



Australian
National
University

ANNUAL REPORT 2018

We acknowledge the Traditional Owners and Elders past, present and emerging of all the lands on which The Australian National University operates.





Naturam primum cognoscere rerum

First, to learn the nature of things

The Australian National University (ANU) was established by an Act of the Federal Parliament in 1946. Its founding mission was to be of enduring significance in the postwar life of the nation, to support the development of national unity and identity, to improve Australia's understanding of itself and its neighbours, and to contribute to economic development and social cohesion.

Today, ANU is a celebrated place of intensive research, education and policy engagement, focused on issues of national and international importance.

ANU is a:

- > centre of outstanding academic talent and research excellence
- > home to a group of students drawn from across the nation and around the world
- > leading contributor to public policy formation and debate
- > partner to the Australian Government and parliament
- > global university that consistently ranks among the world's finest education and research institutions.

Further information about ANU

www.anu.edu.au

Annual Report available online at

<http://www.anu.edu.au/about/strategic-planning>

Course and other academic information

Student Recruitment

The Australian National University

Canberra ACT 2600

T +61 2 6125 3466

<http://www.anu.edu.au/study>

General information

Director, Strategic Communications and Public Affairs

The Australian National University

Canberra ACT 2600

T +61 2 6125 8399

Published by

The Australian National University

twitter.com/anumedia

facebook.com/TheAustralianNationalUniversity

youtube.com/user/ANUchannel

ISSN 1327-7227

April 2019

CRICOS # 00120C

MO_SCAPA181976



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PROFESSOR THE HON GARETH EVANS AC QC FASSA FAIIA
Chancellor

ANU House
Level 11, 52 Collins Street
Melbourne VIC 3000
AUSTRALIA
T: +61 3 9639 8198
F: +61 3 9639 8203
E: chancellor@anu.edu.au
E: ge@gevens.org
www.anu.edu.au
www.gevens.org

29 March 2019

The Hon Dan Tehan MP
Minister for Education
Parliament House
CANBERRA ACT 2600

Dear Minister

Report of the Council for the period 1 January 2018 to 31 December 2018

On behalf of the Council of The Australian National University (ANU), as the accountable authority of the University, we have the honour to transmit the report for the period 1 January 2018 to 31 December 2018.

The report is furnished in compliance with section 46 of the *Public Governance, Performance and Accountability Act 2013*.

The Council approved this report at a meeting held on 29 March 2019.

Yours sincerely

Professor The Hon Gareth Evans AC QC
Chancellor

Professor Brian P Schmidt AC
Vice-Chancellor and President

Vice-Chancellor's introduction

The Australian National University is a unique asset for our nation, and one of Australia's foremost academic and cultural institutions. Throughout each year, extraordinarily talented people come together on our campus and in our community to "learn the nature of things" and, guided by our vision and values, to achieve great outcomes in the service of our nation.

2018 was no different, as our academics' work reshaped the way we see the world – and the universe – around us. This year, ANU astronomers had found the fastest-growing black hole yet discovered, while elsewhere our researchers used their expertise to confirm the Earth's inner core is solid, fundamentally shaping our view of our planet. We also released the first comprehensive public database tracking Chinese commercial investment in Australia, and we published a groundbreaking study that indicated a likely new route used by the ancestors of Aboriginal people to enter Australia for the first time tens of thousands of years ago.

Our colleagues have been widely celebrated for their work this year. Professor Xuemai Bai was awarded the international Volvo Environment Prize for her work on urbanisation and urban system sustainability in Asia and globally, while Emeritus Professor Kurt Lambeck received the Prime Minister's Prize for Science. To prove the depth of our academic excellence, the American Association for the Advancement of Science named an ANU PhD student, Ilya Bobrovskiy, as being responsible for one of the top-10 Scientific Breakthroughs of the Year. Ilya discovered a *Dickinsonia* fossil that contained molecules of fat 558 million years old, around 20 million years older than we had previously thought animals were walking the Earth.

Through our ANU Strategic Plan, we have created new ways for our researchers to collaborate in addressing the world's most significant problems, most notably through the competitive Grand Challenges scheme. Our 2018 winner is a project investigating how to deliver zero-carbon energy to the Asia-Pacific region through catalysing the development of a major renewable energy export industry, from the infrastructure to the trade relationships and the policy frameworks.

We are determined that our work delivers impact. In 2018, we created with our partners Significant Capital Ventures, which will provide seed investment to companies translating academic research into applied technology, and launched two new Innovation Institutes: WearOptimo, focused on developing wearable medical devices, and the Space Institute, known as InSpace. We also announced seven Translational Fellowships to provide ANU researchers with support and incentives to take their ideas outside ANU for great societal impact.

Our researchers are also our educators, and their cutting-edge work underpins excellent programs that critically engage our students. We seek to educate and inspire our students and future students, represented by this year's successful world-record Stargazing attempt, broadcast live with the ABC and involving over 40,000 people across the nation, all learning about our galaxy. We want more Australians to be inspired to consider joining ANU, and this year, we announced significant changes to our admissions model to ensure talented students in every part of our nation can aspire to a degree from ANU. We backed this up with a commitment to offer a place at ANU to the top two percent of students at every Australian high school, or the top three students if it is a small school, providing they achieve the minimum ATAR entry of 80. We will also assess applicants on the basis of their academic and their extra-curricular activities, recognising that an ATAR is only part of a student's broader record of leadership, engagement and service.

One of the proudest moments of 2018 was the launch of the new ANU Reconciliation Action Plan (RAP), a key milestone in our University meeting its responsibilities to Australia and our First Peoples. ANU has never been more committed to renewing our partnership with Indigenous Australia, and to recognising and celebrating the knowledges, cultures and traditions of Aboriginal and Torres Strait Islander peoples. At the First Nations Governance Forum, organised by ANU in June to reignite debate about Indigenous

governance reform, we brought Indigenous leaders from around the world to Canberra to discuss their experiences. Later in the year, Geoffrey Robertson delivered the Faith Bandler lecture, and the University launched the Indigenous Research Directory and Compendium near the end of the year to draw together the wide span of Indigenous research undertaken at ANU.

Beyond our shores, ANU broadened its footprint with a new Liaison Office in Singapore, the third of our overseas Liaison Offices, after Washington DC and Beijing. We also launched the Australian Studies Institute to facilitate global academic conversations and integrate Australian perspectives, and further developed our partnerships with Harvard, Kings College London and the University of Indiana, part of our network of global partners. Our academics took their knowledge and scholarship to every part of the world, and we welcomed some extraordinary global visitors to the University to share their perspectives.

On campus, we focused in 2018 on making everyone's experience of ANU the best it can be, working to create the world-leading new facilities that will deliver a new hub – Kambri – at the heart of our community from 2019. At the same time, the new student accommodation buildings, Bruce and Wright Halls, will open their doors to residents, ensuring ANU offers some of the most contemporary and exciting facilities of any university in the world.

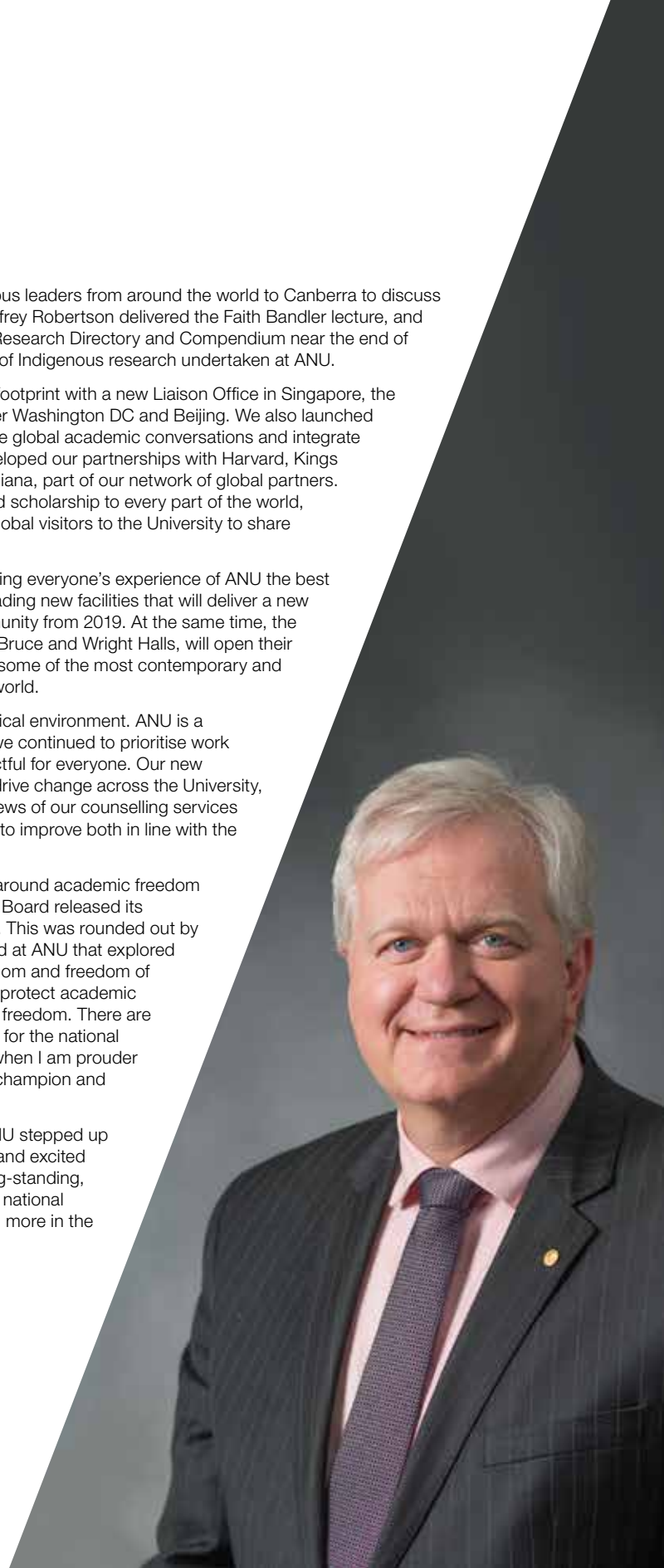
Of course, our campus is not just a physical environment. ANU is a community and its culture, and in 2018 we continued to prioritise work to ensure our campus is safe and respectful for everyone. Our new Respectful Relationships Unit began to drive change across the University, and we commissioned independent reviews of our counselling services and our student residences, committing to improve both in line with the reports' findings.

We continued to lead the global debate around academic freedom and autonomy when the ANU Academic Board released its statement on Academic Freedom in July. This was rounded out by an Academic Freedom Summit convened at ANU that explored the relationship between academic freedom and freedom of speech, and asked how universities can protect academic autonomy and what threatens academic freedom. There are few more fundamental issues than these for the national university to debate, and few moments when I am prouder to be its Vice-Chancellor than when we champion and exemplify our values.


Looking back, 2018 was a year when ANU stepped up as the national university. I was inspired and excited to see so many colleagues, new and long-standing, committing to ANU and its role as a truly national resource. Together, we can achieve even more in the years to come.




Professor Brian P. Schmidt
Vice-Chancellor and President




2018 Snapshot




ANU was ranked first in Australia and 24th in the world in the 2019 QS World University Rankings
(2019 QS World University Rankings released 7 June 2018)



ANU enrolled more than 26,000 students with nearly 50% at postgraduate level in 2018



92% of domestic graduates were employed within four months of getting their degree
(2018 Graduate Outcomes Survey QILT GOS 2018 results)



95% of ANU research is rated 'above world standard'
(2015 Australian Government's Excellence in Research for Australia Report – 2 Digit FoRs)



#1 in Australia for staff with a PhD
(The Australian Government Department of Education staff data for 2018)



ANU received over \$305 million in research income in 2017
(Most recent figure available)



ANU was ranked 1st in Australia and 10th in the world in the 2018 World's Most International Universities
(Times Higher Education 2018 World's Most International University)



ANU had 114,356 alumni as at 31 December 2018



ANU has been rated '5 stars' for student demand, student-staff ratio, staff qualifications, and student retention in the 2019 Good Universities Guide
(2019 Good Universities Guide)



ANU has 6 Nobel Laureates amongst our staff and alumni



ANU students come from 118 countries



Canberra has the highest quality of living in the world
(2016-2018 Numbeo Quality of Life Index)

ANU Executive



Professor Brian P. Schmidt AC FAA FRS SFHEA

Vice-Chancellor and President

BSc *Arizona*, MSc PhD *Harvard*

Professor Brian P. Schmidt took up the position of Vice-Chancellor and President of ANU in January 2016. Professor Schmidt is the 12th ANU Vice-Chancellor.

Winner of the 2011 Nobel Prize in Physics, Professor Schmidt was an astrophysicist at the ANU Mount Stromlo Observatory and Research School of Astronomy and Astrophysics before becoming Vice-Chancellor.

Professor Schmidt received undergraduate degrees in Astronomy and Physics from the University of Arizona in 1989, and completed his Astronomy Masters degree (1992) and PhD (1993) at Harvard University. Under his leadership, in 1998, the High-Z Supernova Search team made the startling discovery that the expansion rate of the Universe is accelerating.

He is a Fellow of the Australian Academy of Science, the United States National Academy of Science, and the Royal Society, and was made a Companion of the Order of Australia in 2013.



Professor Mike Calford

Provost (from 1 March 2018)

BSc (Hons) PhD *Monash*

Professor Mike Calford joined ANU as Provost, having held the equivalent position at the University of Tasmania. He has served in senior leadership in Australian higher education for more than 15 years. His leadership roles have included Deputy Vice-Chancellor (Research) at the University of Newcastle and Pro Vice-Chancellor (Health and Medical Research) at the University of Wollongong.

As ANU Provost, Professor Calford is senior deputy to the Vice-Chancellor and the University's chief academic officer, responsible for leading delivery of the ANU Strategic Plan.

In addition to his university leadership career, Professor Calford is a leading researcher in the field of neuroscience. After receiving a doctorate at Monash University, he held research and teaching roles at the Universities of Queensland and Melbourne, and at ANU. He also worked overseas at the University of Oxford, University of California Irvine and City University of New York.

During his academic career, Professor Calford has received many prestigious research fellowships and awards, including a Queen Elizabeth II Fellowship.



Professor Margaret Harding

Deputy Vice-Chancellor (Research and Innovation) (On leave from end September)

BSc PhD DSc Syd, CChem, FRACI

Professor Margaret Harding has responsibility for the development and implementation of strategies, policies and systems to achieve the University's strategic goals in research and innovation.

Professor Harding was Pro Vice-Chancellor (Research) at the University of New South Wales from 2008 to 2012, and inaugural Dean of Graduate Research at UNSW from 2005 to 2009. Professor Harding's continuing academic career has seen her publish more than 110 research articles, be awarded the Royal Australian Chemical Institute Rennie and Biota Medals, and hold Australian Academy of Science Fellowships in France, the UK and the USA.



Professor Michael Cardew-Hall

Acting Deputy Vice-Chancellor (Research and Innovation) (from end September)

Pro Vice-Chancellor (Innovation)

BSc(Hons) *Nott*, PhD *Imperial College*, CEng, FIMechE

Professor Michael Cardew-Hall provides leadership in achieving research and education outcomes through strategic partnerships with industry, government and not-for-profit organisations. He was previously CEO of ANU Connect Ventures, a pre-seed venture capital fund associated with ANU. Professor Cardew-Hall has ongoing interest in technology transfer, commercialisation and industrial policy, he has been involved in a number of spin-off start-up companies and he sits on several boards.

Professor Cardew-Hall is a Chartered Engineer and a Fellow of the Institution of Mechanical Engineers and Institution of Engineers Australia. He was previously Head of the ANU Department of Engineering, and Deputy Dean and Acting Dean of the ANU College of Engineering and Computer Science.



Professor Marnie Hughes-Warrington PFHEA

Deputy Vice-Chancellor (Academic)

BEd (Hons) *Tas*, DPhil *Oxon*

As Deputy Vice-Chancellor (Academic), Professor Hughes-Warrington has responsibility for the establishment and satisfaction of academic standards at ANU, including the delivery of an exceptional educational and student experience.

Professor Hughes-Warrington is an active researcher. She has published seven books and been awarded \$18 million in national and international grants. Her writing and teaching has taken her from the study of Hegel's theories to historical films.



Professor Shirley Leitch

Deputy Vice-Chancellor (Global Engagement) (until November 2018)

BA (Hons), MA, PhD *Auck*

Professor Shirley Leitch was appointed as the Deputy Vice-Chancellor (Global Engagement) at ANU in May 2017 having served as Pro Vice-Chancellor (Education and Global Engagement). She provided leadership across a broad portfolio, including international alliances and partnerships, national and international government relations, marketing, strategic communication, and public policy.

Previously, Professor Leitch was Dean of the ANU College of Business and Economics. Before joining ANU she was Deputy Vice-Chancellor (Academic) at Swinburne University of Technology. Her research is focused on public discourse and change, including science-society engagement in relation to controversial science and technology.



Mr Chris Grange

Chief Operating Officer

BA *UNSW*, MComm *UOW*

Mr Chris Grange is the University's senior professional staff member and provides leadership to ANU service divisions. He is responsible for the University's finances, and the overall quality and delivery of many of the University's professional services.

Mr Grange has had extensive experience in university administration, finance and human resources. Previously, he was Vice-Principal (Administration) at the University of Wollongong. He is highly regarded across the university sector for his strategic approaches to administration and planning.



Professor Richard Baker

Pro Vice-Chancellor (University Experience)

BA (Hons) *ANU*, PhD *Adelaide*

As Pro Vice-Chancellor (University Experience) Professor Baker leads strategic initiatives that promote student and staff equity and Indigenous Reconciliation and improve the quality of the student experience.

Professor Baker has a long history of educational leadership at ANU. Trained in the fields of geography and archaeology at ANU and the University of Adelaide, he has also worked at the Northern Territory Museum and the National Museum of Australia. His research has focused on issues related to Indigenous Land Management and how to effectively link teaching and research.



Ms Barbara Miles

Vice-President (Advancement) (from May 2018)

BA (Mus) *Soton*, PG Cert Educ *Goldsmiths Lond*

Ms Barbara Miles took up the position of Vice-President (Advancement) at ANU in May 2018, coming to Australia from the University of British Columbia where she served as the Vice-President, Development and Alumni Engagement for 10 years.

Before joining UBC, Ms Miles was the Associate Vice-President for Development and campaign co-director at the University of Florida Foundation where she shared responsibility for planning and implementing its \$1.5 billion campaign (2005–2012).

She had previously been a senior fundraiser for the Florida Philharmonic and worked for the New World Symphony (Miami) and the Florida Grand Opera.



Dr Keats Nelms

Acting Pro Vice-Chancellor (Innovation) (from the end of September)

BSc(Hons) *Missouri*, PhD *Minnesota*

Dr Keats Nelms is Director of Business Development at ANU. His impressive track record in research and development in the biotechnology and pharmaceutical sectors includes work at the National Institutes of Health (USA), at G.D. Searle & Co. and John Curtin School of Medical Research (ANU).

Dr Nelms was the co-founder of Phenomix Corporation (San Diego, USA), and director of Phenomix Australia, the largest privately held biotechnology start-up company ever founded in Australia to facilitate drug development from a forward genetics screen. In 2005, the company raised US\$40 million. He is also co-founder of Beta Therapeutics, an early stage drug development company established by ANU in 2011 and that is currently collaborating with groups across ANU.



Ms Jane O'Dwyer

Vice-President (Engagement and Corporate Affairs)

BA *Curtin*, MJourn *UOW*, MMgt *ANU*, GAICD

Ms Jane O'Dwyer is charged with leading innovative, strategic engagement activity that enhances the unique position and nature of ANU. The Strategic Communications and Public Affairs Division, International Strategy and Partnerships, and overseas liaison offices in China, North America and Singapore report through to the VP ECA. The VP ECA is the University's Chief Corporate Affairs Officer.

Ms O'Dwyer has 25 years of Australian and international experience across politics, media, peak bodies and corporate affairs. She was previously the inaugural Counsellor (ANU) at the Australian Embassy in Washington DC where she established the North America Liaison Office, and Director of ANU Strategic Communications and Public Affairs. She is a founding member of the Canberra Writers Festival Board.



Professor Grady Venville

Pro Vice-Chancellor (Education) (from April 2018)

BSc Grad Dip Ed *UWA*, Grad Dip Science Ed PhD *Curtin*

As Pro Vice-Chancellor (Education) at ANU, Professor Grady Venville has executive responsibility for special educational initiatives within the academic portfolio.

Her career highlights include a post-doctoral appointment at King's College London; being appointed the inaugural Professor of Science Education in 2007, and Dean of Coursework Studies in 2013 at the University of Western Australia; and a three-year appointment to the Australian Research Council College of Experts.

Professor Venville's research in science education focuses on conceptual development, curriculum integration and cognitive acceleration. She has made a lifelong commitment to teaching and education. A central belief underpinning everything she does is that high quality education is critical not only for human development but also for a healthy and peaceful society.



