nominations Committee, based on that discussion, and noted that the

Committee must have the Chancellor as Chair and six additional members, under the ANU Act.

- In discussion, Council noted:
  - Its reaffirmation of the distinction between governance (Council) and implementation (Management).
  - Discussion on membership, including the need to have independents, a good balance of diversity and experience, and necessary relevant breadth/depth of skills (i.e. using and reviewing the skills matrix for the Nominations Committee specifically). The importance of including Indigenous Australians was also noted, as was the possibility of including alumni and prominent donors. Several possible candidates were discussed.
  - The University Secretary was given direction on the final membership of the Nominations Committee in an amended Charter and undertook to finalise a draft for consideration before the end of the meeting. *NOTE: The University Secretary undertook this request and came back to Council later in the meeting with a draft that was approved, as per the resolution to this item.*
  - The new Nominations Committee should be asked to consider, in addition to its statutory remit, membership of Council Committees. This will include finding Chairs for the re-established Finance Committee and Audit and Risk Management Committee.
  - The COO undertook to utilise the People and Culture executive recruitment team to start the process to seek expressions of interest in the two Chair positions.

Resolved:
Council:

1. **noted** discussion held the previous evening at an informal Council meeting on immediate governance stabilisation priorities, including immediate Audit & Risk and Finance governance requirements;
2. **approved** the dis-aggregation of the existing Audit, Finance and Risk and Investment Committees and the re-establishment of an Audit and Risk Management Committee (ARMC) and Finance Committee (FC) including amended *ARMC and Finance Committee Charters*;
3. **requested** the Acting University Secretary to take steps to seek expressions of interest for the Chairs of the Finance Committee and ARMC;
4. **approved** the restructure of the Nominations Committee, including an amended *Nominations Committee Charter*;
5. **requested** the Acting University Secretary to take steps to coordinate the identification of suitable members for the restructured Nominations Committee in consultation with the Chancellor, Pro-Chancellor and Council members.
6. **requested** that the restructured Nominations Committee consider Council Committee succession in addition to its statutory remit in relation to Council member appointments;
7. **endorsed**, in principle, appointment process requirements, including a published skills, capabilities and diversity framework;
8. **noted** that entrenchment of the reforms in the Governance Statute remains available as a later step, along with longer-term governance reform over coming months following further external review inputs.

The Chief Risk Officer joined the meeting for discussion of Item 3.2.

3.2 STRATEGIC RISK - CHIEF RISK OFFICER'S REPORT

- The Chief Risk Officer, Ms Samantha Montenegro, spoke to the paper provided in the pack and noted:
  - With the launch of the University Strategy in August, the CRO will work with Council and the Executive to ensure a current picture on contemporary strategic and enterprise risks is incorporated into an updated Strategic Risk Register. Whilst this will be briefly discussed today, a workshop is planned as part of the Council meeting in August.

- Under PGPA the University is required to publish its risk framework as part of the Corporate Plan. The Corporate Plan needs to be reflective of University Strategy and have risks cascade from that. The Corporate Plan should become a rolling strategic plan with a report in the annual report. The Audit Committee gives assurance on how we collect and measure KPIs in the Corporate Plan and strategy. Its inclusion in the annual report is how Parliament measures the University's success.
- Council is responsible for articulating the risk framework for the institution and setting and managing strategic risk – then ensuring committees manage the enterprise risk. Council's primary focus is the strategic risk landscape of institution.
- Generally, the expectation is that Council sets risk appetite. Risks are mapped across the institution, and Council gives general guidance and works with committees to manage.
- Currently, the Chief Planning and Data Officer and her Division works with Council to run the Corporate Planning process. The CRO works with that closely to ensure risks are managed.
- Work is underway to establish the Office of Integrity which will report to the CRO.

- In discussion, Council noted:
  - The need for Council to better address risk, particularly in financial decisions.
  - The proposed risk workshop should address a range of issues such as financial sustainability, foreign interference, academic freedom, reputation, student wellbeing, workforce trust, student recruitment and demand, compliance, culture and the results of the Pulse survey etc, for inclusion on the strategic risk register.

Resolved:
Council:

1. **noted** the Chief Risk Officer's Report;
2. **agreed** to a strategic and enterprise risk workshop in August 2026; and
3. **noted** a launch date for the Integrity Office following the launch of the strategic plan.