Mr Adam Black

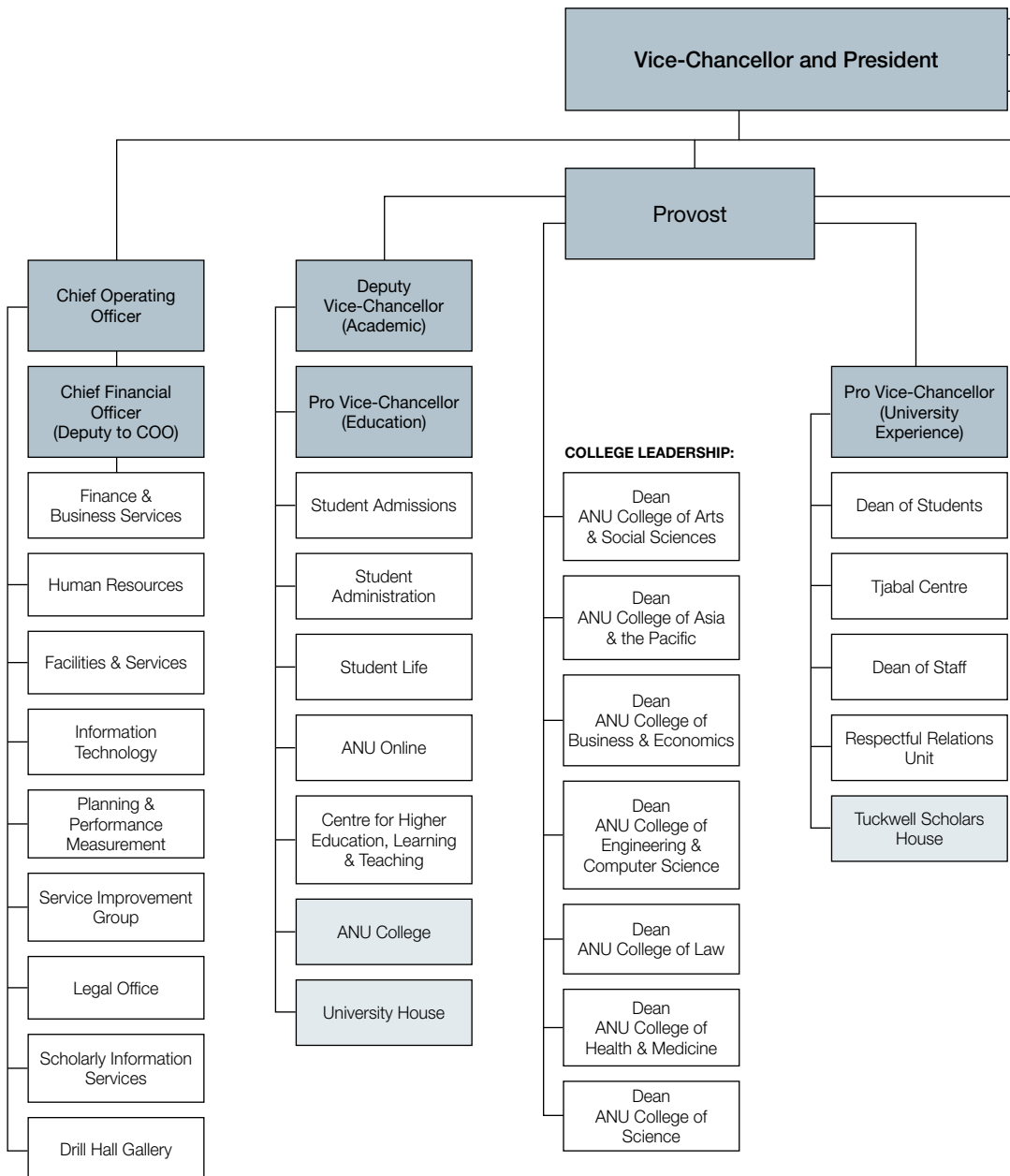
Chief Financial Officer

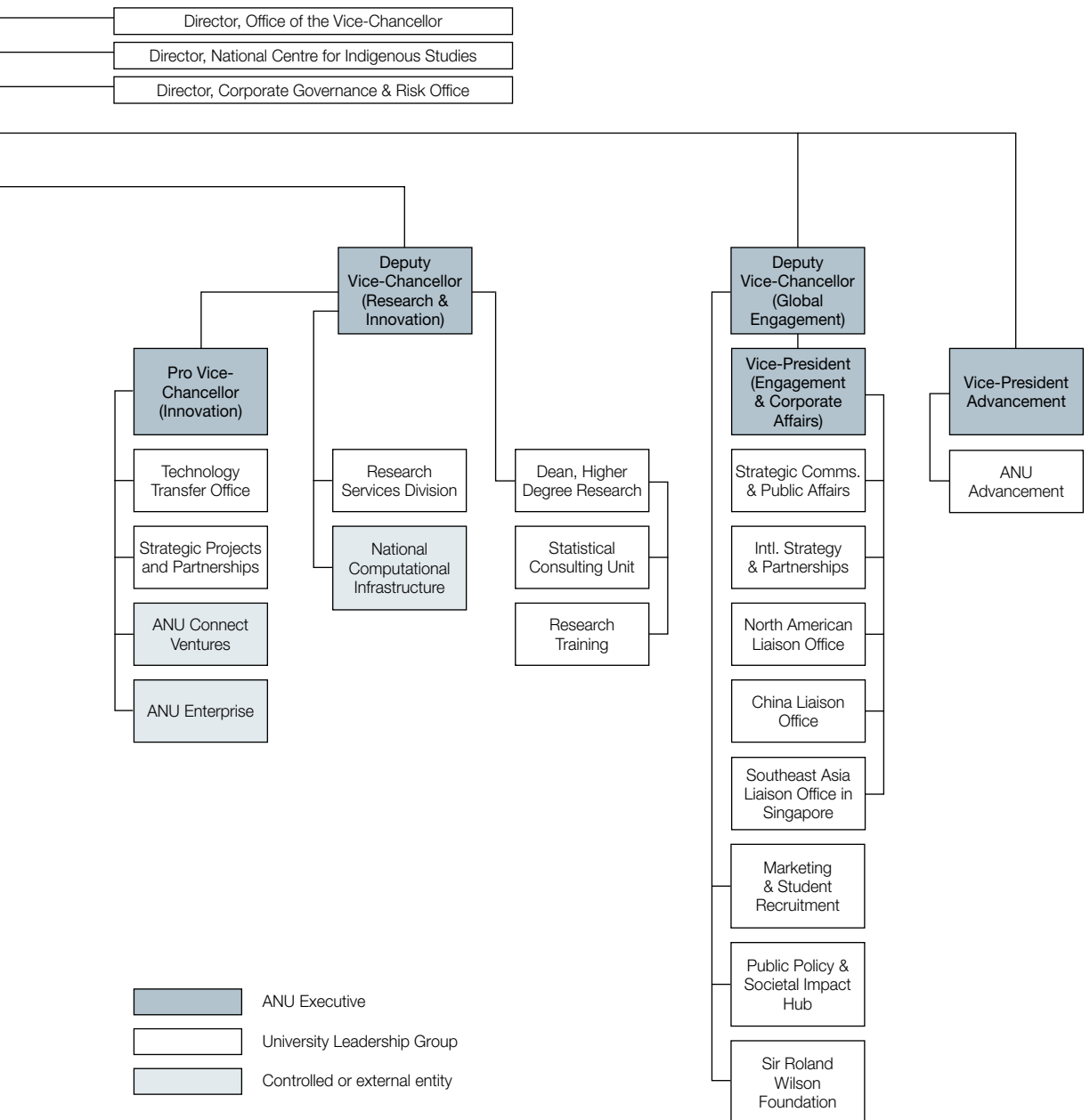
BCom *UQ*, FCPA CA

Mr Adam Black began at the University in late 2017 bringing nearly 25 years experience in the Queensland public sector. He had been a Chief Finance Officer since 2007 in the infrastructure and education sectors.

Mr Black has significant experience in managing large projects and transformational leadership. He has a passion for education, having spent nearly 20 years working in the early childhood, school education and vocational educational and training systems.

University organisational chart





Annual results & sources of income

The University's Operating Result, on a consolidated basis, as disclosed in the Annual Financial Statements, is a surplus of \$225.6 million in 2018. This compares with the reported surplus of \$169.2 million in 2017.

TABLE 1: Underlying operating result

	Consolidated		University	
	2018 \$'000's	2017 \$'000's	2018 \$'000's	2017 \$'000's
Operating revenue	1,375,064	1,256,279	1,339,424	1,225,585
Operating expenses	1,149,421	1,087,057	1,112,463	1,056,868
Operating result—surplus/(deficit)	225,643	169,222	226,961	168,717
Adjusted for -				
Philanthropic funds (donations & bequests)	(25,273)	(11,176)	(25,273)	(11,176)
Investment funds ¹	(29,878)	(57,788)	(29,878)	(57,649)
One-off Capital grants received ²	(69,200)	(12,000)	(69,200)	(12,000)
Restricted specific purpose funds movement	6,799	4,656	6,799	4,656
Other items ²	(3,788)	(1,779)	(3,788)	(2,304)
Underlying operating result—surplus/(deficit)	104,303	91,135	105,621	90,244

1 A portion of the University's investments, and corresponding investment income, relate to specific purpose funds and as such they are not available to fund day-to-day operations.

2 Recognises impact of one-off items of a non-operating nature.

The University's consolidated Net Assets stand at a substantial \$2.589 billion with Financial Assets totalling \$1.901 billion. The University's Total Income, on a consolidated basis, has increased to \$1.375 billion from \$1.256 billion in 2017. Figure 1 shows the distribution of, and changes to, source of the University's income.

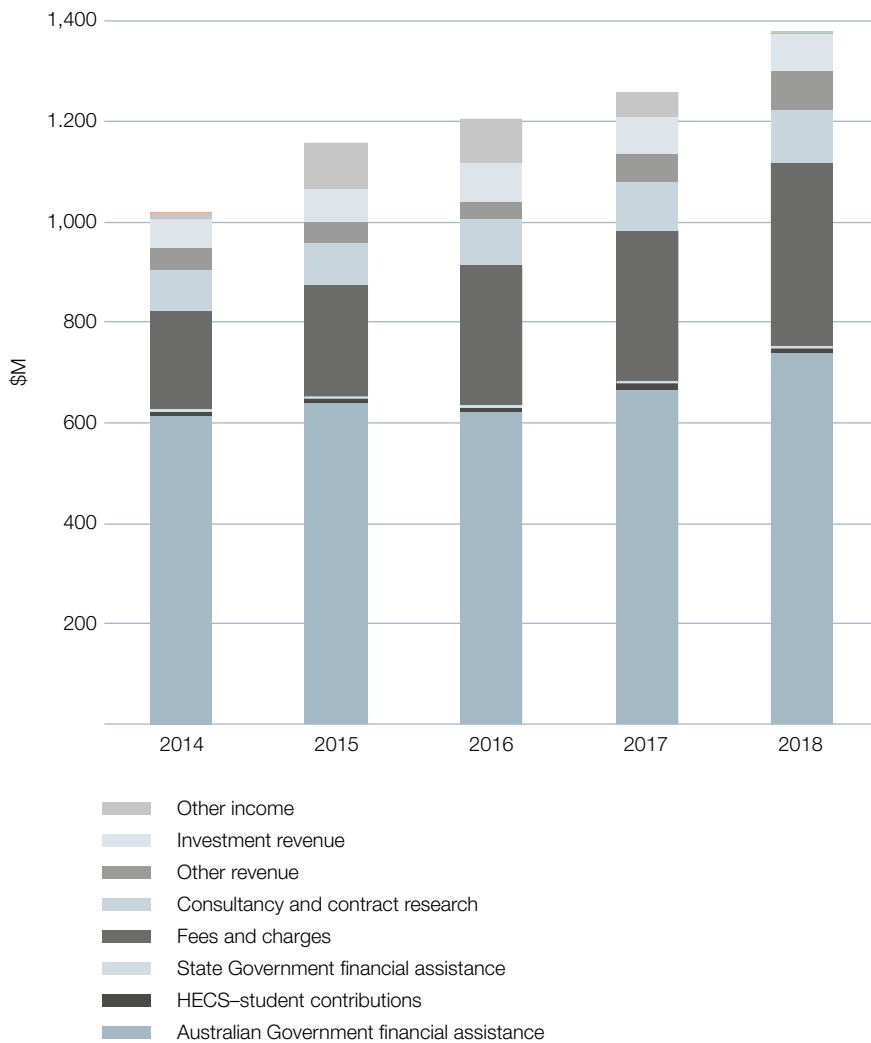


FIGURE 1: 2018 Sources of income



PERFORMANCE STATEMENTS 2018

Statement of preparation

We, the ANU Council, as the accountable authority of ANU, present the 2018 annual performance statements as required under s39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). These annual performance statements are based on properly maintained records, and accurately present the University's performance in accordance with s39(2) of the PGPA Act.

Summary of performance and highlights

The University's performance is measured against the Key Initiatives and the Key Performance Indicators outlined in the Strategic Plan 2018–2021.

The University's Strategic Plan is regarded as its 'corporate plan' for the purposes of the PGPA Act. It outlines how the University delivers on its commitment to the Australian Parliament and people to provide globally significant research and an exemplary education, to contribute to societal transformation and to provide the best possible advice to policymakers. The Strategic Plan was launched in early 2017 and updated in 2018 to reflect the four year period 2018–2021. Six-monthly updates on progress against the stated initiatives are presented to the ANU Council.

Our purpose and priorities

The performance statements below are the official record of the University's results for 2018 against the purposes and initiatives outlined in the Strategic Plan.

Our key priorities are:

- > Building on a culture of academic excellence
- > Delivering on our unique national responsibilities
- > Achieving equity – within ANU and in society
- > Building on a culture of collegiality and engagement – across and beyond ANU
- > Creating an unrivalled campus environment.

Transforming to meet contemporary needs

The Strategic Plan highlights the need for change to ensure that ANU is able to continue to meet the challenges the nation and our world faces.

Throughout the seven-decade history of ANU, the University has built and maintained a reputation for excellence as an educational and research institution and a source of policy advice for the Government.

The Strategic Plan has been designed to ensure that the University will maintain this position in a rapidly changing world through continued evaluation, innovation and reinvigoration. Achieving excellence in contemporary higher education, conducting research of value and with impact, driving outcomes in public policy and in our ever-changing societal and technological landscape, and supporting Australia's economic development and engagement with the world, are all areas where our performance will be judged. The Strategic Plan is our blueprint for ensuring that we define what it means to be a national university in the 21st century.

The results below show that during 2018 a great deal of work has been undertaken in all areas, and it is the official record of our progress towards meeting the specified strategic goals during the reporting period.

Highlights and case studies



ANU Provost Professor Mike Calford, Entrepreneurial Professor Mark Kendall and The Hon Greg Hunt MP, Federal Minister for Health, wearing WearOptimo technology. Taken at the project funding announcement in April 2018.

WearOptimo launch

As the national university, ANU has an obligation to lead the way in developing solutions to the nation's problems. We are at a crossroads in research where out-of-the-box thinking is required to expand capabilities and partnering with business is necessary to realise the opportunities for research solutions. ANU launched its first partner innovation company, WearOptimo in October 2018.

WearOptimo will research, develop and commercialise wearable medical devices under the leadership of Professor Mark Kendall, appointed as a Vice-Chancellor's Entrepreneurial Fellow in March 2018. The novel structure allows greater flexibility to leverage ANU investment in research through government and corporate partners. Even before establishment, the WearOptimo project was successful in attracting \$890,000 from the Australian Government BioMedTech Horizons Project.

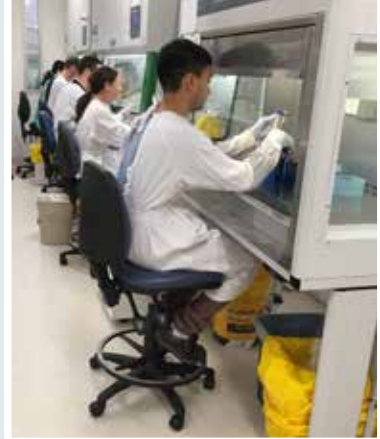
WearOptimo and the launch of InSpace (see page 73) bring the number of ANU Innovation Institutes to four along with the Autonomy, Agency and Assurance (3Ai) and Cyber Institutes.

Industry Partnership: Genentech

Genentech, a member of the Roche Group, and ANU have developed a long-standing collaborative discovery program designed to scan the genome and uncover genes involved in driving disease, in particular sepsis. Sepsis is a life-threatening attack on the body's organs and occurs when certain immune processes are over-activated in response to infection. The collaboration uses 'forward genetic screening' to identify genes that influence the macrophage cell signalling that leads to sepsis.

ANU brings to this challenge its large scale ENU (mutagen N-ethyl-N-nitrosourea) forward genetics infrastructure, technology and experience in genomics and phenotyping developed over the previous decade at the Australian Phenomics Facility (APF), with Australian Government Department of Education and Training-funded National Collaborative Research Infrastructure Strategy investment. By combining and optimising assays developed by Genentech with advances in gene discovery from the forward genetic platform, it has been possible to look for genetic APF's variations that affect the onset of sepsis.

This work has led to significant improvement in our understanding of how sepsis reaches a life-threatening stage. In 2018, the collaboration expanded to look a new disease areas, demonstrating that government investment in Australian research capacity can deliver internationally competitive quality and impact.



APF's forward genetic platform is being used to look for genetic variations that affect the onset of sepsis.

Investment partnership takes research from lab to shelves

A joint initiative was launched by the Minister for Education The Hon Dan Tehan MP in October 2018 between five Australian universities and one of Australia's biggest companies to provide seed investment to companies translating academic research into applied technology.

Significant Capital Ventures is a partnership between Canberra-based construction and property company Hindmarsh, ANU, University of Canberra, Deakin University, University of Technology, Sydney and University of Wollongong.

ANU Provost, Professor Mike Calford, said at the launch that the University initiated the Significant Capital Ventures program as part of its commitment to partner with the private sector to help advance research ideas into products that will improve our lives.

The investment fund aims to grow to \$50 million.



Mr John Hindmarsh with Professor Dan Shaddock at the launch.

Changing the way we admit students

In 2018, ANU committed to large scale admissions reform and national outreach. The University is linking the admission, scholarships and accommodation processes and repurposing scholarships to ensure they are awarded based on financial need and academic capability. We signalled to students across Australia the importance of being involved in activities beyond the classroom, and of Mathematics and English to life success, by making them compulsory for future admission to all undergraduate degrees at ANU. We also made sure there is a place for students from across Australia, reserving places for the top students from every school who have the academic capacity to succeed.

Former Minister for Education and Training, Senator the Hon Simon Birmingham, issued a media release on 30 May 2018 welcoming the initiative,

“ANU warrants its status as Australia’s national university with this commitment to welcome, educate and accommodate the best and brightest Australians, regardless of their background.

“It’s only fitting that our national university should reach out to talented students at every school across the nation, with the embedding of accommodation support into the admissions process of particular benefit to the many students who relocate to Canberra to study at ANU.”

Evidence of learning and student satisfaction will drive a regeneration of our approaches to curriculum, teaching and digital and physical learning space design.

Guiding a total learning experience

In 2018, we comprehensively reviewed how we gather feedback from students and staff, and how we respond to that feedback. Not only are we launching new mechanisms to obtain more direct feedback from our learners and teachers, but we have, in collaboration with staff from across campus, developed a vision for excellence in learning and teaching at ANU to guide all future projects in this space. The vision outlines what we want the total learning experience of ANU students to be. Its four key interdependent pillars – engaged students, inspirational academics, an enriching environment and a connected community – set a frame of reference for aligning focus and effort to continuously improve the outcomes of learning and teaching at ANU.

A Vision for Excellence in Learning and Teaching at ANU:

Our graduates will have a positive influence on the future. They are passionate, creative and capable of solving critical problems not yet imagined. They create and apply knowledge to improve the lives of people, the nation and the world.

Redefining the ANU PhD

In 2018, the Dean, Higher Degree Research, Professor Imelda Whelehan delivered a Green Paper, ‘Redefining the ANU PhD’, following a year of ANU-wide consultations and deliberations by a committee of inquiry. The paper outlined initial recommendations to shape the future of doctoral studies at ANU. The next stage will be the publication of a White Paper and implementation plan in 2019. Meanwhile during 2019 the focus will be on improving the higher degree by research candidate experience through a bespoke Graduate Research Office, mandatory supervisor development, and broadened engagement with industry partners. Coupled with ongoing program review and strengthened support for academic leadership of higher degree research, these initiatives pave the way for transforming higher degree research at ANU and underscoring the value of our graduate students to the University’s research performance and impact.



Ms Pat Turner AM with the 2019 SRW Pat Turner Scholars, all from the following Australian Government departments. From left to right: PJ Bligh from the Department of the Environment and Energy, Steve Munns from the Department of Human Services, Deborah Katona from the Department of the Prime Minister and Cabinet, Pat Turner AM, CEO of National Aboriginal Community Controlled Health Organisation (NACCHO), Craig Leon from the Department of Human Services, Martin Dallen from the Department of Agriculture and Water Resources, Anthony Cowley from the Department of Social Services. Photo by David Paterson, Dorian Photographics

SRW Pat Turner Scholarship Program

The Sir Roland Wilson (SRW) Foundation launched the inaugural SRW Pat Turner Scholarship Program in December 2018.

Developed in partnership with Charles Darwin University (CDU) and the Australian Public Service, the scholarship aims to develop the skills of Indigenous public servants to equip them to become future policy leaders.

Through the highly competitive program, Indigenous public servants can complete full-time postgraduate study at ANU or CDU while taking leave with full pay from their home agency.

The launch saw six outstanding public servants from around Australia awarded the scholarship by ANU Vice-Chancellor Professor Brian Schmidt AC, and Department of the Prime Minister and Cabinet Secretary Dr Martin Parkinson AC PSM.

The program is named for Ms Pat Turner AM, a prominent Indigenous public servant who has actively promoted self-determination and social justice for Aboriginal people throughout her 30-year career.

Public Policy and Societal Impact Hub

Reflecting the University's unique responsibility to national policymakers and national institutions, the Public Policy and Societal Impact Hub was established in 2018. The Public Policy and Societal Impact Hub is responsible for amplifying and maximising the contribution ANU makes to societal wellbeing and good public policy. Its broad mission is to identify and initiate national conversations that will define 'the world we want by 2060'.

The Public Policy and Societal Impact Hub team works closely with academics and the policy community to amplify impact and ensure the University is engaging with and influencing global, national and local policy conversations.

Key projects and initiatives include the ANU Policy Greenhouse, a public policy incubator; the refocusing of the Public Policy Fellows program; and support of the 2018 First Nations Governance Forum.

National Summit on Academic Freedom and Academic Autonomy

ANU took a leading role in guiding public debate on academic freedom in December 2018 following the release of the ANU Academic Board Statement on Academic Freedom in July. The National Summit on Academic Freedom and Academic Autonomy was convened 4–5 December 2018 by ANU Provost, Professor Mike Calford, and co-convened by Chair of ANU Academic Board, Professor Jacqueline Lo and Vice-President (Engagement and Corporate Affairs) Ms Jane O'Dwyer. ANU Distinguished Professor Glyn Davis AC delivered the keynote address. ANU Chancellor Professor the Hon. Gareth Evans AC QC opened the summit. The panel sessions examined concepts of academic freedom and academic autonomy, how universities should protect academic autonomy, and threats to academic freedom.