The Chief Planning and Data Officer joined the meeting for discussion of Items 3.3 and 3.5.

3.3 MONITORING PERFORMANCE – CORPORATE PLAN KPI REPORT Q1, 2026

- The Chief Planning and Data Officer, Ms Richelle Hilton, spoke to the report and outlined:
  - The report contains Q1 performance data against the Corporate Plan in February, with the Q2 report due to come to the next meeting of Council. It includes thresholds for performance against KPIs in February for approval today, which have been consulted with all relevant areas with responsibility for delivery.
  - Q1 performance is on track, however she drew Council's attention to two HDR measures for which it is too early in the cycle to make a call on meeting, and two enrolment measures which are unlikely to be met in 2026.
  - A number of success measures are not included in Q1 but will be reported against in Q2. Survey results and financial results will come through for Q2. Greenhouse gas emissions are a challenge for reporting quarterly, with a subset reported half yearly.

- In discussion, Council noted:
  - Discussion on the basis for the revised KPI thresholds and the importance of leading indicators.
  - The IVC's concerns about the fact that only two executive positions hold responsibility for Corporate Plan KPIs, both of which are (or have been) interim or acting appointments. We have only recently appointed a substantive

DVCRI. She noted that she herself holds no responsibilities and neither do the Deans. This will need to be addressed in the next version of the Corporate Plan KPIs.
  - That Council could take advantage of the launch of the Strategic Plan and revise KPIs to align. It agreed that the Strategy was core to the development of KPIs and that, looking forward, it would track current KPIs into Q3, but begin work in Q4 on updated KPIs which reflect the new Strategic Plan.
  - Part of the reason that Ms Hilton's area undertakes modelling is to give Council assurance and enable tracking to see, on a quarterly basis, what is being done on the ground. Currently not enough attention is being given to that, nor to providing feedback to areas contributing information. When we move to a new performance framework, the University needs to communicate much more broadly, with more visibility, and that only works if more than two positions are accountable for performance against KPIs. If performance cascades, it will be understood more clearly by the University community.

Resolved: Council:

1. **Approved** the revised performance thresholds for the 2026 Key Performance Indicators and Success Measures; and
2. **Noted** the Quarter 1 performance report against the 2026–2029 Corporate Plan.

3.4 REGULATORY ISSUES – AMENDMENTS TO HESF AND PRIVACY DELEGATIONS

Resolved:
Council:

1. **Noted** the upcoming changes to the Higher Education Standards Framework (Threshold Standards); and
2. **Approved** the update to the Privacy Delegations/Designations in relation to the Privacy Act 1988, in accordance with the Privacy (Australian Government Agencies - Governance) APP Code 2017 ('APP Code') following staffing changes in the University Governance Office.

3.5 TEACHING AND ENROLMENTS – STUDENT LOAD AND ANU ONE PROPOSAL

- The Chief Planning and Data Officer presented the student load report and noted:
  - The report has changed slightly: historically, Part 1, the student load performance against budget, has been the focus. Part 2 now provides visible tracking of load and enrolments against external regulatory agreement commitments with government to provide more context.
  - Session 2 is looking very challenging. Acceptance deadlines for international applications have been extended from 30 June to 10 July, but current performance rates, particularly for international postgraduates, are significantly down on last year.
  - The University is meeting its regulatory commitments. The most significant issue is underperformance in NOSC, however the University is within the agreed ATEC Glidepath allocation and meeting our committed requirements in relation to that.

- The Provost reported on the ANU One proposal and financial model, noting:
  - The proposal is intended to open up enrolment pathways, targeted at students who currently sit below entry requirements. It offers foundational and diploma programs: students study for a year and, if they meet standards, they are admitted into ANU degrees.
  - The proposal provides equity for students who are exceptional, but who come from regional or remote areas or other disadvantaged backgrounds which impacts their entry scores.
  - Universities are expected to increase 'equity' student enrolments. The proposal enables the University to deliver a planned expansion of the

University's ELICOS program to strengthen international student pipelines and diversify entry pathways.
    - Council is being asked to approve funding of $14m over two years and approve the establishment of an AOU to deliver the programs. The Provost highlighted the already budgeted $4m and smaller additional investment required in 2026, with larger investment required in 2027.
    - Models adopted by other universities were assessed, but an inhouse model allows greater control of academic quality as it is imbedded in existing academic and governance frameworks with stronger financial outcomes.

- In discussion, Council noted:
    - The IVC's concerns about rebuilding student numbers to 21,000 EFTSL to be competitive and agreed in principle with the need to address student pipelines and rebuild domestic and international student numbers.
    - In relation to why other universities are not taking this in-house approach, the Provost commented that others came into the market when it was very 'hot' – just as we left it. We are now competing in a tight market, both for international and domestic students. The previous external ANU College model was not providing adequate quality assurance and was primarily focussed on making money. ANU One will allow the University to offer a better quality in-house product which is overseen by Academic Board.
    - Students coming through this proposal may be more vulnerable and must be supported to thrive and engage. The Provost noted that incoming students will form a cohort with additional tutors and wrap around support to help them succeed and progress. Teachers with Year 12 equivalent teaching qualifications will be hired through ANUE.
    - The importance of bringing strategic investment decisions such as this to Council.
    - Noting that the next step is to gain CRICOS registration, Council requested ongoing progress reporting against agreed milestones, assumptions, KPIs and risks, with the next report before the end of the year and six monthly thereafter.

Resolved: Council:
1. **Noted** the 2026 Student Load & Enrolment Performance Report;
2. **Noted** the "ANU One" financial assumptions, investment profile and projected returns, including a $13.93M two-year investment ($12.0M capital + $1.93M operating), delivering strong returns [redacted]
3. **Approved** the proposed 2026 funding approach, including a net funding requirement of $4.78M ($4.00M within the approved 2026 Capital Plan and $0.78M new operating funding), and the remaining 2027 funding requirement of $9.15M (covering capital and operating investment) for 2027 Budget cycle;
4. **Requested** an update progress report on ANU One before the end of the year and every six months after that; and
5. **Approved** the establishment of ANU One as an Academic Organisational Unit (AOU) within the Education Portfolio to deliver pathway education programs and undertake associated academic governance, student administration and regulatory reporting functions.

The Chair of the Chancellor Selection Panel, Professor Peter Coaldrake, joined the meeting by Zoom for discussion of the Chancellor selection process.

3.X CHANCELLOR SELECTION PROCESS – UPDATE FROM CHAIR OF PANEL

- Professor Peter Coaldrake, Chair of the Chancellor Selection Panel, provided an update on the process, noting:
    - The Selection Panel conducted its first substantive meeting earlier that week, facilitated by an executive search firm.
    - Expressions of interest close on 30 June and the Panel will work through applications to get a provisional sense of where they are. They won't finalise a shortlist until July but hope to complete the process on or around 10 August.

- In discussion, Council noted the Panel has incorporated community views through a number of meetings and events, as well as the results of the survey, and used this feedback to settle on selection criteria. Council thanked Professor Coaldrake and the Panel for their work.

Resolved: Council **noted** the update regarding the appointment process for the next Chancellor.

3.6 RESEARCH – RANKING UPDATE AND EQUITY INTERESTS

Resolved: Council:

1. **Noted** the analysis of the University's 2026 Rankings Outcomes released to date; and
2. **Noted** the Equity and Interests Update.

The Interim Vice-President (Advancement) joined the meeting for discussion of Item 3.7.

3.7 PHILANTHROPY AND ADVANCEMENT

- The Interim Vice-President (Advancement), Ms Brook Disney spoke to the report and noted:
  - The impact of reputational damage, [redacted] There is a long 'tail' on these reputational impacts – donations in 2025, for instance, were the result of work done in 2023 and 2024.
  - Advancement is down to a team of six fund raisers, which is a very small team compared to other institutions in Australia. In discussion with sector recruiters for fund raisers, she is being told that this isn't a good time for the University to recruit. Fund raisers at other institutions are currently not interested in coming to the ANU.
  - Part of challenge at the moment is that it is hard to get prospective donors to meet with us. Advancement have had an instance of being asked to delay an announcement of a donation until later in the year because of our current reputation. [redacted]
  - Looking ahead, Advancement is starting to tell good news stories with a 'story room'. The aim over next few months will be to amplify positive stories across Colleges – taking wins and accolades and amplifying them across communication channels.
  - Work is being undertaken on online engagement around the Strategy codesign, both internationally and nationally. This has proven to be a very good exercise, with pre-eminent alumni being asked for input into the draft strategy. The resulting advice has been brilliant.