With participants from across the academic, student, media and public policy communities in attendance, the summit challenged perceptions that free speech and academic inquiry are under threat on university campuses, and sought to bring nuance to the conversation around dangers for academic freedom and autonomy in Australia.

Panel participants included Mr Gary Humphries, Former ACT Senator and Chief Minister; Professor Carmen Lawrence, University of Western Australia; Ms Helen Trinca, Managing Editor, The Australian; Professor Keith Nugent, incoming ANU Deputy Vice-Chancellor (Research & Innovation); Professor John Fitzgerald, Swinburne University of Technology; and Mr Matthew Lesh, Institute of Public Affairs.



Dr Jacqui Hoepner, ANU Centre for Public Awareness of Science and Dr Martin Williams, Monash University, at the Academic Freedom Summit.

Performance

Purpose 1A: Building on a culture of academic excellence

Excellence in academic culture

Performance criterion:

We will lead the nation in the recruitment, retention, mentoring, management and development of academic and professional staff.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.1, p. 15

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Regenerating academic recruitment policies and procedures to reflect the performance expectations of the world's best universities, and global best practice in diversity.

- > Tenure track positions were introduced in the Enterprise Agreement 2017–21.
- > Recruitment policies and procedures for all levels of academic and professional staff have been revised and introduced.
- > Work is underway to implement Academic Performance Standards in the Colleges.

All staff with teaching responsibilities are to meet the requirements of an ANU Higher Education Academy (HEA) fellowship (or equivalent) and become a fellow as a part of their probationary conditions, or within a year of transfer, unless they are a principal fellow of the HEA. All PhD students and fixed-term and affiliated staff with teaching responsibilities can complete an HEA fellowship.

- > More than 500 staff have progressed through the HEA fellowship scheme and achieved a fellowship; further cohorts are in train or planned.
- > Funding has been committed for a one-year trial of the Interactive Learning Project (iLEAP) in 2019. This new small group learning initiative incorporates an increase in HEA fellows as a measure of success.

All staff recruited to the role of Dean and School Director will complete leadership and management education and be given options for coaching.

- > Development opportunities have been agreed and are available for new and existing Deans.
- > The Academic Development Leadership Development Program for School Directors and level C–D academics has been developed and procurement of delivery options now prioritised.

ANU will introduce a mentoring scheme for all applicants for academic promotion.

- > A mentoring scheme has been made available for all women applicants and work is continuing on wider rollout.

Lead the design and implementation of a national consortium for the professional recognition of educators in higher education.

- > Universities Australia endorsed the creation of a national working party for professional recognition. This working party has met and submitted an options paper to advance higher education.

Create a researcher fellowship scheme, akin to the Educational Fellowship scheme, which provides consistent, high quality training in research planning, integrity, management, entrepreneurship, Higher Degree Research (HDR) student supervision, and leadership appropriate for their discipline and stage of career.

- > The appointment of a Deputy Dean of HDR has facilitated collaboration between the Centre for Higher Education and Learning and Teaching to develop a research fellowship scheme.
- > The HDR supervisor framework is in development.

We will improve the terms and conditions of staff in a reasonable, inclusive and sustainable manner, consistent with the goal of maintaining security in employment and capacity to pay.

- > The Australian National University Enterprise Agreement 2017–2021 was approved by the Fair Work Commission, and came into effect in March 2018.
- > Significantly enhanced parental leave provisions and superannuation improvements under the new agreement were announced by the Vice-Chancellor on International Woman’s Day, March 2018.

TABLE 2: Summary of ARC and NHMRC activity for 2013 to 2017

STAFF	2013	2014	2015	2016	2017
ARC grants & fellowships	587	601	513	573	525
NHMRC grants & fellowships	91	96	192	126	124
Total academic staff (FTE) ¹	1,634	1599	1607	1601	1593
Staff: FTE, level C or above ¹	880	834	864	884	903
ARC & NHMRC grants/staff (FTE, level C or above)	0.77	0.84	0.71	0.79	0.72

¹ Based on Higher Education Staff Data Collection submitted 31 March for the prior year. Staff data for 2018 not available until 2019.

TABLE 3: Research grants and publications for 2013 to 2017

► KPI 2

RESEARCH GRANTS (\$'000)	2013	2014	2015	2016	2017
Australian competitive grants	101,680	104,405	88,560	84,682	91,267
ARC	76,262	81,473	66,966	60,618	59,870
NHMRC	14,299	14,003	11,512	12,998	14,279
Other Australian Competitive Grants Register	11,119	8,928	10,082	11,066	17,119
Other public sector research funding	119,677	132,759	147,327	160,448	171,209
Industry and other funding for research ²	25,062	29,696	32,899	36,862	41,795
Australian Industry and other	10,760	14,601	14,381	16,008	21,511
International Industry & other	14,301	15,096	18,518	20,854	20,284
Cooperative Research Centre funding	1,302	1,783	1,426	938	950
TOTAL RESEARCH GRANTS	247,721	268,643	270,212	282,930	305,221

1. 2018 data not available until 30 June 2019.

2. Excludes Higher Degree Research Fees. Higher Education Research Data Collections.

Performance criterion:

We will develop and apply performance standards for staff that are commensurate with the world's great universities.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.2, p. 15

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Develop and apply performance standards for staff that are commensurate with the world's great universities:

- > The University invests in frequent, high quality conversations with academic staff on their performance to ensure it is commensurate with the performance expectations of an equivalent staff member at any of the world's great universities. Initiatives to ensure this strategy include:
 - frequent monitoring of performance development review completions through the Senior Management and University Leadership Group.
 - developing and implementing new leadership development programs to support senior managers in driving and enhancing performance.

Discipline-specific indicators of research excellence will be defined and assessed, and normalised citations will be increased.

- > School reports of normalised citations by discipline were developed and tested with a number of School Directors in late 2017.
- > Feedback and further discussions in 2018 demonstrated that additional work is required to clean and refine normalised citations data in a format that can be easily used by School Directors to drive performance. Extensive college-level and University Research Committee-level discussions continue on the significant limitations to using normalised citations as a measure in humanities and social sciences disciplines and alternative, discipline-specific indicators of research excellence.

We will ensure all researchers are provided with consistent, high quality training in research planning, integrity, management, entrepreneurship, HDR student supervision, and leadership appropriate for their discipline and stage of career.

- > A Deputy Dean (HDR Supervision) was appointed and is implementing a program of high quality research supervision training for academic staff.
- > The Network of Early Career Academics (NECTAR) was supported to run a professional development conference for early–mid career academic staff in December 2018.
- > Entrepreneurship training and opportunities are available to all staff and students; targeting early-career researchers and research students.

All staff who receive student evaluations of teaching with overall satisfaction $\leq 60\%$ twice or $\leq 40\%$ once will complete tailored training, and be provided with mentorship, training and/or professional development.

- > The new review threshold of the bottom 5 per cent of courses within each College (approved by the Academic Board in 2017) has been actioned.
- > A project is underway to improve the student survey (Student Experience of Learning and Teaching), establish a staff teaching survey and peer course evaluation scheme, and review diagnostic triggers and tools for course reviews.

QS Rankings for ANU Released in 2018

ANU is ranked 24th in the world and top in Australia¹.

ANU is also ranked 1st in Australia for 13 subjects, and in the top 25 for 16 subjects².

ANU top 25 in the world rankings for subjects

Subject	World ranking	National ranking
Anthropology	7	1
Politics & International Studies	8	1
Development Studies	9	1
Earth & Marine Sciences	9	1
Geography	12	1
History	12	1
Law	12	2
Sociology	13	1
Archaeology	14	1
Anatomy & Physiology	14	4
Social Policy & Administration	17	1
Agriculture & Forestry	19	1
Philosophy	20	1
Environmental Sciences	21	3
Mathematics	22	1
Economics & Econometrics	24	2

Top 10 countries of ANU research collaboration in 2018³

Country	Web of Science Documents	Country	Web of Science Documents
USA	946	Canada	232
England	609	Netherlands	231
China	533	Italy	211
Germany	471	Spain	207
France	279	Switzerland	192

1 QS World University Rankings 2019.

2 QS World University Rankings by Subject 2018.

3 Number of Web of Science documents, InCites Dataset time period 2018



Ilya Bobrovskiy (right) with his supervisor Associate Professor Dr Jochen J. Brocks.

ANU scientists dazzle peers around the world

Rounding out a stellar year for Australian science, two projects led by ANU have been recognised as some of the top scientific breakthroughs for 2018 and a project involving ANU climate scientist Professor Will Steffen was the fourth most cited scholarly journal article in online media for the year.¹

ANU Vice-Chancellor Professor Brian Schmidt AC, himself an author of a top-10 scientific breakthrough paper, said these accolades are significant achievements for Australian scientists.

“These are among the highest honours researchers can achieve, and are often the pre-cursor to further major breakthroughs,” Professor Schmidt said.

“For ANU to feature so heavily in these lists for 2018 is a demonstration of the expertise, commitment and ingenuity of Australia’s scientific community across a range of fields.”

Professor Steffen’s paper published in August 2018 found the Earth is at risk of entering a hothouse climate that could lead to average temperatures of up to five degrees Celsius higher than pre-industrial temperatures. Professor Steffen is from the Fenner School of Environment and Society, and was also named one of the most cited researchers worldwide in online media in 2018⁴.

In September, PhD scholar Ilya Bobrovskiy’s discovery of the fossil of earliest known animal, *Dickinsonia*, was published in *Science*. This research was named one of the top-10 Scientific Breakthroughs of the Year 2018.²

Another paper published in *Science*, with key contributions by Emeritus Professor Elmarz Krausz and PhD scholar Jennifer Morton, was ranked the second most significant scientific breakthrough in 2018 by the Chinese Academy of Science. The study on an organism that survives inhospitable and low-light conditions revealed a new form of photosynthesis that could help humans colonise Mars and find life on other planets.

Professor Schmidt said the involvement of PhD students in these high profile research projects shows the strength of the future of Australia’s research sector.

“This recognition from the scientific community establishes Australian researchers among the world’s best, and makes Australia a destination of choice for the world’s leading experts.”

1 <https://www.altmetric.com/top100/2018/>

2 <http://vis.sciencemag.org/breakthrough2018/index.html>

3 http://news.sciencenet.cn/dz/dznews_photo.aspx?id=31645

4 See www.altmetric.com for their method in calculating the altmetric score.

Performance criterion:

We will provide substantial start-up grants for high-potential early and mid-career researchers, enabling us to compete against any institution in the world. At least 50 per cent of this support will be allocated to women.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.3, p. 15

Result against performance criterion: Partially achieved, ongoing

Results against goals:

The ANU Futures Scheme will be launched to recruit 30–40 early and mid-careers researchers to ANU over five years.

- > The ANU Futures Scheme launched in February 2017 with a \$20 million investment over five years. In 2018, \$6,112,886 was awarded to 15 recipients, making the total to date \$13,252,197 to 31 recipients.
- > The 2018 cohort consisted of nine women and six men.

Performance criterion:

We will maintain the most demanding student entry standards in the nation, commensurate with the world's great universities.

Criterion source: ANU Strategic Plan 2017-2021, Key Initiative 1.4, p. 15

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Introduce Australia's first university-wide integrated approach to admissions, accommodation and scholarships which recognises academic and co-curriculum achievements and matches financial support with need and which sets the highest national standards.

- > The Admissions, Scholarships and Accommodation (ASA) project, which aligned and streamlined processes, enabling a simpler admissions process for undergraduate students, was completed and opened for applications on 4 March 2019. This new model includes demanding entry standards that consider co-curricular activities or service alongside secondary studies, encouraging a diverse student cohort that reflects our nation's demographic.

Implement measures to manage student load demographics as directed by Council.

- > Student load targets for the international cohorts were implemented to ensure every student has an outstanding experience. A simultaneous review of our international and domestic postgraduate cohorts approved the implementation of a Student Planning and Selection Framework (SPSF), for selecting a smaller number of more diverse students. This framework consolidates governance, student selection and an integrated marketing approach and will be implemented for the first cohort of students in 2020.
- > Both the ASA and SPSF projects were rolled into a broader ANU Admissions Reform program of works to ensure consistency and quality of compliance and student experience.

Purpose 1B: Excellence in research and innovation

Futures Scheme

The ANU Futures Scheme is a nomination-based scheme established in 2017 to provide start-up grants to high-performing early- and mid-career researchers in continuing or tenure-track positions. In 2018 alone, Futures Scheme grants were awarded to 15 researchers (nine women and six men), with a total commitment of nearly \$6.1 million:

- > Professor Anna Moore, Research School of Astronomy and Astrophysics, ANU College of Science
- > Dr Carmel O'Shannessy, Research School of Humanities and the Arts, ANU College of Arts & Social Sciences

- > Dr Caroline Eakin, Research School of Earth Sciences, ANU College of Science
- > Associate Professor Meghan Miller, Research School of Earth Sciences, ANU College of Science
- > Dr Katherine Daniell, Fenner School of Environment and Society, ANU College of Science
- > Dr Colin Klein, Research School of Social Sciences, ANU College of Arts & Social Sciences
- > Dr Caitlyn Byrt, Research School of Biology, ANU College of Science
- > Dr Daniel Noble, Research School of Biology, ANU College of Science
- > Dr Adele Lehane, Research School of Biology, ANU College of Science
- > Dr Alexander Mikheyev, Research School of Biology, ANU College of Science
- > Dr Simon Williams, Research School of Biology, ANU College of Science
- > Dr Tegan Cruwys, Research School of Psychology, ANU College of Health and Medicine
- > Professor Emily Lancsar, Research School of Population Health, ANU College of Health and Medicine
- > Dr Collin Payne, Research School of Social Sciences, ANU College of Arts & Social Sciences
- > Professor Barry Thompson, The John Curtin School of Medical Research, ANU College of Health and Medicine

Translational Fellows

The Translational Fellowship Program aims to advance promising researchers and promote enhanced opportunities for diverse career pathways within and alongside government, civil society and industry and deliver against the goals of the ANU Strategic Plan. Seven three-year Translational Fellowships were awarded in 2018, with a total strategic commitment of \$3.6 million:

- > Dr Maya Haviland, Research School of Humanities and the Arts, ANU College of Arts & Social Sciences
- > Dr Riccardo Natoli, The John Curtin School of Medical Research, ANU College of Health and Medicine
- > Dr Francis Bennet, Research School of Astronomy and Astrophysics, ANU College of Science
- > Dr Joe Coventry, Research School of Engineering, ANU College of Engineering and Computer Science
- > Associate Professor Naomi Priest, Research School of Social Sciences, ANU College of Arts & Social Sciences
- > Associate Professor Kee Siong Ng, Research School of Computer Science, ANU College of Engineering and Computer Science
- > Associate Professor Céline d'Orgeville, Research School of Astronomy and Astrophysics, ANU College of Science

Performance criterion:

We will invest over the course of the Plan in five globally significant research challenges that deliver solutions to national priorities, and ensure core disciplines and research strengths are ranked alongside the best in the world.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.5, p. 16

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Strategic research funds, and the ANU Grand Challenges Scheme, will provide competitive funding for individuals and teams with the highest potential for achieving a step-change in research and innovation performance, diversification of income and research outcomes.

- > The 2018 ANU Grand Challenges Scheme winner, Zero-Carbon Energy for the Asia-Pacific, announced in September, is being supported to develop a detailed operational work plan.

- > The 2017 ANU Grand Challenges Scheme winner, Our Health in Our Hands, has now begun. It connects four research programs and multiple active projects in each program. Research project leaders are located in seven Research Schools across three Colleges.
- > Highly rated teams from both rounds are receiving significant support to run multi-year projects that can continue to build critical mass and secure additional investment.

Seed funding will be provided for significant global partnerships that will build scale and excellence consistent with our commitment to research ranked in the top 20 (50, 100) in the world.

- > The Global Research Partnerships Scheme supports small projects with priority partner institutions to build scale and develop long-term collaborations; 14 projects were awarded a total of \$576,000 this year.
- > These partnerships are with institutions such as Harvard University, Shanghai Jiaotong University, Indiana University, Nanyang Technological University, Paris Sciences & Lettres Research University, Peking University, German Aerospace Center, National Renewable Energy Laboratory, National University of Singapore and University of Maryland.

Performance criterion:

We will establish Innovation Institutes that will achieve exceptional translational outcomes, supported through a new collaborative business model and access to new venture capital funding for University Intellectual Property commercialisation.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.6, p. 16

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Establish innovative institutes that will achieve exceptional translational outcomes, supported through a new collaborative business model and access to new venture capital funding for University Intellectual Property commercialisation.

- > Four ANU Innovation Institutes established: 3A Institute; WearOptimo Pty Ltd (an Innovation ANU partner company); InSpace (ANU Institute for Space); and the ANU Cyber Institute.
- > InSpace and WearOptimo were officially launched in October 2018.
- > Significant Capital Ventures first close of capital raising completed (see related story page 23).

The Vice-Chancellor's Entrepreneurial Scheme will be established to recruit outstanding entrepreneurial academics who will champion new research ideas and approaches across disciplines.

- > Two entrepreneurial professors were appointed: Professor Genevieve Bell and Professor Mark Kendall.
- > One entrepreneurial fellow was appointed: Dr Lachlan Blackhall.
- > The seven recipients of three-year Translational Research Fellowships have been announced, with \$3.6 million of funding committed.

A strategic partners program with selected industries, sectors and government agencies, with input from the Vice-Chancellor's Business Advisory Board will be developed.

- > A priority partners framework remains in development with implementation expected during 2019.

Performance criterion:

We will redefine the ANU PhD program to deliver a new generation of graduates, who successfully use their research training to advance careers in universities, and across all industries and sectors.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.7, p. 16

Result against performance criterion: Partially achieved, ongoing

Results against goals:

ANU Flagship PhD programs will be developed in a finite number of areas that are aligned with research excellence.

- > The 'Redefining the ANU PhD' Green Paper released in June 2018 was followed by further consultation, and presentation to Academic Board in October. A follow-up White Paper will be released for consultation in early 2019.
- > Feedback on 'flagship' PhD programs proposed in recent Green Paper suggests flagship scholarships are more attractive. All PhD programs should be considered flagships.

The ANU PhD will be reviewed to incorporate mechanisms to better evaluate a 'successful' PhD, deliver student satisfaction rates, effective supervision and career outcomes that attract the most outstanding students to ANU.

- > HDR Supervisor framework implementation underway, particularly led through appointment of the Deputy Dean (HDR Supervision), Professor Peter Kanowski.

We will develop an integrated training and support program for Indigenous PhD students in partnership with the Tjabal Centre, the National Centre for Indigenous Studies and our Indigenous collaborators and partners to improve graduate outcomes and student satisfaction (cross-reference University Experience Plan).

- > Work towards this objective is pending appointment of a continuing Director for the National Centre for Indigenous Studies in 2019, following the retirement of former Director, Professor Mick Dodson AM.

Purpose 1C: Excellence in education and student experience

Performance criterion:

Evidence of learning and satisfaction will drive a regeneration of our approaches to curriculum, teaching and digital and physical learning space design.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.8, p. 17

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Regenerate the University's core teaching spaces to reflect state of the art physical and digital infrastructure.

- > The Vision for Excellence in Learning and Teaching was finalised in August 2018 after extensive consultation with the ANU community, and will be launched in 2019. It highlights the importance of physical and digital infrastructure for enhancing learning and teaching.
- > The first initiative to come out of the Vision is the iLEAP, which is focused on enhancing student engagement and improving the standard and consistency of learning and teaching across the University, supported by appropriate infrastructure.

Design and implement a multi-dimensional instrument that captures student sentiment concerning learning and teaching and staff sentiment concerning learners and the learning environment.

- > New instruments have been designed, to be deployed in initial pilot rollout in summer session 2019.
- > A new eForm is being developed which, together with process changes and technological improvements, will reduce effort and improve accuracy. They are being piloted in summer session 2019.

Establish one or more international partnerships to promote the recognition of educators in higher education, including the provision of a competitive breakthrough grants scheme.

- > Progress has been made towards a partnership with the National University of Singapore.
- > The Provost of Singapore Management University was hosted at an Education Research Forum in August, and discussed opportunities to contribute to the national and international scholarship and practice of teaching and learning in higher education.

Provide a simple, streamlined process whereby academic staff can apply for an education policy exemption to test an education innovation.

- > A new process was proposed at the Academic Quality Assurance Committee, Teaching and Learning Development Committee, and with the Academic Board.
- > A pilot of the process was successfully trialed in semester 2, 2018 with a college partner. This is currently in feedback and evaluation before rollout more broadly in semester 1, 2019.

Performance criterion:

We will provide all students who want to live on campus the opportunity to do so, including postgraduate students and students with children.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.9, p. 17

Result against performance criterion: Substantial progress made, ongoing

- > Construction work on the new Bruce and Wright halls and the replacement for Fenner Hall in the new Kambri precinct were completed, and will accept students in 2019.

New student accommodation

▶ KPI 12

During 2018, we completed construction of the new Bruce and Wright Halls and the replacement for Fenner Hall in the new Kambri precinct. An additional 1,330 new beds were available for the beginning of 2019. In addition, the Campus Planning Committee approved design to begin for the next student accommodation development, SA8, a 1,000-bed village that will include undergraduate, postgraduate and family accommodation, due for completion in the 2021 academic year. The University will continue to operate the old Fenner Hall site on Northbourne Ave as postgraduate accommodation until SA8 is completed.

The new accommodation spaces will allow a much larger proportion of returning students to remain living on-campus.



Wright Hall



Bruce Hall

Performance criterion:

We will lead the nation in changing the way that universities admit students.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.10, p. 17

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Introduce Australia's first university-wide integrated approach to admissions, accommodation and scholarships which recognises academic and co-curriculum achievements and matches financial support with need and which sets the highest national standards.

- > The new system was completed to realise the vision, as approved by Academic Board in December 2017.
- > A series of regional roadshows engaged nationally with school principals, career advisors, prospective students and their parents and carers, alumni, and prospective donors.
- > Large scale scholarships fundraising work to support access for students from across Australia was scoped and will launch in February 2019.
- > New engagement events agreed for March to May 2019 will promote the University in capital and regional and remote areas, across Australia.