- Council noted, in discussion:
  - The University needs a communication strategy around financial health. The strong message in 2024 was that the University was in financial crisis. This had an impact on donors and undermined confidence in investment. We need a carefully crafted narrative on where we are on that front.
  - An announcement of a new Chancellor may come in mid-August. It may be possible to utilise the new Chancellor as the face of the ANU and involve them in an engagement program with alumni, supported by the IVC and Provost.
  - *ACTION: Ms Disney undertook to start thinking about an external engagement program for the new Chancellor. She agreed to provide an update report to Council in October, including on recruitment.*
  - The Interim Chancellor and Acting Pro-Chancellor offered to help by meeting with donors personally if appropriate to rebuild donor confidence.
  - The importance of including alumni engagement in the new strategy.

Resolved: Council **noted** the update and attached 2025 Foundation financial performance report.

3.8 COUNCIL MEMBER TERMS, SUPPORT AND INDUCTION

- The Acting University Secretary, Michael Schwager, reminded members of the discussion of this paper held the previous evening and the agreement reached. He noted:
  - In relation to internal Council member support, a management proposal would come back to Council at its next meeting in July. This would enable internal

  - Council member support to be included in information for the upcoming academic staff Council member elections.
  - Council member induction will also be brought back to the July meeting with a refresh of current induction offerings.
  - Potential amendments to the Governance Statute and any other related legislation will be included in the Council Operations Reform Program for implementation in the next round of Council elections in 2028. In particular, the review will explore how to stagger elected member terms to ensure continuity of corporate knowledge whilst staying consistent with the ANU Act.

- Council discussed how to capture learnings, particularly over the events of the past few years, and it was noted that TEQSA's Briggs Report, which looked at material back to 2018, may provide insight and a record of this.

Resolved:
Council:
1. **noted** that papers on Council member induction and internal Council member support would be developed by management and come back to the next meeting of Council; and
2. **noted** that proposed amendments to the Governance Statute, including staggered elected member terms, would be considered in the upcoming CORP, with potential implementation for the next Council election process in 2028.

PART 4 – COMMITTEE REPORTS

4.1 SPECIAL GOVERNANCE COMMITTEE REPORT

[redacted]

- In discussion, Council noted:
  - Thom was also asked if there were additional issues which came up in inquiries that were not specifically related to the PID. She looked at some matters which didn't meet the standard of proof. None of them were code of conduct issues and they relate to people no longer here. No further actions will be taken and the Special Governance Committee will wrap that up.

Resolved: Council **noted** the update on the activities of the Special Governance Committee.

The Interim Chancellor left the meeting at 3.13pm and handed the chair to the Acting Pro-Chancellor.

4.X DEPARTMENT OF EDUCATION MEETING - REPORT

- The Interim Vice-Chancellor provided a brief report on the meeting that morning called by the Department of Education with university Chancellors and Vice-Chancellors. She noted:
  - The first item related to changes to the Higher Education Standards Framework, some of the details of which are covered in Item 3.4 in relation to governance

standards. Changes will also include standards for racism. Universities will be expected to have a definition for racism and have (but not specifically impose) a definition for antisemitism.
  - This will be a big piece of work, involving review of charters, policies, legislation etc. The University's response will include its work on the Racism Taskforce, the Code of Conduct, the establishment of the Office of Integrity, practices around racism and other initiatives.

[redacted]

Resolved: Council **noted** the report on the meeting with the Department of Education.

4.2 SAFETY AND WELLBEING REPORTS

Resolved: Council **noted** the updates from the Residential Experience Division, the Education Portfolio and the Work, Health and Safety Update.

4.3 ANNUAL REPORTS AND SELF ASSESSMENTS – AFRC AND IC

Resolved: Council:

1. **Approved** the AFRC's 2025 Annual Report (including acquittal against AFRC Charter responsibilities);
2. **Noted** the AFRC's 2025 self-assessment survey results; and
3. **Approved** the IC's 2025 Annual Report.