Performance criterion:

We will revitalise our learning and teaching infrastructure, beginning with state-of-the-art facilities at Union Court and a major refresh of digital infrastructure.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 1.11, p. 17

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Construct state-of-the-art physical and digital infrastructure in Kambri which prioritises the needs of teachers of the University's largest courses.

- > Construction and interior designs for the new teaching building were underway ahead of opening at the beginning of 2019.
- > iLEAP harnesses the new state of the art teaching spaces in Kambri and other spaces, and will transform teaching and learning across ANU through small group teaching and learning activities.
- > Expressions of interest were received from over 50 motivated and innovative educators to teach in Kambri's flexible teaching spaces in 2019.

Purpose 2A: Delivering on our unique national responsibilities

Our responsibility to national policymakers and national institutions

► KPI 6

<p>Performance criterion: We will embed public servants at ANU and our academics within government, emphasising co-creation of policy and broadening policy-related research.</p>
<p>Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.1, p. 18</p>
<p>Result against performance criterion: Partially achieved, ongoing</p>
<p>Results against goals:</p> <p><i>ANU will build a culture among staff, students and alumni that encourages participation in shaping public policy. We will use drivers such as promotion and reward criteria that recognise impactful engagement, and simplified regulation that supports partnerships with government and the two-way exchange of academics and public policy practitioners.</i></p> <ul style="list-style-type: none">> A full-cycle, goal-based review, including feedback, of the National Institutes Grant was completed. A suite of documents, including policy, procedure and bid guidelines, were created to support and fully embed this annual process, including ongoing feedback and consultation with Colleges and Executive.> To better support and facilitate the two-way exchange of people and ideas between the public policy community and ANU, the Public Policy and Societal Impact Hub reimagined the ANU Public Policy Fellows Program. The proposed re-design focused on improving peer-level relationships between ANU and the Australian Public Service (APS), seeing Fellows develop and undertake meaningful programs of work across the University's Colleges and playing an active role in sharing their expertise and understanding of the public policy world with the ANU community.> The University and the Australian Public Service Commission renewed the memorandum of understanding to continue their cooperation around the Sir Roland Wilson Scholarship program in late 2018. The scholarship program is delivered on-campus by the Sir Roland Wilson Foundation, providing full pay scholarships for mid-career APS employees to complete a PhD research program at ANU. Through the scholarship program we will continue to prepare the future leaders of the APS to engage with the complex issues that are a consequence of a rapidly transforming world.

<p>Performance criterion: We will build the nation's leading policy incubator by harnessing the research breadth of ANU, offering solutions to complex policy issues confronting the nation and our region – both known and unimagined.</p>
<p>Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.2, p. 18</p>
<p>Result against performance criterion: Partially achieved, ongoing</p>
<p>Results against goals:</p> <p><i>Through the Public Policy and Societal Impact Hub we will increase the alignment of ANU research to public policy priorities, by providing financial incentives, building capability and providing an intellectually stimulating environment for students and staff. Our research will be cross-disciplinary, accessible and useful to policymakers/media.</i></p> <p>The Public Policy and Societal Impact Hub was established at the start of 2018 and focused on delivery of the following key initiatives:</p>

- > The Policy Greenhouse, a focus area for 2018, is an initiative to incubate new ideas and aims to increase the alignment of ANU research with public policy priorities. A concept paper, proposing the framework to build collaboration with external policy stakeholders and maximise the University's expertise and impact in discussions on Australia's policy challenges, is set for implementation in early 2019. The Greenhouse is designed to provide both funding incentives and targeted capacity-building opportunities for the ANU community, with up to six pilots and six fully developed projects to be supported in the first year of operations.
- > To address the decentralised presence of public policy in the ANU website, a policy gateway was mapped for implementation, to create a digital front door that improves accessibility and utility of ANU policy research and policy researchers.
- > A methodology to produce an 'Index of Key Challenges' was developed by the Public Policy and Societal Impact Hub, drawing on available data from ANU Poll, the Australian Election Study, the World Values Study, and a survey of ANU Crawford Leadership Forum invitees. Implementation will begin in early 2019, and an annual report that includes the index, short papers and snapshots on selected challenges is set for publication in mid-2019.

Performance criterion:

We will redefine our relationship with CSIRO focused on the establishment of an integrated precinct connected to the local and national innovation ecosystems.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.3, p. 18

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Redefine our relationship with CSIRO focused on the establishment of an integrated precinct connected to the local and national innovation ecosystems.

- > The Centre for Entrepreneurial Agri-Technology was officially launched in August 2018 with CSIRO and the ACT Government as key partners building towards an integrated precinct (see National Institutes Grant Report).
- > Master planning for ANU Innovation precinct connecting ANU to CSIRO is in progress.

Purpose 2B: Our responsibility to Indigenous Australia

► KPI 7

Reconciliation Action Plan

The ANU Reconciliation Action Plan, a key initiative of the ANU Strategic Plan 2017–2021, sets out to renew our existing strengths in Indigenous research and education, and build on our history of engagement with Indigenous Australians and their diverse communities. To ensure the Reconciliation Action Plan's effective implementation, an external review in 2018 has established a benchmark for future annual plan reviews and an accountability framework of delivery priorities in facilitating a year-on-year improvement on the University's commitment to Indigenous Australia. A comprehensive review in 2019 will also be Indigenous led, and include national and international representatives.

Performance criterion:

ANU will ensure cross-institutional effort to substantially increase the recruitment and success of Indigenous undergraduate and postgraduate students, and Indigenous academic staff. All disciplines and professions will be targeted.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.4, p. 19

Result against performance criterion: Partially achieved, ongoing

Results against goals:

In collaboration with the Tjabal Centre, develop comprehensive support systems for Indigenous students at all levels and increase the Indigenous student cohort to at least 1.8 per cent by 2021. New support systems will include the establishment of an undergraduate research support program, a scholarship for Indigenous Honours students, a mentoring scheme, and the development of an Indigenous education strategy.

- > The review of existing support procedures for undergraduates was completed. A plan to implement comprehensive support is to be developed in collaboration with the Tjabal Centre.
- > Strong collaborative student support systems will be developed between the National Centre for Indigenous Studies (NCIS) and the Tjabal Centre. In 2018, two Indigenous mentees participated in the NECTAR Mentoring Program.
- > As part of a substantial Indigenous staff and student recruitment drive in 2018, ANU created places for seven academic associates/PhD candidates and Honours scholarships to support Indigenous students.
- > First Indigenous postdoctoral fellow started in October 2017. The 2018 Indigenous Postdoctoral Fellowship Program aims to recruit two additional fellows.
- > The First Nations Governance Forum, delivered in early July 2018 at Old Parliament House, considered Indigenous governance reform and precedents in other jurisdictions including New Zealand, Canada, USA and Scandinavia.
- > Improved completion rates for graduate Indigenous students across the University were incorporated into the NCIS review, in collaboration with Tjabal Centre and Indigenous collaborator input and support.
- > An ANU Indigenous Research Strategy is under active development with consultation across the University and driven by the DVC Research and Innovation Executive portfolio.
- > A review of the Indigenous Studies major is in progress to facilitate the involvement of Indigenous HDR, postdoctoral fellows and staff across ANU for teaching in the major.

Develop comprehensive support for Indigenous staff, both academic and professional. An Indigenous staff network, a mentoring program, and an employment and retention strategy will be developed to position ANU as the university of choice for Indigenous staff. The University will strive to increase Indigenous employment across the University to 2 per cent by 2021.

- > Indigenous staff and HDR student network was established and meetings were held in March, May and November 2018.
- > Appointment of the new NCIS Director, currently in progress, will facilitate the proposed changes to the structure and function of the NCIS as a central hub for ANU Indigenous activities.
- > The 2018 Indigenous recruitment included:
 - visiting fellowships and two Indigenous postdoctoral fellowships
 - cultural leave capability allowing Indigenous staff to engage with culturally relevant events
 - all job advertisements stating, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.

- > The Indigenous Professional Staff Grants program aims to support initiatives that develop and implement effective Aboriginal and Torres Strait Islander employment strategies.
- > The Indigenous Professional Staff Traineeship program has been running for a year in the ANU College of Science, with three trainees in place for four-year apprenticeships.

Revitalise Reconciliation at ANU by furthering research and public awareness of Indigenous issues and by ensuring that ANU is a place where Indigenous Australians can realise their potential and aspirations. This will include convening discussions of national significance with government, policy makers and Indigenous communities in collaboration with the Public Policy and Societal Impact Hub.

- > The Reconciliation Action Plan, released early in 2018, has received broad support and engagement from across the ANU community. Implementation is being driven by a committee with membership consisting of each of the College Deans, the Chief Operating Officer and chaired by the Vice-Chancellor. Former Australian Senator, Aden Ridgeway has been engaged to assess the University's progress against the Reconciliation Action Plan and the final report is due in Q1 2019.
 - The benchmark annual review of the Reconciliation Action Plan was undertaken in late 2018 and a response will be delivered in 2019.
 - The Indigenous Research Forum highlighted a wide range of research, and published the ANU Indigenous Research compendium 'Your goals, our strengths', highlighting Indigenous research activities across ANU.
 - The ANU Repatriation Committee was established and will meet twice a year.

Performance criterion:

Major institutional funding will prioritise high-quality, high impact and community-engaged research relevant to the big questions facing Indigenous Australia – not only in existing areas of strength such as Indigenous studies, health and economics, but in all disciplines.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.5, p. 19

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Strategic research funding is directed to cross-disciplinary approaches to Indigenous health and wellbeing, exploiting the critical masses of activity across disciplines.

- > Strategic funding was allocated to support new designated academic appointments in Indigenous Health and Wellbeing – Professor Terry Dunbar and research support for Associate Professor Ray Lovett were appointed.
- > Recruitment of the Director, NCIS is underway, as an identified Aboriginal or Torres Strait Islander position. The Director will be a member of the Senior Management Group.

Performance criterion:

Fifty years on from the 1967 Referendum that gave the national government power to legislate for Indigenous Australia, ANU will play an active role in national debate about recognition of Australia's First Peoples in our Constitution.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.6, p.19

Result against performance criterion: Substantial achievements made, ongoing

Results against goals:

ANU will work with policymakers, the media and society to build Australia's engagement with the issues and options relating to Indigenous recognition. We will be a platform – both physical and digital – for a national discussion.

- > The First Nations Governance Forum, a centrepiece policy impact initiative for 2018, was delivered in early July 2018 at Old Parliament House. It considered Indigenous governance reform and precedents in other jurisdictions including New Zealand, Canada, USA and Scandinavia. The forum had cross-party support from the four federal Indigenous MPs and ANU issued a report summarising the outcomes of the forum and mapping potential pathways to progress recognition.
- > A follow-on event from the First Nations Governance Forum, the Faith Bandler Lecture, was given by Geoffrey Robertson QC with more than 900 people in attendance. Discussions are underway to make the lecture an annual event.

Purpose 2C: Our responsibility regarding Asia and the Pacific ▶ KPI 6

Performance criterion:

ANU will set the agenda in national and international discourse about our region.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.7, p. 19

Result against performance criterion: Partially achieved, ongoing

Results against goals:

ANU will use its expertise and national role to promote evidence-based views about Asia and the Pacific. We will position the University as the natural home for discussion and debate on our region, and will optimise our networks to ensure ANU has impact.

- > ANU received \$20 million in funding from the Australian Government Department of Foreign Affairs and Trade (DFAT) to run a four-year Pacific Research Program. Research undertaken through the program will focus on the intersection of politics, economy and power with the region's most pressing development challenges.
- > ANU is continuing to appoint a tranche of Vice-Chancellor's Distinguished Professors, including high profile figures with expertise/background in political leadership in Asia and the Pacific. In 2018, the National Security College hosted 'Futures Hub' visitors with expertise in the US national security community including James Clapper and Nicholas Rasmussen.
- > A new structure for the Australian Centre for China in the World commenced as an academic hub for China Studies, with a much broader disciplinary reach. A new board chair was appointed, and recruitment for a director and academic leadership roles is underway.

<p>Performance criterion: ANU will pioneer new research and teaching methods, approaches and agendas, serving as a partner and essential resource for all who focus on Asia and the Pacific.</p>
<p>Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.8, p. 19</p>
<p>Result against performance criterion: Partially achieved, ongoing</p>
<p>Results against goals:</p> <p><i>Under the thematic banner of 'Australia in the World', we aim to establish ANU as the recognised global authority for Australian Studies.</i></p> <ul style="list-style-type: none"> > The ANU Australian Studies Institute was formally launched in 2018 with the inaugural 'Australia and the World' annual lecture, presented by the ANU Chancellor, Professor the Hon. Gareth Evans AC QC. Professor Paul Pickering drove domestic and international engagement across 2018 to position ANU, through the Institute, as the recognised global authority for Australian Studies. Highlights included establishing a reciprocal visiting fellowships exchange program with King's College London and the National Museum of Australia, and The First Eight Project events with the Australian High Commission UK. <p><i>Maximise opportunities which enable ANU students to be involved in research that impacts public policy.</i></p> <ul style="list-style-type: none"> > The Australian National Internship Program (ANIP) celebrated 25 years of research-intensive internships in leading institutions of Australian policymaking and politics in 2018. ANIP expanded to include international placements over summer and winter terms, with international opportunities undertaken in the Pacific, Asia, Europe and the Americas. The ANIP Endowment was established to provide scholarships and travel grants to support students undertaking internships. <p><i>Embed the range of public policy stakeholders and partners in our education programs across ANU.</i></p> <ul style="list-style-type: none"> > A renewed agreement with the Australian Public Service Commission saw continued cooperation on the Sir Roland Wilson Scholarship program. Twenty Sir Roland Wilson Foundation scholars are studying at ANU and four alumni have graduated from the program. Scholars are substantively APS employees undertaking a PhD research program at ANU exploring issues of national significance. Foundation scholars receive mentoring through their department or agency and are provided with travel and networking opportunities throughout their PhD candidature. > The SRW Pat Turner Scholarship Program, launched 5 December 2018, awarded six inaugural full-pay scholarships for Indigenous APS employees to undertake any postgraduate study at ANU.

<p>Performance criterion: ANU will promote a narrative about the centrality of Asia-Pacific studies to the humanities and social and more broadly to society and the world.</p>
<p>Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 2.9, p. 19</p>
<p>Result against performance criterion: Partially achieved, ongoing</p>
<p>Results against goals:</p> <p><i>Invest in delivering public policy forums and events focused on Asia Pacific that consistently meet the highest quality benchmarks, attract global attention and have impact.</i></p> <ul style="list-style-type: none"> > The Public Policy and Societal Impact Hub delivered a Belt & Road Initiative exercise in 2018, bringing together the academic and public policy communities to deepen a shared understanding of the economic and strategic agenda and its influence throughout the region. > The National Security College's 'Futures Hub' brought together visitors with expertise in the US national security community, including Vice-Chancellor's Distinguished Professor James Clapper and Distinguished Fellow Nicholas Rasmussen, delivering insight and expertise on the US role in the region.

- > The ANU Climate Change Institute, Fenner School of Environment and Society and The Pacific Institute hosted The Rt Hon Enele Sosoaga, Prime Minister of Tuvalu, to deliver a public address on climate change in the Pacific.
- > Justice Melissa Perry, Federal Court of Australia delivered the annual Kirby Lecture on International Law, exploring principles of international law as they relate to freshwater resources and the mechanisms by which water may be a cause for cooperation as opposed to conflict.
- > The ANU International Group reconstituted in 2018 to oversee transparent and competitive bidding processes for funds that support innovative engagement events. From 2019 the group and its subcommittees will consider competitive bids from across the campus community to invest in forums and events that support key partnerships and strategic initiatives.

Ensure that all students have the opportunity to integrate Asia-Pacific studies or experience into their education program at ANU.

- > Consideration is being given to establishing a foundational course in Asia and Pacific affairs which will be made available to all ANU students.

Purpose 3: Achieving Equity – Within ANU and in society

ANU is committed to achieving internal equity and is working toward this objective for Australian society. Our objectives for equity include:

- > implementing the ANU IDEA (Inclusion, Diversity, Equity and Access) Governance Framework to provide support and accountability across ANU IDEA initiatives, ensuring we are able to deliver on providing an equitable, inclusive and diverse work and study environment
- > delivering on our Reconciliation Action Plan with the annual external reviews to inform ongoing best practice on improving Indigenous outcomes across education, research and community engagement
- > implementing the Healthy University Strategy, and Social Inclusion, Disability and Campus Safety action plans focusing on our commitment to whole-of-campus wellbeing and IDEA
- > for gender equity, aiming to achieve Bronze (by 2019) and Silver (by 2021) in the Science in Australia Gender Equity (SAGE) Athena Swan program.

► KPI 8

Performance criterion:

To promote gender equity and diversity across ANU, we will do what is required to achieve an Australian SAGE Athena SWAN Gold award, starting with a Bronze award by 2019, and a Silver award by 2021.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 3.1, p. 20

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Review the University's engagement with, and support provided to, potential students and staff, particularly those from disadvantaged or marginalised backgrounds, to ensure that there are no barriers to people of talent coming to ANU. This will include a comprehensive assessment of the provision of scholarships, with the intention of increasing availability of scholarships, as well as mentoring and academic support, ease of access to information about coming to ANU, simplification of application processes, and excellent support provided post-enrolment. A social inclusion access plan will be developed and implemented through the University's Access and Equity Committee. Disability Education Standards awareness training will be delivered to all academic staff and employment targets set to attract staff with a disability.

- > The new IDEA Governance Framework will provide campus-wide authority and leadership accountability for Inclusion, Diversity, Equity and Access initiatives, including SAGE, the Reconciliation Action Plan, the Disability Action Plan and the Social Inclusion Action Plan. This will provide for better synthesis and coordination of activity campus-wide.
- > The Social Inclusion Action Plan and Disability Action Plan working groups have been established.
- > The ANU ASA project is on schedule with the 2018 roadshows completed, large scale scholarships fundraising work and new engagement events scheduled for early 2019 (see Academic Executive Plan).
- > Engagement with the Male Champions of Change process to promote cultural change in gender equity issues.
- > The SAGE project is in progress, working towards the March 2019 submission date. The Self-Assessment team has developed the first draft of the University's application for Bronze status. The SAGE project will form part of the standing agenda of the IDEA Governance Framework.
- > The University Access and Equity Committee has established a process to monitor effectiveness of college governance structures to ensure that each area has effective processes to:
 - develop plans in relation to equity issues (including gender equity, disability and Indigenous reconciliation)
 - formally consider, monitor & report on performance in relation to equity issues
 - have processes in place to frequently report this performance to the college Dean and Executive, or division head and the University.

Performance criterion:

We will create and modify our practice, policies and culture so that admission, retention, and success for students and staff is based on ability and endeavour, whatever their backgrounds or identities.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 3.2, p. 20

Result against performance criterion: Partially achieved, ongoing

Results against goals:

To assist students to reach their potential, establish a scheme for students to be mentored by staff.

- > In 2018 the NECTAR mentoring program provided career development tailored to the individual mentoring needs of nearly 100 mentees.
- > The 2019 Indigenous Mentoring Program will pilot a variety of mentoring styles including peer-to-peer, student to staff and student to alumni.
- > Following a review of the 2019 pilot, an extended scheme will be offered/promoted to all commencing undergraduate students in 2020, incorporating staff–student and peer–peer mentoring capabilities (i.e. 3,500 students will need 500 staff to volunteer). Funding will need to be provided to facilitate the broad expansion of the mentoring program.

Purpose 4: Building a Culture of Collegiality and Engagement – Across and beyond ANU

Southeast Asia Liaison Office in Singapore

In September 2018 the University launched its Southeast Asia Liaison Office in Singapore, expanding its presence in the region and enhancing Australia's engagement with the Southeast Asian education sector. Based in the Australian High Commission in Singapore, and with Dr Su-Ann Tan as Director, the office interlinks research and academic partnerships, alumni and community engagement, and philanthropy, with the aim of facilitating the development of research and education partnerships in the region.

The launch of the ANU office took place in the presence of top scientists, business leaders, and government officials, coinciding with the Vice-Chancellor's keynote address at the *Good Science = Great Business 2018 Australian Festival of Innovation in Singapore and ASEAN*.

<p>Performance criterion: The University will prioritise collegiality and cross-unit collaboration in funding and promotion decisions.</p>
<p>Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 4.1, p. 21</p>
<p>Result against performance criterion: Partially achieved, ongoing</p>
<p>Results against goals:</p> <p><i>Within the redesign of the overall budget allocation model, we will create incentives for collaboration and external partnerships.</i></p> <ul style="list-style-type: none"> > The National Institutes Grant allocation process has prioritised collaboration and many of the goals presented in the workshops included significant collaborative opportunities. > The Grand Challenges program, funded from the National Institutes Grant, requires and incentivises collaboration. > A Program Director has been appointed to lead the design and implementation of a Budget Resource Management Framework (2018–2021).

Collegiality and cross-unit collaboration

In 2018, the University consulted on and developed a partnership framework to improve collegiality and collaboration in learning and teaching across central, Colleges and students. The first strategic project of the partnership framework is the iLEAP, which represents the biggest ever investment in learning and teaching change undertaken by the ANU. iLEAP will transform learning and teaching across ANU by funding central educational design expertise and applying it locally into the Colleges to support college-based redesign of courses, as well as building and sustaining excellence in education through professional development, peer mentoring, and recognition and reward of high-quality teaching.

<p>Performance criterion: New alumni opportunities will be developed as part of an enhanced Alumni Strategy.</p>
<p>Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 4.2, p. 21</p>
<p>Result against performance criterion: Partially achieved, ongoing</p>
<p>Results against goals:</p> <p><i>New alumni opportunities will be developed as part of an enhanced Alumni Strategy.</i></p> <ul style="list-style-type: none"> > A new LGBTIQ alumni network and a Women's alumni network have been established. > An interim Associate Director was appointed to develop an enhanced Alumni Relations Strategy. > A revised strategy for management of alumni networks, reviewing the establishment of networks in key Australian cities and internationally, is under development. > Collaboration with ANU Global Programs is underway to strengthen connections and provide opportunities for engagement with non-award alumni within Australia and internationally. > Alumni engagement events were held to support and complement Admissions, Scholarships and Accommodation roadshow activity throughout Australia and will continue into 2019.

Alumni relations

▶ KPI 11

Under the leadership of the Vice-President (Advancement), an interim Associate Director Alumni Relations was appointed to lead the development and implementation of new Alumni Relations initiatives aligned with the University's strategic objectives.

The LGBTIQ+ Alumni Network was established and launched in August by ACT Chief Minister Andrew Barr at an event on 31 August 2018 – Wear it Purple Day. Chief Minister Barr, an ANU alumnus, is also the network's inaugural patron, in recognition of his ongoing work in advancing LGBTIQ+ rights and inclusion in the ACT and Australia more broadly.

A further revised strategy for the establishment and management of networks both domestically and internationally is in the final stages of development, with the ANU Women's Alumni Network the first to be launched in 2019 under the new framework.

A Student Welcome Calling Program where ANU alumni volunteers call new ANU students to welcome them to the ANU community was piloted in 2018. Due to the success of the pilot program, the initiative has been added to the annual calendar of events for ANU Advancement.

Alumni engagement events were held to support and complement Admissions Scholarships and Accommodation roadshow activity throughout Australia and will continue into 2019.

Alumni and Philanthropy at a glance



\$23,857,472 = raised in 2018



2,057 = donors in 2018



9 = realised bequests in 2018



114,356 = alumni in 2018

Performance criterion:

We will make ANU collections and the cultural life and amenity of our campus more accessible to the national capital community and beyond.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 4.3, p. 21

Result against performance criterion: Partially achieved, ongoing

Results against goals:

ANU will develop a Culture and Events Strategy, in coordination with the National Cultural Institutions and other national capital institutions, to grow the exhibition and performance program both on campus and online to reach a larger and broader public audience and to play a great role in the attraction of visitors to the national capital as a vibrant cultural and intellectual centre.

- > The University continued its collaboration and cooperation with the Canberra-based Research and Learning Institutes Group and the Canberra Convention Bureau throughout 2018, continuing its support for the THINK Canberra Strategy as a collective effort to increase Canberra's position as an innovative and influential event destination for high level conferences that lift the profile and reputation of the University.
- > Engagement with national cultural institutions and ACT Government for increased and deepened events cooperation continued throughout 2018, including ANU participation in Enlighten, the Canberra Writers Festival, and partnering with the Museum of Australian Democracy for the First Nations Governance Forum.
- > The 2019 launch events for Kambri, planned and socialised through 2018, will position Kambri as the cultural epicentre of campus. Wiltshire + Dimas have been contracted as Kambri precinct managers. Targeted promotion of the space as a culture and events precinct by the University included tours during construction by ACT Chief Minister Andrew Barr and ACT Minister for Education Meegan Fitzharris MLA, head of ArtsACT and ACT events representatives.
- > A Strategic Initiatives Communications Manager will join the Strategic Communications and Public Affairs team in 2019 as a dedicated resource to drive coordinated engagement and outreach across strategic initiatives.

Explore and implement ways of building the profile of ANU Collections and making them accessible on campus or through alternative platforms.

- > ANU Press had 2,318,682 downloads as at 30 September 2018, an increase of 27 per cent on 2017. The positive increase reflected the significant marketing program undertaken throughout early 2018.
- > ANU Repository registered 1,512,673 downloads as at 30 September 2018. Downloads included conference papers, journal articles, book chapters and data to support publications.
- > The ANU Archives exhibition, *Forgotten Trades: selected records of early Australian trades*, was launched as both a physical exhibition and with an online presence in October 2018. Alongside rare (physical) items from the Archives' collection, the exhibition connected ANU students and researchers to the international data management plan service DMPTool using EduGAIN to support new capabilities for research.
- > The history of Tooth & Co (1835–1985), a significant NSW brewer, was brought to life through the ANU Archives' *Brewers, barmaids and boozers* exhibition. The hotel cards of most NSW hotels created between 1920 and 1989, with photographs and employee, architecture and sales information, were digitised and made available online with a special interactive map.

Continue with the progressive digitisation of our collections and our commitment to open access.

- > Of approximately 7,000 print theses only 537 remain to be digitised, with significant impact through increased downloads.
- > Large format bound volumes of the official lists from the close of trading sessions in the call room at the Sydney Stock Exchange from 1900 to 1950 were made available online, consisting 12 terabits of knowledge.
- > *Djugurba: tales from the spirit time*, a storybook filled with various myths and legends concerning Djugurba (Spirit Time, or Dreamtime, stories), was digitised.
- > 70 lectures in ethnology founded by George E. Morrison, a journalist, traveller and political adviser to the Chinese government in the late 19th and early 20th centuries, were made available online.

Performance criterion:

A renewed philanthropy strategy will grow engagement with the University's supporters, existing and new.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 4.4, p. 21

Result against performance criterion: Partially achieved, ongoing

Results against goals:

- > This year ANU benefited from significant growth in philanthropic support, raising \$23,857,472, including a gift of Indigenous art valued at \$9 million.
- > Vice-President (Advancement), Ms Barbara Miles, joined ANU to lead the Advancement portfolio in growing philanthropy and engagement across the University. Ms Miles arrived in May from the University of British Columbia where, as Vice-President, Development and Alumni Engagement for 10 years, she led a campaign that raised \$1.6 billion and engaged more than 130,000 alumni.
- > Further advances were made in developing broad institutional awareness and adopting a culture of philanthropy, and identifying and testing University and college-based fundraising priorities. Further investment in developing domestic and international alumni and donor engagement had a focus on philanthropic giving.

Landmark gift of Indigenous art

In 2018, the ANU community received a landmark gift of Indigenous art valued at over \$9 million from ANU alumnus, Canberra lawyer and philanthropist, Craig Edwards. It is the most significant single donation of Indigenous art to an Australian university.

The donation consists of 124 Western Desert art paintings by influential Indigenous artists, including Nyurapayia Nampitjinpa (aka Mrs Bennett), Yannima Pikarli, Tommy Watson, Naata Nungurrayi, Tjawina Porter Nampitjinpa, George Tjungurrayi and Queenie McKenzie.

Mr Edwards said that he was inspired to make the donation due to his long connection with the University and its Drill Hall Gallery.

“The Drill Hall Gallery is open to the general public and that was a really important factor for me, but I also want the collection to be a resource for students who may be doing research into related topics.”

ANU Vice-Chancellor, Professor Brian Schmidt AC, said the University was thrilled to receive such a significant gift.

“This is an inspirational act of philanthropy on the part of Craig Edwards, and we are delighted that he has chosen ANU to be the custodians of this extraordinary collection. These paintings will make a huge contribution in defining the whole tenor of the University environment. It is a historic and momentous gift.”

Mr Edwards has been an enthusiastic collector of Aboriginal art for more than 30 years and has spent much time in the Western Desert.

“I was captivated by some of the monumental works of the desert artists. I always thought they did their best work on a large scale and it's fair to say my love affair with the art became something of an obsession.”

Anne Martin, Director of the Tjabal Indigenous Higher Education Centre at the ANU, says that the collection will be an inspiration for the artists, their relatives and people from their communities when they visit ANU.

“This is not just a big donation; it is all about connecting and sharing, and it has come from the heart. It is an enrichment to our community, and it will impact on students and visitors to the campus for generations ahead.”

Performance criterion:

The University's diverse international student and staff mix will be cultivated and harnessed as a key asset to ANU.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 4.5, p. 21

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Enable access to ANU programs by a more diverse range of international students by developing ANU capabilities and expanding international education partnerships and pathways.

- > The expansion of the role and remit of the International Strategy and Partnerships Division was endorsed late 2018 to better support ANU capabilities in partnership development, compliance, business intelligence and briefings.
- > The Marketing and Student Recruitment Division was realigned to focus on selective future student engagement, pursuing diversity and excellence in support of the broader ANU Admissions Reform program of works.
- > A proposed International Alliance of Research Universities (IARU) Future Research Scholar Program received initial funding from IARU to support five ANU students undertaking a placement with IARU partner institutions, and reciprocal arrangements for those returning to ANU.

Establish the China Liaison Office and conduct feasibility studies on the establishment of Liaison Offices in India and Singapore.

- > The China Liaison Office was launched February 2017.
- > The Southeast Asia Liaison Office in Singapore was officially opened September 2018.
- > Following initial scoping, the establishment of an office in India was postponed in 2018. The approach will be revisited in early 2019.

Develop and promote University Excellence scholarships targeted at key international markets in order to increase student diversity.

- > The ANU Excellence Scholarships were launched for the 2018 student intake, with 51 scholars joining the ANU community in the program's first year. The conditions of award and administration of the scholarship program are being reviewed to better meet the strategic aims of the scholarship program, for implementation in 2019.

Purpose 5: Creating an unrivalled campus environment

Performance criterion:

We will regenerate Union Court as the heart of University life. It will be home to outstanding student and staff services, event spaces, and new sporting and recreation facilities.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 5.1, p. 22

Result against performance criterion: Significant progress made, ongoing

- > Kambri progressed on time and on budget with an opening date of February 2019. Early in 2018 representatives of the ACT's four Indigenous communities came together at ANU to present the University with the name for its new precinct, formerly Union Court. The Elders have gifted the name 'Kambri', which means 'meeting place', to ANU, to honour the University's new central meeting place.

Performance criterion:

We will develop and refine the Campus Plan to focus on further enhancing the beauty of our natural environment, and the elegance, coherence and liveability of our built environment.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 5.2, p. 22

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Develop a Master Plan for the Clunies-Ross corridor that reimagines the geographical connection to CSIRO and commence work on implementing it.

- > The Daley Road Precinct Study complete.
- > The connections to all neighbouring precincts including the Clunies-Ross Corridor, Acton Peninsula and the Canberra CBD are being considered in the Acton Campus Master Plan which will be presented to Council in May 2019.

Rearrange car parks on campus to optimise green space and campus amenity.

- > The re-arrangement of car parking and optimisation of green space and campus amenity is being delivered through the new Campus Master Plan which is well underway and will be presented to Council in May 2019.

Build the long awaited Acton Ridge pedestrian thoroughfare.

- > Works began in May 2018 with completion scheduled for end 2019.

Transform the digital campus experience for students, staff and alumni, underpinned by a stable infrastructure foundation and capitalising on emerging technologies and innovative solutions.

- > Significant progress has been made across a wide range of initiatives but further work still needs to be undertaken to completely transform the digital experience for our community.
- > Stable infrastructure and foundations:
 - Data network refresh complete; network security: migration activity complete
 - Cybersecurity program of work in execution
 - Outdoor wi-fi expansion complete with significant additional area now covered
 - Enterprise storage facilities in place, currently in data migration stage
 - Multifactor authentication is used by 51 privileged users; to be expanded
 - Development of audio-visual (AV) strategy underway including service levels for each tier of AV with a range of upgrades complete in priority rooms
 - AV streaming between Copland Theatre and the Tank implemented, providing an innovative solution to accommodating large lecture audiences when a larger venue is not available.
- > User experience:
 - Single sign-on for key applications
 - Service Now Portal upgraded and Service Pulse implemented (real time customer feedback for IT)
 - More than 85 manual forms replaced with integrated eForms to date, including University Services Feedback System, Travel Auto Approval implemented, digital solutions for general ledger code account management and automated systems access under development
 - The new curriculum management system went live in October
 - The Admissions, Scholarships and Accommodation systems are planned to go live in March 2019
 - Digital solutions implemented for HDR exams and thesis submissions process (2/5 modules in production); digital transformation of the HDR Admissions process is underway with the project moving to execution stage in November
 - A student app working party has been formed to assess the current mobile apps available, understand students' needs and the experience they want, and develop an innovative solution.

- > Smart Precinct – Kambri: a \$5 million+ technology plan for Kambri is being implemented including smart classroom/building technologies, collaborations tools and way finding signage.

Manage and improve the workplace safety of the University campus.

- > Updated work health and safety policies, procedures & governance completed.
- > New system implemented (July) for WHS incident reporting (FigTree) which includes all students.
- > Workers Compensation Self-Insurance (WCSI) licence went live 1 July 2018.
- > WCSI Statement of Readiness assessed as on track for 1 July 2018.
- > Workers compensation claims improved by 41 per cent over course of two years.

Implement new processes for regular infrastructure condition assessment.

- > The University has implemented specific areas of good practice, it has yet to implement a consolidated management framework with consistent measurements. Establishing this overarching framework is currently underway which includes:
 - Refresh of maintenance contracts, with improved contractor performance (ongoing)
 - IT condition assessments for rooms covered by One ANU IT agreement undertaken on a regular basis including information commons room
 - Tier 1 systems operating on current software version and most Tier 1 and Tier 2 systems with a Product Lifecycle Plan
 - Process for building asset data capture and condition assessment processes in place and processed commenced; integrated with the new Capital Works Committee process
 - New Research Infrastructure Fund. ITS has a 10-year plan around infrastructure lifecycle.

Campus Master Plan

At its December 2018 meeting, the University Council approved a new master plan for the Acton campus. The master plan is comprehensive in range incorporating elements as diverse as heritage, energy management and technology with more classic aspects such as landscape and building design standards. The master plan is also the first to significantly acknowledge the Indigenous heritage of the ANU site and to take active steps to preserve that heritage.

Key elements of the master plan include:

- > a strategy to preserve the unique green character of the campus
- > bringing some coherence to the campus through its proposed network of major promenades of which University Ave is the most notable
- > managing the future dynamics of the campus through the creation of designated hubs within the overall campus layout
- > improving the presentation of the campus by relocating car parks to the periphery and by concentrating car parks, removing the many small on grade car parks which disrupt the campus character
- > addressing the connections to the city, the Acton peninsula and the CSIRO
- > setting out building design criteria that will ensure future buildings are at one with the landscape and are coherent
- > protecting and enhancing the Sullivans Creek corridor
- > identifying those sites suitable for future development or redevelopment.

In drafting the new master plan, the University has engaged with and received strong support from University stakeholders, representatives of local Indigenous communities, ACT Government representatives, the Australian Government National Capital Authority, the Australian Government Department of the Environment and Energy, CSIRO, Australian National Botanic Gardens and the National Museum of Australia. There has also been ongoing engagement with, and support of, the objectives with academic and professional staff and student groups.

Embracing the transformative initiatives of the master plan reflects a driving optimism and pursuit of excellence that characterises ANU which will propel the implementation of this master plan over time.

In keeping with the principles articulated in the master plan, the Kambri precinct redevelopment, formerly known as Union Court, opened in February 2019. The name, meaning 'meeting place', was gifted to the University by the representatives of the ACT's four Indigenous communities. Kambri incorporates major innovations in service delivery for students and staff on campus, bringing together the University's facilities and attractions to create a new learning, cultural, and social precinct in the heart of the campus.

Kambri also incorporates a major refurbishment of University Ave through to Childers St and changes to Sullivans Creek to create a more beautiful and functional public environment.

Work began in 2018 on the Acton Ridge pedestrian thoroughfare and is due for completion early 2019. This project intends to create a greater sense of connection between the central campus and the more remote areas of Lennox Crossing and Acton Peninsula. It will improve amenity and safety with new paths for pedestrians and cyclists, lighting, wi-fi and security features between the Acton Peninsula and the redeveloped Kambri precinct.

As part of the new master plan for the campus, the University has developed an Acton Campus Energy Strategy in readiness for University Council approval in 2019. The strategy provides a framework to create a leading energy efficient campus by identifying and prioritising initiatives to ensure the development of the campus captures opportunities for innovation in the use, capture and distribution of energy and subsequently mitigating any business continuity risks. A key initiative is to develop and embed district energy plants within the hubs of the campus, using the concentration of development in the areas to improve energy efficiency and reduce carbon emissions intensity.



Kambri

Performance criterion:

We will reduce our carbon emissions intensity over the life of the Plan.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 5.3, p. 22

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Continue to reduce our overall consumption of energy.

- > The Environment Management Plan was finalised at the end 2018. The Energy Master Plan development is underway in conjunction with the Acton Campus Master Plan and will be presented to Council for endorsement in May 2019.
- > New reporting was developed to link usage from metering to charging.
- > Capital management plan bidding process for 2018 has been completed.

Performance criterion:

ANU will develop or redevelop internationally-significant, national scale research and teaching infrastructure within the capital management fund.

Criterion source: ANU Strategic Plan 2018–2021, Key Initiative 5.4, p. 22

Result against performance criterion: Partially achieved, ongoing

Results against goals:

Redirect recurrent National Institutes Grant funds to support new national scale research.

- > All schools submitted their goals and presented them to the Executive at workshops during May 2018. The goals were aligned to the uses for which the University receives the National Institutes Grant and sufficiently ambitious to be worthy goals for this grant.
- > The National Institutes Grant Performance Framework, policy and procedures have been agreed.
- > The current focus is developing the process for how the 12-month review will take place and how to broaden the schools involved.

Every year, we will allocate sufficient resources to buildings and infrastructure to ensure the University's facilities are world class by 2025.

- > The capital management plan bidding process for 2018 has been completed.
- > The 10-year information technology infrastructure plan is being implemented and proceeding as scheduled.
- > Infrastructure is being aligned with the Acton Campus Master Plan.
- > A major new Research Infrastructure Fund commenced in 2017, allocating approximately \$7–8 million per annum. to enable transformation of core, strategic University research infrastructure. Investment decisions will be informed by a Research Infrastructure Strategy in development for finalisation in 2019.

Re-evaluate our workshops infrastructure and develop new models for relevant service provision.

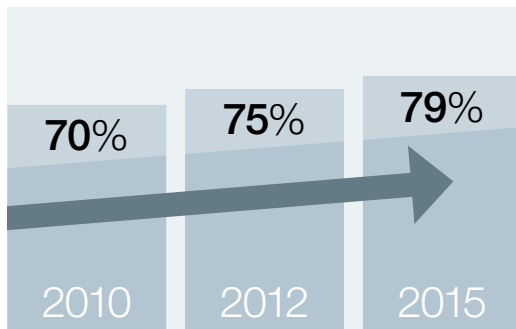
- > A technical workshops project began to create a unified operating model. Work management, equipment register and booking tools have been selected and implementation is scheduled for 2018. The project will involve the design of a unification model and service delivery change in late 2019.
- > A Pricing and Funding Green Paper is currently in review. This paper addresses the future funding and user pay model for the unified technical workshops. A stage gate review of Stage 1 of the project will inform the detailed plan for Stage 2, to begin in early 2019.

Research Infrastructure Fund

A major new Research Infrastructure Fund was created in the 2018 budget and continues with an allocation of \$7 million per annum. The funding guidelines for the program are under consultation with the Colleges.

Key Performance Indicators

1. Improvement in the proportion of academic staff contributing to ERA level-4 and level-5 results



Note: KPI based on eligible researchers (academic level A-E) associated with at least one 4-digit Field of Research (FoR) which was rated 4 or 5 (using the researcher's ERA assigned FoRs).

2. Annual increase in the quantity of research income, and diversity of sources of this income, relative to the quantity and sources available

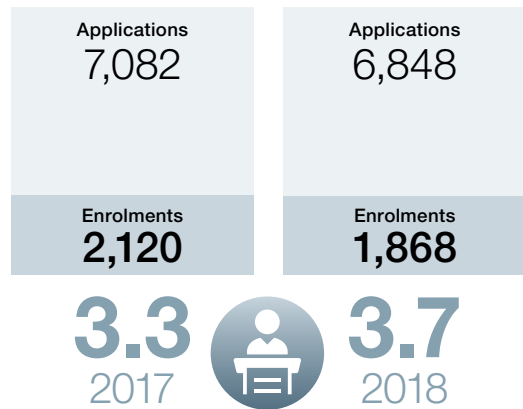
▶ See page 28

3. Increase in citations normalised to subject areas (Top 3 Group of Eight Universities)

	2017	2018
ANU	1.86	1.48
Adelaide	2.02	1.83
Melbourne	1.73	1.57
USyd	1.72	1.59
UWA	1.78	1.57

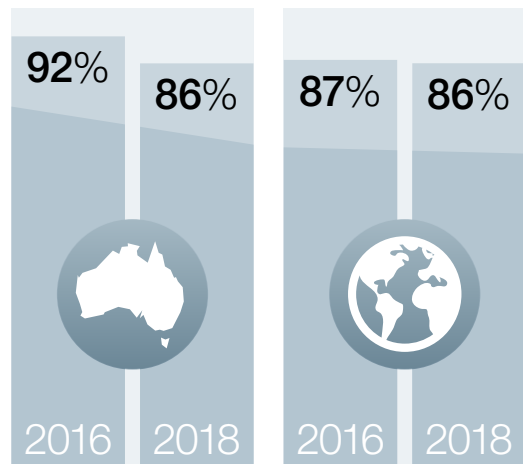
Note: A Category Normalised Citation Impact value of 1.0 represents performance at par with world average. Dataset: InCites, Web of Science, Dataset updated 2019-01-31.

4. Increase in the ratio of domestic undergraduate student applicants to enrolments



Note: Date Source UAC Admissions.

5. Improvement in the overall satisfaction of ANU students



Overall Satisfaction and recommendation to others (Student Barometer Survey)

6. Annual independent evaluations of ANU impact in public policy and Asia and the Pacific, demonstrating improvement year-on-year

▶ See page 39, 43

7. Annual independent evaluations of ANU meeting its responsibilities to Indigenous Australia, demonstrating improvement-year-on-year

▶ See pages 40

8. Achievement of Bronze, then Silver, and subsequently Gold recognition within the Australia SAGE Athena SWAN program

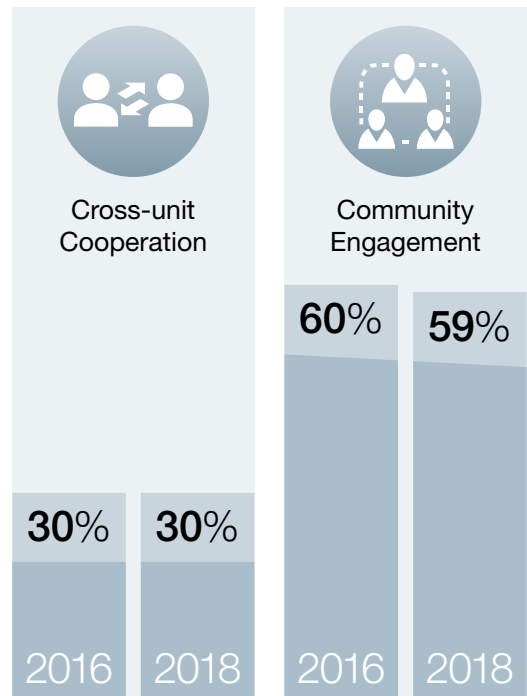
▶ See page 45

9. Increase in the proportion of commencing domestic undergraduate students from low SES, Indigenous, regional, and remote backgrounds so that it equals the national population share

	2015	2016	2017
ATSI	0.7%	0.7%	1.3%
SES	5.1%	4.4%	4.6%
Regional/Remote	14.7%	15.6%	16.7%

Dataset: Higher Education Statistics 2015-2017 Student Equity Groups.