4.4 COUNCIL COMMITTEES – EXECUTIVE SUMMARIES

Resolved: Council **noted** the Council Committee Summaries from February and May 2026 meetings.

PART 5 – OPERATIONAL MATTERS

Mr Malakai King and Ms Anuva Rai joined the meeting for discussion of Item 5.1.

5.1 GRADUATIONS PAPER

- Mr Bruce Pan spoke to the paper he had prepared in conjunction with the IVC and introduced Mr King (the General Secretary of ANUSA) and Ms Rai (the ANUSA International Officer), who are attending to give their perspectives. They noted:
  - The paper asks Council to support a return to two graduation ceremonies, in principle, from next year, and for the IVC to work with the management team towards delivering that goal.
  - Graduations are one of the most meaningful moments for students at the University, but the current single ceremony means long delays in attending a conferral, impacting students and families, particularly international students, increasing costs of travel and accommodation and creating issues with visas etc. This is a major issue for student experience and creates equity concerns.
  - In terms of benchmarking, the ANU is the only one in the Go8 to have moved to one ceremony a year.

  - Whilst they understand there are implications for cost, there are also issues for student experience and reputation.

- In discussion, Council noted:
  - Two years ago, following an extensive review process, Academic Board recommended the University retain two ceremonies, but at different times of the year. That was over-ruled in favour of a single set of ceremonies in February.
  - Its full support for this proposal, and that the decision should be announced as soon as possible.

Resolved: Council:

1. **Approved** in principle that ANU should return to at least two graduation ceremony periods per year from 2027; and
2. **Requested** the Interim Vice Chancellor to determine the detailed implementation pathway through the relevant management team and/or a Graduation Implementation Working Group.

5.2 ROYAL COMMISSION ON ANTISEMITISM AND SOCIAL COHESION

Resolved: Council **noted** the University's submission to the Royal Commission on Antisemitism and Social Cohesion.

5.3 CRITICAL INCIDENT MANAGEMENT UPDATE

Resolved:
Council noted:

1. The Critical Incident Management Team Post Incident Report from December 2025; and
2. Progress to date and planned delivery timeframes to address audit recommendations and embed capability throughout 2026.

5.4 ANU MODERN SLAVERY STATEMENT 2025

Resolved: Council:

1. **approved** the ANU Modern Slavery Statement 2025; and
2. **authorised** the Chancellor to sign the approved statement in accordance with the requirements of the Modern Slavery Act 2018 (Cth).

5.5 NATIONAL CENTRE FOR INDIGENOUS GENOMICS (NCIG) 2025 ANNUAL REPORT

Resolved: Council **noted** the NCIG 2025 Annual Report.

5.6 ANU ENVIRONMENTAL SUSTAINABILITY REPORT 2025

Resolved: Council **noted** progress on environmental sustainability as outlined in the ANU Environmental Sustainability Report 2025

5.7 STUDENT ASSOCIATION CONSTITUTIONAL AMENDMENTS

- Mr Charley Ellwood, noting his disclosure at the start of the meeting, and speaking as the President of ANUSA, spoke to the paper provided in the pack, giving a brief outline of the changes to the ANUSA Constitution.

Resolved:
Council **noted and formally approved** the updates to the following Association Constitutions as per Clause 4 of Protocol: Student organisation constitutional amendments:

- ANU Observer
- ANU Sport
- ANU Student Media (Woroni)
- ANUSA

5.8 DELEGATED EXPENDITURE OVER $10 MILLION – REPORT JUNE 2026

Resolved: Council **noted** occurrences of expenditure over $10 million authorised by the Vice-Chancellor during the period January to June 2026.

5.9 POLICY - UPDATE

Resolved: Council **noted** the update on policy related initiatives.

5.10 UNIVERSITY SEAL REPORT

Resolved: Council **noted** the documents to which the University Seal has been affixed.

PART 6 – OTHER BUSINESS

6.1 OTHER BUSINESS

- No further items of other business were raised.

6.2 NEXT MEETING

Council **noted** that the next meeting is scheduled to take place on 14 August 2026.

The meeting closed at 3:42pm (AEST)

______________________________ Date

Dr Larry Marshall
Interim Chancellor
The Australian National University