10. Improved collegiality as indicated by the ‘participation cluster’ results in the VOICE survey



11. Increased number of engaged alumni year-on-year

▶ See page 48

12. Demand for on-campus student accommodation met by 2021

▶ See page 36

NATIONAL INSTITUTES GRANT REPORT 2018



Minister the Hon Dan Tehan MP visits ANU campus.

The Australian National University was established in 1946 with a special charter – to give the nation a world-class research capacity in subject areas which were going to be important for the nation’s future.

As the nation’s university, ANU delivers research and scholarships that contribute to advancing Australia and the region. The Australian Government has supported this unique mission through the National Institutes Grant since the University’s foundation in recognition of its role as a resource of national significance.

The National Institutes Grant is the critical investment that establishes the University’s capacity as a nationally and internationally significant research institution. It allows ANU to maintain and enhance distinctive concentrations of excellence in research in areas of national importance and at the level of excellence Australians expect. The National Institutes Grant helps develop our national unity and identity, and engage with our Indigenous and non-Indigenous history and culture, as well as modern Australia’s place in the world. It allows ANU to serve Australia in public policy, developing evidence-based solutions to address major issues confronting governments, business and communities. Finally, the National Institutes Grant enables access to world-class facilities and infrastructure and a high-quality training ground for future research and academic leaders.

The ANU National Institutes Grant Framework governs the expenditure and accountability of the National Institutes Grant to ensure its purpose continues to be its guide. The framework strengthens the strategic focus that underpins expenditure of the National Institutes Grant within ANU; enhances accountability for, and transparency around, that expenditure; enables ANU to remain flexible and agile to meet new and emerging strategic and national priorities; promotes the uniqueness of ANU as Australia’s national university and our ability to expertly deliver on key activities of national significance; and demonstrates an outstanding benefit to the nation because of the University’s distinctive excellence.

This National Institutes Grant Report 2018 highlights, through stories, some of the ways the National Institutes Grant allows ANU to make unique contributions in the areas of Indigenous Australia, the Asia-Pacific region, public policy, excellence in research and innovation, and protecting the future of research.

For further information regarding the National Institutes Grant at ANU, please refer to www.anu.edu.au/about/national-institutes-grant

Contributing to Indigenous Australia

The National Institutes Grant enables ANU to support the development of Australia's national unity and identity, including by improving Australia's understanding of itself and the history and culture of its Indigenous peoples.

Image: Detail of poster by Devon Bunce



First Nations Governance Forum

A simple, but critical, question faces our nation:

“What place should our First Nations Peoples hold in the structures that define the modern Australian state?”

This question has a long and complicated history and no easy answer. Yet the answer tells us the type of society we want to be. As Australia's national university, ANU has an obligation to constructively contribute to the discussion of legal and policy reform of significant issues concerning Indigenous Australia.

In July 2018, ANU held the First Nations Governance Forum to rekindle the stalled debate on the place of First Nations peoples in the imagination of contemporary Australia. The forum was designed to help our nation take an important step forward in answering our morally simple question.

The forum created momentum to move beyond our past and begin working to furnish a better future for all Australians. The First Nations Governance Forum not only internationalised this issue, it revived the process and public interest in the topic of recognition, leading to greater engagement with remote Indigenous communities, and enhancing access to education, 'know how' and support for expertise. Students are now showing more interest in programs such as the University's Indigenous studies program.

Following on from the forum, ANU presented the Faith Bandler Lecture, a public lecture by Geoffrey Robertson AO QC on the advancement of the rights of Aboriginal and Torres Strait Islander peoples. The lecture drew more than 900 attendees. In 2019 and 2020 ANU intends to host a series of forums that look at the treaty formation process and the substantive content of treaties, involving community elders and various levels of government and politics.

Restoring Indigenous cultural heritage

The Riverina stone artefact project is an endeavour to preserve ancient Aboriginal artefacts uncovered on farmland and, in some cases, kept in secret for generations. ANU researchers from the Research School of Humanities and the Arts are working with local Wiradjuri Indigenous communities, regional museums and the farming community. They completed a survey of Indigenous material culture in the collections of small local

museums in the Riverina district in early 2018. A subsequent two-day national symposium, *The Gift of Stone*, brought together researchers, museum curators, cultural heritage workers, artists and farmers from across Australia to share information and discuss the design and planning of the next stage of the project, *Talking about Stones*. Conversations on concepts of a shared history and heritage, at specific, local and personal scales, between settler and Indigenous community members have had one of the biggest impacts of this project to date. Information sharing days for *Talking about Stones* have particularly nurtured group discussions and individual conversations about shared experiences of living on, caring for, and learning from country. The other major area of impact thus far is through engaging the small local museums on their holdings, and representation, of Indigenous culture. This ongoing dialogue develops awareness, as well as resources and skills, which will have a broader community impact. While working closely with the three museums in the trial, the project visited more than 30 museums in the Riverina and continues to talk to them about the project's development.

Honour for inaugural ANU Indigenous Australian Postdoctoral Fellow

ANU academic Dr Virginia Marshall, Australia's leading legal scholar on Aboriginal water rights and interests, was this year honoured by Canada's University of Victoria for outstanding research achievements by a female scholar. The University of Victoria conferred the Distinguished Women Scholars Award on Dr Marshall and invited her to deliver the Distinguished Women Scholars Lecture at their university earlier this year, in recognition of her research on Aboriginal water property rights and interests in Australia.

Research into Aboriginal and Torres Strait Islander health and wellbeing

The Aboriginal and Torres Strait Islander Health Program (ATSIHP) in the ANU College of Health and Medicine aims to build bodies of research into Aboriginal health and wellbeing. This much-needed research would mix quantitative and qualitative methods, and be engineered and carried out by Aboriginal and Torres Strait Islander staff. The ATSIHP team of 36 people – half being Aboriginal and/or Torres Strait Islander – is working on studies of national importance. The *Mayi Kuwayu* Study is investigating how Indigenous health is linked to factors such as connection to country, cultural practices, spirituality and language use – something that hasn't been studied in Australia before. The study on reducing cardiovascular disease (CVD) in Aboriginal and Torres Strait Islander people has influenced Australian Government CVD prevention strategies. For example, changes are being considered to the Medicare Benefits Scheme to incentivise screening for CVD in non-Indigenous and Aboriginal and Torres Strait Islander peoples. The need for earlier screening is now reflected in all major guideline developers across Australia agreeing to recommend Aboriginal and Torres Strait Islander screening for CVD from age 18 years.

Supporting the Department of the Prime Minister and Cabinet

The ANU Centre for Aboriginal Economic Policy Research (CAEPR) has a long-standing collaborative research partnership with the Australian Government Department of the Prime Minister and Cabinet (PM&C). Over the last 12 months, CAEPR researchers have provided analysis and interpretation of the 2016 Census to PM&C and other Australian Government departments and entities. This research has fed directly into the *Closing the Gap Refresh*, PM&C's review of their overarching policy framework for Indigenous Affairs. CAEPR's work on the drivers of population growth has been praised as challenging the way we all think about Aboriginal population growth.

Contributing to Australia's understanding of, and role in, Asia and the Pacific

The National Institutes Grant enables ANU to support the development of Australia's national unity and identity, including by improving Australia's understanding of its Asia-Pacific neighbours, and its place in the international community.

Photo: Shaun Gessler, 2016. Karkar island Bilum festival, Papua New Guinea



Protecting the languages of our region

University-level study of Asian languages is in decline at a time when understanding those languages has never been more important for Australia's engagement with this region – a region so crucial to our future prosperity and security. However ANU, unlike any other Australian university, maintains a depth and breadth of Asian languages, among them: Chinese (Mandarin and Cantonese), Japanese, Indonesian, Burmese, Melanesian Pidgin and other Pacific languages, Thai, Vietnamese, Korean, Hindi, Sanskrit, Tetum, Arabic, Persian and Turkish.

The University's College of Asia and the Pacific takes a pioneering approach to developing language courses online, with a particular focus on the less commonly taught languages of Asia-Pacific.

In 2018, ANU began an agreement with Open Universities Australia to deliver online a range of lesser-taught languages from our region: Sanskrit, Hindi, Tetum, Thai, Tibetan and Vietnamese. This agreement builds on the University's position as Australia's primary tertiary education provider of less commonly taught Asian and Pacific languages. Taught online, the courses reach a far wider audience, helping Australia and the world to better understand the unique history, language and culture of the Asia and Pacific region. These six language courses have achieved a 100 per cent student satisfaction success rating.

In 2019, ANU will be the first university in Australia to offer Tok Pisin to students. As one of Papua New Guinea's official languages, Tok Pisin is spoken by around four million people. The new course underscores the importance of deepening Australia's understanding of one of its closest neighbours.

ANU is the most international university in Australia, ranking 10th in the world in the Times Higher Education World University Rankings.

Connecting specialist knowledge on Southeast Asia with the wider world

Hosted at ANU since 2006, New Mandala has grown to become a highly visible and influential forum for public debate on the Southeast Asian region's political, social and cultural issues. New Mandala has flourished thanks to long-term National Institutes Grant support for academic time, and capacity and technical infrastructure for

what has become the world's pre-eminent Southeast Asian Studies website. New Mandala often shapes major debates, with immediate public impact through genuinely open forms of publication. They reach an audience averaging two million readers per year, drawn from every country of Southeast Asia and more than 100 other nations around the world. New Mandala's coverage of Malaysian and Indonesian politics has helped to form high quality discussions about democracy, economic reform and social inclusion. In 2019, New Mandala will generate the world's best coverage of Thailand's general election and Indonesia's presidential election.

Capacity building in Myanmar

ANU has a strong connection with Myanmar, in particular, through the Myanmar Research Centre in the College of Asia and the Pacific. Following the inaugural Myanmar – Australia Strategic Dialogue led by the college's Coral Bell School of Asia Pacific Affairs in 2017, ANU continues to build on these connections with the nation, particularly in the city of Yangon in southern Myanmar. In late 2018, a team of ANU academics from the College of Arts and Social Sciences and the College of Science's Research School of Physics and Engineering visited the University of Yangon to build local capacity in research development, higher degree research student supervision and curriculum design. This was the first collaborative, cross-college approach to engagement with University of Yangon staff, with more than 60 participants from across the University attending the ANU-led workshops.

Global recognition for pioneering work on urban system sustainability in Asia

The University's Professor Xuemei Bai was awarded the 2018 Volvo Environment Prize for her pioneering work on urbanisation and urban system sustainability in Asia and globally. The Volvo Environmental Prize is one of the most prestigious global awards recognising outstanding scientific discoveries in environment or sustainability fields. With more than two-thirds of the world's population expected to live in urban areas by 2050, Professor Bai's research focuses on understanding the drivers and impacts of urbanisation, cities as human dominant complex systems, and sustainability transition, particularly in Asia and the 'global south'. Cities that are growing at rapid rates, such as Guangzhou in China, are struggling to keep up with the environmental pressures of population growth. The research and action agenda for cities and climate change developed from Professor Bai's work was reported and approved at the Intergovernmental Panel on Climate Change 48th session.

Driving innovation and productivity in farming and food production across the Asia-Pacific

ANU and CSIRO have launched a new farming innovation centre at ANU to advance research, education and technology in farming and global food production. Building on the National Institutes Grant investment, the ACT Government and CSIRO have also contributed funding to help establish the new Centre for Entrepreneurial Agri-Technology (CEAT). CEAT brings together expertise from across ANU and CSIRO – particularly in environmental sciences, plant and agricultural sciences, engineering, computer science and economics – and applies that expertise to farming education, research and innovation. The need to find smart ways to double food production by 2050 to feed the world, sits in the context of a rapidly changing climate and other problems facing farmers. CEAT will be part of the solution to that challenge, driving industry innovation and productivity in farming and food production across the Asia-Pacific.

Contributing to public policy

The National Institutes Grant enables ANU to provide a national, regional and international public policy resource that addresses major issues confronting governments, business and communities.



Expertise in Pacific policy development

The Pacific Research Program (PRP), launched on 1 October 2017, is a consortium led by the Department of Pacific Affairs at ANU and includes the ANU Development Policy Centre and the Lowy Institute. The PRP is co-funded by the Australian Government Department of Foreign Affairs and Trade (DFAT), consortium partners' parent bodies, and the National Institutes Grant. In its first year of operation, the PRP conducted high-quality research and analysis under five broad themes: politics, governance and the changing nature of the state; geopolitics and regionalism; urbanisation, land and resources; economic development; and gender, social change and inclusion.

The PRP made significant contributions to policy and debates under these broad themes, hosting the biennial State of the Pacific conference in September 2018 at ANU with more than 320 people attending. The Minister for Foreign Affairs, Senator the Hon Marise Payne, delivered the opening address at the conference, followed by a keynote address by the Pacific Islands Forum Secretary General, Dame Meg Taylor. The conference immediately followed this year's Pacific Islands Forum meeting, setting up the first chance for collective reflection on the outcomes of the meeting of leaders at the forum.

Critical to its capacity to communicate its research for policy development is the PRP's productive relationships with Pacific policymakers across Australian and regional governments, development partners, and civil society and private sector organisations. PRP has conducted more than 200 formal briefings/roundtable discussions in the last 12 months for a range of stakeholders, including DFAT, PM&C and the Prime Minister's Office, Australian Federal Police, Australian Electoral Commission, Australian MPs, Australia Papua New Guinea Business Council, World Bank, US State Department, opposition members of PNG's parliament, US–China Economic and Security Review Commission, Japan's Ministry of Agriculture, Department of Agriculture and Water Resources, US Embassy, the ABC, UN Women, Honiara City Council, and the Prime Ministers of Solomon Islands and Tuvalu.

The PRP also shares policy expertise with the Australian policy-making community through intensive training courses, particularly on political economy and security issues in the Pacific.

The PRP is a global centre of excellence for research on the Pacific, confirming the University as the country's foremost centre for the study of the Pacific.

Improving policy and practice in healthcare communication

The ANU Institute for Communication in Healthcare (ICH) was launched in February 2018 at the inaugural ANU International Symposium of Communication in Health Care. The interdisciplinary institute brings together internationally renowned experts from many disciplines – more than 100 academic, practising clinician, health policy expert and service provider members from 17 countries around the world. By working with healthcare professionals, the ICH aims to improve the quality of healthcare delivery by reducing the number of critical incidents caused by breakdowns in communication. In late 2018, ICH entities began establishing in the medical faculties at Harvard University, Nanyang Technology University and Hong Kong University. They will form an international peak body, led by ANU, focusing on cross-cultural comparisons, multilingual issues and universal problems in different healthcare settings that produce transnational research outcomes. Research being led out of the ANU ICH is already demonstrating an impact. For example, translating comprehensive, descriptive frameworks into innovative evidence-based interventions and policy recommendations has informed the new Australian Commission for the Safety and Quality in Healthcare standard on Communicating for Patient Safety. Further, research on clinician–patient communication in hospital emergency departments has been translated into the only evidence-based communication module for training future doctors based on what actually occurs in hospital contexts.

Analysis of China’s emission trading scheme

ANU led the analysis of China’s new national emissions trading scheme by a team of senior researchers from China, the United States and Europe. The research found enormous promise for more market-oriented climate and energy policy in the world’s largest greenhouse gas emitting country. But the initial stage of engagement will be gradual and many obstacles need to be overcome for the scheme to become an effective part of China’s policy portfolio. The analysis and other research on China’s energy and industrial transition is part of a program of bilateral collaboration that includes translation of research insights to policy audiences and the public. Through such a program Australia will gain an improved understanding of China’s climate and energy policies. ANU researcher, Professor Frank Jotzo, Director of the ANU Centre for Climate Economics and Policy, has been invited to become the only Australian member of a new task group on climate policy under the prestigious China Council for International Cooperation on Environment and Development.

Towards high quality end-of-life care for all Australians

The current piecemeal approaches to end-of-life care attract criticism of expenditure on such practices and generate demands for a nationally coordinated approach. The End of Life Care Roundtable was initiated by the Federal Minister for Health, the Hon Greg Hunt MP in November 2018 to map out end-of-life care in Australia by 2020. In support, a new program at ANU has established a network of researchers across the University who will support the development of a research strategy for ACT management of end-of-life care. This research will then be used to collaborate with others around the country to inform policy and practice for end-of-life care, and thus improve the provision of safe and high quality end-of-life care.

Improved decision-making in bushfire management

Research into bushfire management approaches has generated a new experimental flammability monitoring system being trialled by fire agencies. The result is better-informed decisions by land managers and fire agencies, for example with fire agencies rethinking how to use fuel information in their decision-making. This research has also influenced the new National Fire Danger Rating System. Overall, the research improves the anticipation of fire danger and thus reduces fire hazard.

Excellence in research and innovation

The National Institutes Grant enables ANU to maintain and enhance distinctive concentrations of excellence in research and education, particularly in areas of national importance to Australia.



ANU Grand Challenges Scheme

The ANU Grand Challenges Scheme, launched in 2017, is a \$50 million program investing in transformative research on global intractable problems. It offers an investment, rather than a grant, and supports partnerships that will attract external investment. It is a deliberate effort by ANU to change the culture among its academics, to focus on addressing global challenges through collaboration between disciplines and with stakeholders. The scheme has broken through disciplinary boundaries to address major challenges confronting society. Proposals connected 23+ research schools from all seven colleges, non-college areas such as the National Centre for Indigenous Studies and National Computational Infrastructure, and well over 1,000 ANU academics.

The Our Health in Our Hands initiative, announced November 2017, is creating revolutionary personalised and wearable sensor technologies to monitor health conditions such as diabetes and multiple sclerosis, allowing more precise diagnosis and intervention. The Management Committee, established in partnership with ACT Health, will be complemented by a Scientific Advisory Board and Patient Advisory Board, with representation from internationally renowned scientists and health service experts, and patients. The four research programs have begun: sensor development, data analytics (including machine learning and cybersecurity), patient experience and genomics. Post-doctoral fellows and research teams are being recruited, clinical cohorts established, and external funding discussed. Preclinical validation of recently discovered candidate biomarkers is underway, in parallel with sensor platform development.

Zero-Carbon Energy for the Asia-Pacific, announced in September 2018, will research how Australia can become a major exporter of renewable energies to the Asia-Pacific. It will investigate four pathways for Australia to drive the region's transition to zero-carbon energy production and use, identifying risks, challenges, barriers and opportunities to transforming Australia's export industries, based on renewable energy.

To extend the impact of the Grand Challenges Scheme to other promising teams, three competitive finalist projects will receive seed funding: Humanising Machine Intelligence; Social Cohesion, Inclusion and Diversity; and Landscape Regeneration to Enhance the Earth System.

Excellence in research and innovation: health and medicine

Breakthroughs in malaria research

Forty per cent of the world's population lives under the threat of contracting malaria; and more than 200 million people contract malaria each year. The parasite that causes the disease has become resistant to most drugs currently available. Research at ANU is helping the fight against malaria, including early detection devices and providing evidence of platelet protection in infectious disease.

Research Fellow, Dr Apostolos (Lee) Alissandratos, with the ANU Research School of Chemistry, is developing a new just-add-water diagnostic kit for use in remote communities to detect malaria and other diseases. It will allow earlier detection of the diseases. A safe micro-organism that produces all the biochemical reagents necessary to detect the malarial parasite was engineered using synthetic biology. At present, diagnostic tests for detecting the malarial pathogen are expensive and only effective when carried out in well-equipped laboratories operated by highly skilled staff. They are not available to the resource-limited communities where they are urgently needed. With the support of National Institutes Grant funding, proof-of-concept tests have been completed. Additional funding from the Bill & Melinda Gates Foundation will be used to develop ready-to-use devices over the coming 18 months. The approach has the potential to extend to the detection of almost any pathogen – in humans, animals or plants. Therefore, it could be applied in agriculture and farming, particularly in remote parts of Australia.

Further research into malaria, led by ANU and the Menzies School of Health Research at CDU, has found direct evidence of platelet protection in any infectious disease in humans. The research found that platelets bind to and kill parasites in patients infected with each of the major malaria parasite species – *Plasmodium falciparum*, *P. vivax*, *P. malariae* and *P. knowlesi*. They effectively reduce the number of parasites circulating in the blood. The findings suggest PF4-based peptides could be candidates for malaria treatment in the future, and demonstrate that platelets should be considered an important first-line defence for humans for protection from infectious microbes.

Saving sight

Around the world, 200 million people suffer with age-related macular degeneration (AMD). Now, thanks to the long-standing support of the National Institutes Grant, research into dry AMD at the John Curtin School of Medical Research (JCSMR) at ANU is delivering findings that could save millions of people from going blind. Dry AMD is a common eye disorder caused by damage to the macular – the part of the eye responsible for our sharpest vision. It can take years for signs of dry AMD to be found and by then the disease is often irreversible. Dr Riccardo Natoli from the JCSMR and the ANU Medical School is developing a blood test to detect the disease earlier based on a light model, thought to be the first of its kind. The model gives better insight into how the retina's photoreceptor cells in the macular deteriorate. From the modelling, the team noticed an inflammatory response to the damage. The focus on early diagnosis and early treatment strategies that slow down this inflammatory response is hoped to slow the disease progression. This ground-breaking research is now further supported by an ANU funded Translational Fellowship Program and Beta Therapeutics has teamed up with the University to start testing drugs to slow the inflammatory response.



Changing lifestyles to improve the health and wellbeing of the nation

At least 70 per cent of Australia's total healthcare burden comes from lifestyle diseases caused by behaviours such as smoking cigarettes, consumption of alcohol and unhealthy foods, lack of sleep or exercise, and high stress levels. In 2018, ANU initiated a range of research activities to find practical and informed policy solutions to these problems and make Australians healthier. The Research School of Psychology is developing a database of key references and resources to better understand the problem. This wealth of information would inform world leading education and practice in this field and would help Australians make informed decisions about their health. The researchers intend to develop a test battery that could easily identify the risk a person carries for various illnesses because of their lifestyle choices. A multidisciplinary team from across the University has already begun research, wholly funded by the National Institutes Grant, into the requirements for the test battery.

The future of personalised medicine

Most complex human disease is caused by changes in the genome. These are DNA sequence variations, that can be rare to reasonably common, and single to multiple. Many people have diseases caused by these changes. The Centre for Personalised Immunology (CPI) focuses on such immunological diseases and brings researchers at JCSMR and the ANU Medical School, into a collaboration with ACT Health and others. The Canberra Clinical Genomics centre is a collaboration between ACT Health and CPI and is a DNA diagnostics facility which identifies the DNA basis for a patient's particular disease. An individual's DNA is sequenced to inform a personalised diagnosis and establish the most effective therapy. This personalised medicine service is backed by strong bioinformatics, data management, research and clinical service delivery. Scientists introduce identified human genetic variation into a mouse model or human cell line to find out if the isolated mutation is responsible for the individual's condition. So far the greatest impact has been on people with rare disorders based on a single abnormality, allowing doctors to deduce the mechanism of the disorder and find an effective treatment. CPI clinics are now running weekly and sequencing under this program increased by more than 300 per cent in the last year. In 2018, the Canberra Clinical Genomics centre received accreditation from the National Association of Testing Authorities and expanded its precision medicine service beyond immunology to rare paediatric diseases, familial cancer, congenital disorders, intellectual disability, haematology and renal disorders.

Drug discovery and development

Researchers at the University's Research School of Biology, Research School of Chemistry, and JCSMR are working to develop drug discovery pipelines to move from target identification to phase II clinical trials for the treatment of various diseases. These pipelines will support the development of drugs targeting many more biochemical pathways. The ANU Drug Discovery Centre is focused on natural products from terrestrial and aquatic sources (as opposed to synthetic compounds) as a source of improved drug precursors.

Excellence in research and innovation: Environment and resources

A lifetime of scientific achievement

ANU Emeritus Professor Kurt Lambeck's lifetime of scientific achievement was recognised with the Prime Minister's Prize for Science, the country's most prestigious science prize.

Since joining ANU in 1977, and with the long-term support of the National Institutes Grant, Professor Lambeck has researched the earth and its remarkable changes over time. He is globally recognised for his work to reveal how the earth changes shape every second and has done so since the dawn of time. His discoveries have been used for accurate planning of space missions, new methods of mineral exploration, and understanding the impact of sea level changes on human civilisation.

Professor Lambeck also guided the development of a comprehensive geodetic monitoring system, the AuScope network. The network of about 100 GPS stations, radio telescopes and laser tracking systems, enables location tracking with centimetre accuracy across Australia. The value of this infrastructure to Australia was confirmed this year with nearly \$225 million of Commonwealth Government funding invested in a satellite-based augmentation system for the Australasian region and the National Positioning Infrastructure.

Professor Lambeck has received more than 30 international awards and distinctions, and served as President of the Australian Academy of Science. He continues to be a mentor and inspiration to many young, up-and-coming researchers looking to make an equally significant contribution in the fields of geophysics, geology, space science and glaciology.

Confirmation the earth's core is solid

For the first time, ANU researchers have been able to confirm the earth's inner core is solid, through the detection of shear waves – a type of wave which can only travel through solid objects. Inner core shear waves are so tiny and feeble they can't be observed directly and detecting them was considered the Holy Grail of global seismology since scientists first predicted the inner core was solid in the 1930s. Researchers from the Research School of Earth Sciences developed the correlation wavefield method which compares the signals at pairs of seismic receivers between three and ten hours after a major earthquake. From the similarities of the signals the researchers construct a global correlogram – a sort of fingerprint of the earth – which can be used to demonstrate the existence of shear waves in the inner core and infer their speed. The research is vital in moving closer to a firm understanding of phenomena like planetary formation or how magnetic fields work.

New discoveries in the geological record

In 2018, the Research School of Earth Science made two significant discoveries that have altered the geological record. Research led from ANU with support from Geoscience Australia and researchers in the United States and Japan, discovered the oldest colours in the geological record. The 1.1 billion-year-old bright pink pigments – more than half a billion years older than previously discovered pigments – were extracted from rocks deep beneath the Sahara desert in Africa. The pigments are molecular fossils of chlorophyll produced by ancient photosynthetic organisms inhabiting a long-vanished ancient ocean. The second significant discovery was of molecules of fat in an ancient fossil which revealed the earliest confirmed animal in the geological record. It lived on earth 558 million years ago, millions of years before the earliest known animal beforehand. The creature, *Dickinsonia*, grew up to 1.4 metres in length and was oval shaped with rib-like segments running along its body. The finding confirms *Dickinsonia* as the oldest known animal fossil.



Next generation of environmental remote sensing and forecasting systems

With support of National Institutes Grant funding for the National Computational Infrastructure's Raijin supercomputer, researchers in the ANU Fenner School of Environment and Society have achieved a number of scientific developments. One is a new method to assimilate moderate resolution imaging spectroradiometer (MODIS) satellite land surface temperature observations into a hyper-resolution global water balance model to estimate the water use of irrigation and wetlands. Another is a new forecasting approach that can warn of developing droughts with a lead time of three, to as much as six, months. Both developments inform decision-making by land and water managers, and improve weather and water forecasting systems, for overall better agricultural production, mitigation of natural hazards and reduced environmental impacts.

Australia's leading resource for climate-change expertise

The University's Climate Change Institute (CCI) plays a key role in facilitating expert contributions to Intergovernmental Panel on Climate Change (IPCC) reports. It also contributes leadership, such as the Director of the CCI, Professor Mark Howden, as an IPCC Vice Chair. Various IPCC reports have highlighted that atmospheric carbon dioxide needs to be removed at scale if Paris Climate Agreement targets are to be met. In response, the CCI pulled together researchers from across the University to focus on atmospheric carbon dioxide removal. This 'negative emissions' approach has centred on land based technologies, on developing a negative emissions house and on public acceptance and governance of negative emissions technologies. It is also developing research aimed at transforming the ability of Australians and our regional partners to adapt to climate change.

Excellence in research and innovation: society and culture

Filling the gaps in the world's archaeological record

Archaeological research by Professor Sue O'Connor of the School of Culture, History and Language continues beyond traditional funding cycles thanks to long-term support from the National Institutes Grant. The professor's work has uncovered many artefacts of record-breaking age, overturned many long-standing theories and filled gaps in the world's archaeological record.

Professor O'Connor's excavations in the Kimberley region of Western Australia discovered the world's oldest stone axe dating back about 48,000 years. The axe showed evidence of an attached handle that demonstrated the sophistication and complexity of early Indigenous technology. Professor O'Connor also discovered the world's oldest fishhooks associated with funerary rites in the remote Alor Island off East Timor. The set of five 12,000 year-old fishhooks, carefully placed in a Pleistocene-era burial of a woman, turned on its head the theory that men carried out most fishing activities on the islands.

Earlier in 2018, Professor O'Connor discovered evidence of the world's oldest maritime fishing practices, millennia earlier than previously thought. Dated at 42,000 years ago, the findings suggest new answers to the puzzling question of how humans arrived in Australia 60,000 years ago. The popular theory had been that these early adventurers travelled from Southeast Asia, through Indonesia and Timor and then across the sea to reach Australia's shores at land that is part of today's Northern Territory. These new findings imply that they travelled through Indonesia's northern islands, into New Guinea and then Australia, which were part of a single continent 50,000–70,000 years ago, when sea levels were 25–50 metres below the current level. This study helps to tell the Australian story, particularly for Indigenous people, and acknowledges the bravery, innovation and maritime technologies and skills of these early modern humans.

In 2018, Professor O'Connor was awarded the ANU Vice-Chancellor's Award for Excellence in Research.

Developments in digital humanities

In 2015, the Centre for Digital Humanities developed the Online Cultural Collections Analysis and Management System (OCCAMS), a database with greater functionality than any other platform available for collection based research. In 2018, researchers worked with Bukku Larrnggay Mulka centre at Yirrkala to develop an app which can link OCCAMS to phones and other hand-held devices in order to upload to, or download from, the local server. This enables Yolngu people to access cultural materials such as repatriated images and to preserve data recorded on their devices in the community archive. The app helps build community archives and facilitates access to them. It has the potential to be used by other Indigenous communities and is supporting the Research School of Humanities and the Arts efforts to restore Indigenous cultural heritage.



New research into non-standard actors in political decision-making

In 2018, the Research School of Social Sciences conducted innovative new research into the role of social media in influencing politics. The research found that during the 2016 presidential election in the United States, Twitter bots were between two to five times more effective than humans in influencing political debate and engaging with voters. This research has paved the way for new research into non-standard actors in political decision-making. The University now has a unique resource and methodology at its disposal that can measure and analyse the impact online bots have on political discussion. This research has prompted negotiations with the Defence Science and Technology Group, within the Australian Government Department of Defence to form a strategic partnership for identifying the influence of online social networks. This partnership should ensure greater security in Australian society by being able to foresee links between online activity and potential real-world consequences.

Humanising machine intelligence

Machine intelligence promises to revolutionise decision-making by enabling us to draw on more evidence, more effectively than we ever could on our own. Machine intelligence systems are already prevalent in society and will only become more pervasive. But until now the research and development has focused almost exclusively on solving technical problems. The University, with seed funding from the National Institutes Grant-funded Grand Challenges Scheme, is supporting a new large scale initiative that crosses the boundaries of traditional STEM (science, technology, engineering, mathematics and medicine) and HASS (humanities and social sciences) disciplines to humanise machine intelligence and ensure that efficiency gains from machine decision-making do not come at an unacceptable moral cost. This program will design more ethical machine intelligence systems through fundamental research and industry partnerships.

Social cohesion, inclusion and diversity

Social cohesion is fragile around the world and in Australia. Investment is needed in social infrastructure to strengthen social cohesion efficiently, effectively and quickly. Seed funding from the National Institutes Grant-funded Grand Challenges Scheme is enabling a multi-disciplinary team of ANU researchers with distinctive expertise in the area of social cohesion, diversity and integration, to take a five-stage approach – synthesis, stocktake, solve, scale-up and share – to this challenge. They will develop an interdisciplinary measure of social cohesion and identify how to strengthen social cohesion using robust methods that are scaleable and transferable to new communities.

The future of research

The National Institutes Grant enables ANU to maintain and further develop the University's strong focus on research and the University's educational philosophy that its students are part of a community of scholars.



ANU InSpace takes off

ANU has been Australia's leading astronomy institute for decades, in part because of the National Institutes Grant's long-term support of research and infrastructure in this discipline. As Australia's national university we are home to key national space resources with the capacity and capability to support the future of Australia's space industry.

To further build on this capability, ANU launched its new Innovation Institute, InSpace, to bring together extensive cross-disciplinary capabilities in technology, science and law research for advancing Australia's space industry.

The Australian Government's 2017 Foreign Policy White Paper predicts that Australia's economic and security interests in space will increase considerably in coming decades. Launched by the Minister for Industry, Science and Technology, the Hon Karen Andrews MP, at Parliament House on Tuesday 23 October 2018, InSpace will be the front door to space activities and capabilities across the University. It will include technology research and development, science missions, space test facilities, commercial space law, and business and finance initiatives relating to space. It will drive co-investment with industry and government partners. The University's unique combination of expertise in physics, computing, mathematical science, quantum mechanics, business and economics and law will sustain a focus on cross-disciplinary projects and initiatives to support Australian space business development.

Supporting the nation's scientists to discover more of the Universe's secrets

Building on the University's successful operation of the nationally significant Siding Spring Observatory, ANU is leading a consortium of 13 universities to operate the Anglo-Australian Telescope (AAT), Australia's largest optical telescope. The new operational arrangement of the AAT will ensure a continuing high level of capability in optical astronomy for the nation.



ACT Scientist of the Year

The future of artificial intelligence, secure networks, and the creation of new drugs is being brought closer to reality by research into quantum computing at ANU. Earlier this year Dr Rose Ahlefeldt, of the University's Research School of Physics and Engineering, was awarded the 2018 ACT Scientist of the Year. The award recognised her work in identifying materials that can be used to enhance data storage for computers. Dr Ahlefeldt's research, which studies fundamental science at the same time as building new technology, is creating the foundation for a new generation of quantum computers, which could build a quantum internet that allows for speeds and security of data transfer impossible with current technology.

Communicating science to the world

The University's Centre for the Public Awareness of Science has run the Science Circus program for 30 years. The Australian Science Circus has already directly engaged two million Australians, and has plans to partner with Shell and Questacon over the next three years to engage another 100,000 rural, regional and Indigenous Australians each year. Science Circus also runs in Japan and other parts of the Asia-Pacific. Since 2015 the Science Circus Africa project has inspired young African people to the wonders of science in many parts of their continent. The project uses hands-on workshops and interactive exhibits, and passes knowledge to local teachers. Science Circus Africa has formed partnerships with eight African nations and engendered African-led science shows going out to the schools in their area and continuing the work that ANU researchers started in 2015.

Harnessing the unique capabilities of ANU for the future

The wealth of world-class technical expertise at ANU finds novel solutions to the challenges of the future. This extensive and diverse knowledge and experience is underpinned by significant, and often unique, instrumental infrastructure. The inaugural Research Capabilities Expo was held in 2018 to build closer links between expertise and infrastructure within ANU, following the launch of MakerSpace, an open-access digital design and fabrication space at ANU, in 2017. The Centre for Advanced Microscopy (CAM), which provides state-of-the-art microscopy and microanalysis equipment to researchers, students and industry partners, demonstrated at the expo. In 2018, CAM gave micro-imaging and microanalysis support to the research, development and innovation team at Aurubis AG, a major world-wide copper producer actively seeking to improve existing processes to deal with more and more complex raw materials. CAM's microanalysis techniques obtain information such as metal loss and element deportment more accurately than conventional bulk analysis methods used at metallurgical processing plants. These advanced micro-imaging and microanalysis facilities can thus be directly used to support problem solving at the industrial level.

The future of legal technology

With the support of the National Institutes Grant, the ANU College of Law has developed a program of works on blockchain technologies that has attracted US\$1 million of industry funding through the University Blockchain Research Initiative (UBRI). UBRI is a collaboration between industry and top universities around the world, including Princeton University and University College London, to support and accelerate academic research, technical development and innovation in blockchain, cryptocurrency and digital-payments. ANU is the only Australian university member of UBRI and the ANU College of Law is the only partner law faculty. ANU College of Law research will focus on the legal impacts of blockchain technology, such as smart contracts and cryptocurrencies. These research outcomes will form the basis of a larger body of work focused on the long-term impacts of legal technology and will include integrating changing technologies across ANU undergraduate and postgraduate curriculum.

Fostering the next generation

ANU has a proud history of providing a high-quality training ground for future research and academic leaders, supporting the next generation to realise nationally significant outcomes in their academic careers. These three outstanding current ANU PhD candidates, supported by the National Institutes Grant, are just some of those who are already making an impact.

Dr Naomi Clarke's research in the ANU Research School of Population Health could help hundreds of millions of children worldwide by showing more can be done to reduce infection rates of intestinal worms. It is supported by both the National Institutes Grant and the Bill & Melinda Gates Foundation. Dr Clarke's research found infection prevention doubled in effectiveness in community-wide versus child-targeted deworming. The study has raised the awareness of intestinal worm damage to health in the Asia-Pacific region, and authorities are now discussing and planning elimination and treatment strategies for the future. Her research was recognised in Dr Clarke's selection as a finalist of the inaugural CSL Florey Next Generation Award, which recognises a current PhD candidate who has demonstrated outstanding achievement and potential in biomedical sciences, health and medical research.

In the ANU Research School of Economics, Mr Peter Gibbard is undertaking research on behavioural decision theory in three broad areas: models of framing effects, models of limited attention and models of online choice. Mr Gibbard expects to present his new model of online choice to the Australian Competition and Consumer Commission in early 2019. He is also a member of the Behavioural Insights Champions Network, which aims to inform the Australian Public Service of the insights obtained from behavioural economics to support evidence-based decision making.

Mr Ankur Sharma is researching micro- and nano-systems in the ANU Research School of Electrical, Energy and Materials Engineering. He is developing a computer chip made from pentacene, an organic carbon and hydrogen compound that will make mobile phones thinner, faster and more flexible in the future. The research will open the door to a new generation of high performance electronic devices made with organic materials that will be biodegradable or that can be easily recycled, promising to help substantially reduce e-waste. Mr Sharma applied to do his PhD at ANU because of the "wonderful lab facilities" at the Research School of Electrical, Energy and Materials Engineering, which could not be maintained without the long-term investment of the National Institutes Grant.



**MANAGEMENT &
ACCOUNTABILITY**

CORPORATE GOVERNANCE

Overview

The Council serves as the governing authority of the Australian National University (ANU) and its controlled entities. Good corporate and academic governance is a fundamental part of the culture and academic and operating practices of the University. The key aspects of the University's corporate and academic governance framework and practices for the 2018 year are outlined in this section.

In December 2018 the Council assessed and reaffirmed its view that the University is in compliance with the corporate and academic governance requirements of:

- > *Australian National University Act 1991*
- > *Public Governance, Performance and Accountability Act 2013*
- > *Higher Education Standards Framework (Threshold Standards) 2015*
- > *Voluntary Code of Best Practice for the Governance of Australian Public Universities* (as revised May 2018).

Visit the University's website for more information about governance of the University.

Council's strategic focus

The second year of the ANU Strategic Plan 2017–2021 has been completed. The Strategic Plan gives effect to the University's Vision Statement (adopted in May 2016) and is built on five pillars:

- > building on a culture of academic excellence
- > delivering on our unique national responsibilities
- > achieving equity – within ANU and in society
- > building a culture of collegiality and engagement – across and beyond ANU
- > creating an unrivalled campus environment.

The Strategic Plan constitutes the University's corporate plan for the purposes of the *Public Governance, Performance and Accountability Act 2013*. The Council remains focused on working with the Vice-Chancellor to deliver the strategic goals it has set for the University, and frequently monitors performance against key performance indicators.

The Council deliberated on a range of significant issues and initiatives for the University in 2018 including: the University's management of the campus flood in February; approving the expansion of the ANU College of Engineering and Computer Science (called CECS Reimagine); continued investment in substantial student accommodation projects; the massive redevelopment of the Union Court precinct (Kambri), scheduled for formal opening in February 2019; continual monitoring of the University's work health and safety performance for staff and students; year-long oversight of the University's response to the Australian Human Rights Commission report *Change the course: National report on sexual assault and sexual harassment at Australian universities* (2017); the Admissions, Scholarship and Accommodation Project; development of the University's long-term Campus Master Plan; and monitoring of the budget position, including introduction of strategic financial forecasting and scenario modelling.

The Council also closely monitored other strategic issues such as the negotiations with the Ramsay Centre for Western Civilisation. Negotiations were terminated by the Vice-Chancellor, with the full support of the Chancellor, Council and Academic Board, in June 2018. The University had warmly supported in principle hosting a degree course on Western Civilisation, sponsored by the Ramsay Centre in association with its parent Ramsay

Foundation, but it became clear during the course of the negotiations, that the University's academic autonomy and integrity would be unacceptably compromised by the conditions, in particular in relation to curriculum design and staffing, on which the Ramsay side were then insisting.

At all its meetings, Council also maintains a program of strategic discussion topics for guiding the University Executive on the key strategic opportunities and risks confronting the University. The centrepiece of strategic discussion was the annual Council Planning Day, held in February 2018 at ANU House, Melbourne.

Functions of the University

The University is a research-intensive educational institute, established by an Act of the Australian Parliament in 1946. Section 5 of the *Australian National University Act 1991* specifies its functions as:

- > advancing and transmitting knowledge, by undertaking research and teaching of the highest quality
- > encouraging, and providing facilities for, research and postgraduate study, both generally and in relation to subjects of national importance to Australia
- > providing facilities and courses for higher education generally, including education appropriate to professional and other occupations, for students from within Australia and overseas
- > providing facilities and courses at higher education level and other levels in the visual and performing arts, and, in so doing, promoting the highest standards of practice in those fields
- > awarding and conferring degrees, diplomas and certificates in its own right or jointly with other institutions, as determined by the Council
- > providing opportunities for persons, including those who already have post-secondary qualifications, to obtain higher education qualifications
- > engaging in extension activities.

In the performance of its functions, the University ensures a focus on its national and international roles and on the needs of the Australian Capital Territory and the surrounding regions.

Council

The Council is established under section 8 of the *Australian National University Act 1991* as the governing authority of the University.

Responsibilities

Powers are conferred upon Council to control and manage the entire University under section 9 of the *Australian National University Act 1991*. However, save for matters that the Act prescribes cannot be delegated, management control of the University is delegated to the Vice-Chancellor.

The responsibilities of the Council, articulated in the ANU Council Charter, are:

- > strategic oversight of the University, including:
 - setting the mission, values and strategic direction of the University
 - ongoing review of the success of those strategies
- > ensuring effective overall governance and management of the University, including:
 - appointing the Chancellor and Pro-Chancellor
 - appointing the Vice-Chancellor as principal academic and chief executive officer of the University, and monitoring his or her performance

- overseeing and reviewing the management of the University and its performance
 - ensuring that the strategic goals set by the Council are delivered by effective management systems
 - overseeing and monitoring the academic activities of the University
 - establishing policy and procedural principles, consistent with legal requirements and community expectations
- > ensuring responsible financial and risk management of the University, including:
- approving the annual budget, business plan and annual report
 - overseeing and monitoring the assessment and management of risk across the University, including in its commercial undertakings
 - approving and monitoring systems of control and accountability for the University and any entities controlled by the University (within the meaning of section 50AA of the *Corporations Act 2001*)
 - approving significant commercial activities of the University.

Composition

The Council comprises 15 members who hold membership by virtue of appointment, election or their office. Membership of the Council throughout 2018 is shown in the following table.

Position	Incumbent	Status	Original appointment date	Expiry date of current term
Chancellor (appointed by Council)	Professor the Hon. Gareth Evans AC QC	External	1 January 2010	31 December 2019
Vice-Chancellor (appointed by Council)	Professor Brian P. Schmidt AC	Internal	1 January 2016	31 December 2020
Seven members appointed by the Minister	Ms Naomi Flutter (Pro-Chancellor)	External	1 July 2014	30 June 2022
	Mr Graeme Samuel AC	External	1 August 2011	31 July 2019
	Dr Doug McTaggart	External	21 June 2012	30 June 2020
	Professor Suzanne Cory AC	External	1 July 2014	30 June 2022
	Mr Peter Yu	External	1 September 2016	30 June 2020
	Ms Natasha Stott Despoja AM	External	1 September 2016	30 June 2020
	Ms Anne-Marie Schwirtlich AM	External	1 July 2017	30 June 2021
Elected Dean or the Head of a Research School	Professor Catherine Waldby	Internal	30 September 2016	29 September 2018
	Professor Matthew Colless	Internal	30 September 2018	29 September 2020
Elected Academic Staff Member (The Faculties)	Professor Jan Provis	Internal	21 July 2015	29 September 2018
	Vacant	Internal	1 July 2018	29 September 2018
	Associate Professor Ben Corry	Internal	30 September 2018	29 September 2020

Position	Incumbent	Status	Original appointment date	Expiry date of current term
Elected Academic Staff Member (Institute of Advanced Studies)	Professor Tim Senden	Internal	30 September 2012	29 September 2018
	Dr Ceridwen Fraser	Internal	30 September 2018	29 January 2020
Elected General Staff Member	Ms Deborah Veness	Internal	26 May 2016	25 May 2018
	Mrs Claire Shrewsbury	Internal	26 May 2018	25 May 2020
Elected Postgraduate Student Member	Ms Alyssa Shaw	Internal	17 August 2016	3 September 2018
	Mr Zyl Hovenga-Wauchope	Internal	4 September 2018	3 September 2019
Elected Undergraduate Student Member	Ms Eleanor Kay	Internal	1 December 2017	30 November 2018
	Ms Eden Lim	Internal	1 December 2018	30 November 2019

Ministerial appointments to Council

The Minister for Education and Training announced two re-appointments to Council in 2018, until 30 June 2022. Ms Naomi Flutter began a second four-year term, and continues to serve as the University's Pro-Chancellor. Professor Suzanne Cory also began a second four-year term.

Elections to Council

Three new Academic Staff representatives joined the Council during 2018 to replace three retiring members.

Professor Jan Provis announced that she would be retiring from the University on 1 July 2018, three months before her term expiry date of 29 September 2018. Paragraph 15(1)(g) of the *Australian National University Act 1991* provides that if an elected member of the Council ceases to be qualified to be elected to the position they hold, the member's office becomes vacant. On 6 April 2018, Council directed that the casual vacancy remain unfilled for the residual three-month period and that the Returning Officer conduct a ballot for the position of Academic Staff Member (The Faculties) to begin the next term on 30 September 2018. The impact of the vacancy on Council deliberations was minimal, with only one Council meeting proceeding with 14 instead of 15 members. As a result of the ballot, Associate Professor Ben Corry was elected for a period of two years, until 29 September 2020.

Professor Catherine Waldby retired from the Council on 29 September 2018 and was succeeded by Dr Ceridwen Fraser who was elected for a period of two years, until 29 September 2020. On 13 November 2018, Dr Fraser advised the Chancellor that she had accepted an academic appointment elsewhere and would thus be stepping down from Council as an Academic Staff Member (Institute), effective 28 January 2019. Council noted on 7 December 2018 that an election process would begin on 10 December 2018 to identify Dr Fraser's successor by the end of January 2019.

Professor Tim Senden also retired from the Council on 29 September 2018 following six years of service and was succeeded by Professor Matthew Colless who was elected for a period of two years, until 29 September 2020.

Mrs Claire Shrewsbury was elected as the General Staff Member from 26 May 2018 until 25 May 2020, replacing Ms Deborah Veness following her two years of service.

Undergraduate and postgraduate students of the University elect undergraduate and postgraduate members

of Council, in a ballot distinct from the presidency of the respective student associations. Notwithstanding the separate ballots, the student bodies elected their student association presidents as members of the Council. Mr Zyl Hovenga-Wauchope was elected for a one-year term as the Postgraduate Student Member. He succeeded Ms Alyssa Shaw on 4 September 2018. Ms Eleanor Kay concluded her term on 30 November 2018 and was succeeded by Ms Eden Lim as the Undergraduate Student Member on 1 December 2018.

On 5 October 2018, the Council considered the Chancellorship of the University and agreed to a process to search for, and appoint, a Chancellor to succeed Professor the Hon. Gareth Evans AC QC on 1 January 2020.

Council member induction and continuing education

An induction program is conducted for new Council and Council committee members which may include one-on-one meetings with the Chancellor, Vice-Chancellor, Provost, Deputy Vice-Chancellors, Chief Operating Officer, Chief Financial Officer, and the Director, Corporate Governance and Risk Office. New Council and committee members are given a comprehensive induction kit incorporating key institutional and strategic documentation, namely the Council Members Handbook, copies of relevant legislation, current strategic plan, prior year annual report, ANU Council Charter, Code of Conduct, and minutes of Council's previous annual planning day meeting.

As part of the induction process, new and re-appointed/elected Council members complete a disclosure and declaration form that details all potential conflicts of interest. In addition, the University executes a deed of indemnity and access for each member of the Council.

Council members are encouraged to undertake professional development activities. Where, in the evaluation of a Council member's performance, a skills gap is identified, the Chancellor discusses with the member, resources and training to support professional development needs.

In 2018 a number of Council members participated in or expressed interest for 2019 in professional development programs offered by the Australian Institute of Company Directors.

Council performance evaluation

Council evaluates its performance annually in line with the *Voluntary Code for Best Practice for the Governance of Australian Public Universities*. The code recommends that 'at least once each two years, the governing body should assess its performance, the performance of its members and performance of its committees ... The Chancellor should have responsibility for organising the assessment process, drawing on external sources if required'.

The Council regularly evaluates its own performance, most recently in April 2018 (for calendar year 2017), through:

- > annual self-assessment using an online survey (introduced December 2017)
- > one-on-one consultations between the Chancellor and individual Council members every second year.

These assessments and consultations cover such matters as:

- > adequacy of Council engagement on strategic and other issues
- > structure, composition and tenure of Council members
- > quality of performance of self, other Council members and the Chancellor
- > cohesiveness and collegiality of the Council
- > opportunities for induction and development of Council members
- > conduct of Council meetings, including adequacy of papers, staff presentations and reporting
- > adequacy of visibility and engagement with the wider University community
- > adequacy of the Council Charter.

For 2017, Council determined that, overall, the Council works very well and properly discharges its governance duties.

The Council self evaluation of 2018 has been scheduled for mid-2019 to allow more time for several new members to make a considered assessment of Council performance and to generate more up to date feedback from the membership for the new Chancellor taking office in January 2020.

Membership and succession planning

The Nominations Committee Charter outlines the qualities that Council requires across its membership and, in particular, in the members appointed by the Minister. The Charter also formalises the mechanisms through which Council manages succession planning of its membership.

The Charter places an expectation on the Nominations Committee that nominees recommended to the Minister for Education for membership to Council will include:

- > at least two members who have a high level of relevant financial expertise
- > at least one member who has a high level of relevant commercial expertise
- > a desirable balance of skills, expertise and gender among the members of Council
- > people who have an appreciation of the values of the University and its core activities of teaching and research, its independence and academic freedom, and the capacity to appreciate what the University's external community needs from it
- > a level of continuity within its membership such that, where possible, members' terms of office overlap
- > a balance of representation from states and territories in addition to New South Wales and Victoria in the Council's composition
- > an Indigenous member of Council
- > the need for renewal, with Council members normally serving for a maximum of eight years.

In addition, the Charter explicitly excludes from consideration any person who is:

- > a member of any parliament in Australia
- > a member of staff of the University
- > a student of the University
- > a member of the Nominations Committee itself.

Meetings of Council

The Council met on six occasions in 2018, approximately every two months. The Chancellor presided at all meetings of Council.

The Chair is committed to ensuring free and open debate, adequate debate of significant issues, canvassing of all views, fair treatment of all issues during debate, courtesy at all times, and efficient and expeditious conduct of business.

Council conducts itself in a consultative and collegial manner, seeking consensus as a result of debate on an issue. In exceptional circumstances where clarity is sought, the Chair may invite Council members to vote on a matter. No formal vote was taken in 2018.

Meetings of Council are open to observers (for non-confidential items). The meetings are attended by the Provost, Deputy Vice-Chancellors, Pro Vice-Chancellors, Chief Operating Officer, Vice-Presidents, Chief Financial Officer and the Chair, Academic Board, all of whom are invited to be present for confidential items. Also in attendance are officers of the Corporate Governance and Risk Office who provide Council secretariat. The Director of this office is the Secretary to the Council.

In 2018, Council continued its active program of site visits at the conclusion of each Council meeting. This program assists members to engage with the academic and research community and to be informed about the depth and variety of activity being pursued across the University. Site visits were made to view areas affected by the flood in February 2018, attend a cybersecurity briefing at the National Security College, and tour the almost completed Kambri site. In addition, the Council participated in a question and answer session with Mr Jim Clapper, the Vice-Chancellor's Distinguished Visiting Fellow at the National Security College, and attended the ANU Reconciliation Week Lecture, given by Dr Virginia Marshall, the inaugural ANU Indigenous Post-Doctoral Fellow.

Senior officials of the University

The Chancellor

The Chancellor is appointed by Council under section 32 of the *Australian National University Act 1991*. The Chancellor's principal responsibilities are to provide appropriate leadership to the Council and to ensure the Council fulfils its obligations under the Council Charter. The Chancellor also has specific responsibilities to:

- > chair Council meetings, and other governance-level meetings, and to facilitate discussion in each meeting
- > represent the views of Council to the University community, government, business, civil society and the public
- > maintain a frequent dialogue with the Vice-Chancellor and executive management, serving as a primary link between the Council and management, and affording continuity between Council meetings
- > work with the Vice-Chancellor on Council's requirements for information to contribute effectively to the Council decision-making process and monitor effective implementation of Council decisions
- > preside at ceremonial occasions of the University, including at Conferring of Awards ceremonies.

The current Chancellor, Professor the Hon. Gareth Evans AC QC will retire on 31 December 2019. The process to search for, and appoint, his successor was agreed by Council on 5 October 2018.

The Pro-Chancellor

The Pro-Chancellor's principal responsibilities are to assist the Chancellor in providing appropriate leadership to the Council and ensuring Council fulfils its obligations under the Council Charter. The Pro-Chancellor also has specific responsibilities to:

- > chair Council meetings in the absence of the Chancellor
- > assist the Chancellor with his or her other specific responsibilities as listed above
- > lead the Council in its deliberations on the appointment or re-appointment of a Chancellor.

The Pro-Chancellor is appointed by Council and is an experienced and well-respected member of the Council, drawn from its external members. The current Pro-Chancellor, Ms Naomi Flutter, was appointed by the Council in 2017 for a term of three years (in a process separate from the Minister for Education and Training re-appointing Ms Flutter to the Council itself for a second four-year term, until 30 June 2022).

The Vice-Chancellor

The Vice-Chancellor is the Chief Executive Officer of the University and is appointed by Council for such period as Council determines.

Under the *Vice-Chancellorship Statute 2013*, the Vice-Chancellor is charged with responsibility to control and manage the affairs of the University and the real and personal property at any time vested in or acquired by the University, including the disposal of that property. The Vice-Chancellor has the 'power to do all things that are

necessary or convenient to be done for, or in connection with, the performance of the Vice-Chancellor's duties', which includes:

- > developing with Council the vision and strategic direction of the University
- > implementing the vision and strategic direction set by Council
- > providing strong leadership to, and effective management of, the University
- > ensuring the ongoing development, implementation and monitoring of the University's risk management and internal controls framework
- > ensuring Council is provided with accurate and clear information in a timely manner to promote effective decision-making by Council
- > keeping Council informed, at an appropriate level, of the activities of the University, including advice of:
 - any potential legal action against the University
 - major risks
 - the University's financial position and projected expenditure, and documents executed under power of attorney.

The Vice-Chancellor is Professor Brian P. Schmidt AC, who has held the role since January 2016.

Council committees

The Council is assisted in the discharge of its responsibilities by the:

- > Finance Committee
- > Audit and Risk Management Committee
- > Campus Planning Committee
- > Remuneration Committee
- > Honorary Degrees Committee
- > Nominations Committee.

Council committees comprise members of Council, supplemented as appropriate with other appointees, internal and external to the University, who bring leadership in their field of expertise. All committees of Council operate under charters approved by Council.

Finance Committee

The Finance Committee makes recommendations to Council on financial, investment and commercial management matters of the University. A summary report from the Finance Committee is a standard item on the agenda for each meeting of Council.

During the year, the Committee oversaw the University and subsidiary entities' budgets, monitored the University's financial projections and performance, and actively discussed the University's strategic financial forecasting and scenario modelling, the CECS Reimagine business case and the University's Commonwealth Superannuation Account liability.

The Committee also oversaw changes in the University's investment management activities and deliberated on a range of matters relating to the University's commercial activities, specifically for ongoing campus redevelopment opportunities.

Audit and Risk Management Committee

The Audit and Risk Management Committee provides independent assurance, advice and assistance to Council on the University's risk, control and compliance framework and its external accountability responsibilities, including its annual financial statement responsibilities. The Committee also serves to meet the University's obligations under section 45 of the *Public Governance, Performance and Accountability Act 2013*. A report from the Audit and Risk Management Committee is a standard item on the agenda for each meeting of Council.

During 2018, the Committee's work included overseeing the preparation of University and subsidiary entities' annual financial statements for Council. The Committee reviewed audits completed as part of the Annual Internal Audit Work Plan and one management initiated review (payment of commission to international student agents). The Committee also advised on the ongoing program of work on risk management, which will remain an area of focus in 2019.

Campus Planning Committee

The Campus Planning Committee monitors and advises Council on matters relating to the planning and development of the University's major property and physical infrastructure.

During the year the Committee's work included oversight of the Campus Master Plan, Union Court (Kambri) redevelopment, major capital projects, the flood on campus, infrastructure naming, student accommodation strategy, heritage matters, campus safety, the future of University library facilities and public art.

Remuneration Committee

The Remuneration Committee determines the remuneration and conditions of employment of the Vice-Chancellor; monitors and reviews the Vice-Chancellor's decisions on performance and remuneration of senior management of the University; and, in an emergency, may exercise the power of the Council to appoint an Acting Vice-Chancellor.

During the year the Committee set the key performance indicators for the Vice-Chancellor and oversaw the Vice-Chancellor's decisions on the performance and remuneration of the senior management of the University.

Honorary Degrees Committee

The Honorary Degrees Committee considers nominations, within the terms of the *Honorary Degree Rules 2015*, of persons for conferral of honorary degrees and recommends the names of suitable persons to the Council for admission to an award.

During the year, on the recommendation of the Committee, Council approved the awarding of honorary degrees to the following:

Conferee	Honorary degree	On the grounds of
Professor Helen Quinn AO	Doctor of Science <i>honoris causa</i>	her exceptional contribution to theoretical physics and science education
Ms Samantha Mostyn	Doctor of Laws <i>honoris causa</i>	her exceptional contribution to the advancement of gender inclusion, and leadership in sustainability and climate change
Professor Lyn Beazley	Doctor of Science <i>honoris causa</i>	her exceptional contribution to science in the field of neuroscience and her science communication and outreach work

Conferee	Honorary degree	On the grounds of
Professor Jenny Graves	Doctor of Science <i>honoris causa</i>	her exceptional contribution to genomic and epigenetic research, and to the advancement of women in science
Professor John Pitchford	Doctor of Science <i>honoris causa</i>	his exceptional contribution to Australian economic policy and the study of economic theory
Sir Ross Cranston	Doctor of Laws <i>honoris causa</i>	his exceptional contribution to public service as a former British Parliamentarian, senior member of the British judiciary and a leading scholar in commercial and public law
Mr Ross Gittins	Doctor of Letters <i>honoris causa</i>	his outstanding contribution to journalism and economics over 40 years
Dr Andrew Tridgell	Doctor of Science <i>honoris causa</i>	his exceptional contribution to computer science through the development of significant free and open software
Ms Jane Connors	Doctor of Laws <i>honoris causa</i>	her exceptional contribution to human rights advocacy, particularly in support of the rights of women and children
Professor Philip Alston	Doctor of Laws <i>honoris causa</i>	his exceptional contribution to international law, human rights, public policy and international legal scholars
The Hon Peter Garrett AM	Doctor of Laws <i>honoris causa</i>	his exceptional contribution to Australian music, environmental conservation, reconciliation with Indigenous Australians and public service
Professor James C. Scott	Doctor of Letters <i>honoris causa</i>	his exceptional contribution to the advancement of political science
Mr Michael Thawley	Doctor of Laws <i>honoris causa</i>	his exceptional contribution to Australia–US relations, international relations and public life, and a lifetime of mentoring others

Nominations Committee

The Nominations Committee of Council makes recommendations to the Minister for Education and Training on persons to be appointed to Council. The Committee is established under section 10 of the *Australian National University Act 1991*.

The Nominations Committee convened on one occasion, in April 2018, to consider its recommendations for re-appointing Ms Naomi Flutter and Professor Suzanne Cory AC following the expiry of their terms on 30 June 2018. Both Ms Flutter and Professor Cory were re-appointed until 30 June 2022.

The Nominations Committee also began planning for potential future appointments and re-appointments to Council by the Minister.

Consistent with the recommendations of the Walker Review, and the membership succession plan developed by Council in recent years, Council maintained a skills register to assist the Nominations Committee with recommendations to the Minister for appointments and re-appointments. The skills register was most recently updated and noted by Council on 7 December 2018.

Council and Council committees meeting attendances

Attendance at meetings by Council members and other committee members in the period 1 January to 31 December 2018 are listed in the following tables:

Council

Council member	No. of possible meetings	No. of meetings attended
Professor the Hon. Gareth Evans AC QC	6	6
Professor Brian P. Schmidt AC	6	6
Ms Naomi Flutter	6	5
Professor Suzanne Cory AC	6	6
Mr Graeme Samuel AC	6	6
Dr Doug McTaggart	6	5
Mr Peter Yu	6	6
Ms Natasha Stott Despoja AM	6	5
Ms Anne-Marie Schwirtlich AM	6	4
Professor Tim Senden (to 29 September 2018)	4	4
Professor Matthew Colless (from 30 September 2018)	2	2
Professor Jan Provis (to 30 June 2018)	3	3
Associate Professor Ben Corry (from 30 September 2018)	2	2
Professor Catherine Waldby (to 29 September 2018)	4	3
Dr Ceridwen Fraser (from 30 September 2018)	2	2
Ms Deborah Veness (to 25 May 2018)	3	3
Mrs Claire Shrewsbury (from 26 May 2018)	3	3
Ms Alyssa Shaw (to 3 September 2018)	4	4
Mr Zyl Hovenga-Wauchope (from 4 September 2018)	2	2
Ms Eleanor Kay (to 30 November 2018)	5	5
Ms Eden Lim (from 1 December 2018)	1	1

Finance Committee

Committee member	No. of possible meetings	No. of meetings attended
Mr Graeme Samuel AC	5	5
Professor Brian P. Schmidt AC	5	4
Ms Naomi Flutter	5	4
Dr Doug McTaggart	5	4
Professor Tim Senden	5	4

Committee member	No. of possible meetings	No. of meetings attended
Mr Geoff Knuckey	5	5
Mr Darren Keogh	5	5
Mr Tony McGrath	5	5
Ms Merran Kelsall	5	4

Audit and Risk Management Committee

Committee member	No. of possible meetings	No. of meetings attended
Mr Geoff Knuckey	6	6
Ms Anne-Marie Schwirtlich AM	6	3
Mr Mark Ridley	6	4
Ms Janine McMinn	6	5
Mr Jeremy Chandler	6	4

Campus Planning Committee

Committee member	No. of possible meetings	No. of meetings attended
Professor the Hon. Gareth Evans AC QC	6	6
Professor Brian P. Schmidt AC	6	4
Ms Naomi Flutter	6	5
Professor Tim Senden	6	5
Ms Anne-Marie Schwirtlich AM	6	4
Professor Sue Holliday	6	6
Mr Malcolm Snow	6	5
Mr Jure Domazet (to 6 March 2018)	1	0
Mr Terry Weber (from 20 July 2018)	2	1
Mrs Claire Shrewsbury (from 30 September 2018)	1	1

Remuneration Committee

Committee member	No. of possible meetings	No. of meetings attended
Professor the Hon. Gareth Evans AC QC	1	1
Ms Naomi Flutter	1	1
Mr Graeme Samuel AC	1	1

Honorary Degrees Committee

Committee member	No. of possible meetings	No. of meetings attended
Professor the Hon. Gareth Evans AC QC	3	3
Professor Brian P. Schmidt AC	3	3
Ms Naomi Flutter	3	2
Professor Suzanne Cory AC	3	2
Mr Peter Yu	3	3
Ms Natasha Stott Despoja AM	3	1
Professor Marnie Hughes-Warrington	3	1
Professor Margaret Harding	2	1
Professor Shirley Leitch (to November 2018)	2	2
Professor Chennupati Jagadish (to 29 September 2018)	2	0
Professor Ann McGrath (to 29 September 2019)	2	2
Ms Alyssa Shaw (from 1 December 2017)	2	2
Ms Eden Lim (from 1 December 2018)	1	1
Professor Peta Spender (from 30 September 2018)	1	1
Professor Robyn Lucas (from 30 September 2018)	1	1

Nominations Committee

Committee member	No. of possible meetings	No. of meetings attended
Professor the Hon. Gareth Evans AC QC	1	1
Professor Brian P. Schmidt AC	1	1
Ms Naomi Flutter	1	1
Ms Robin Hughes AO	1	1
Ms Julie Steiner	1	1
Mr David Miles AM	1	0
Professor Tim Senden	1	1

Other governance arrangements

Remuneration

The remuneration and performance evaluation of the Vice-Chancellor is managed by the Remuneration Committee, under Council oversight. The Chancellor, as chair of the committee, gives an annual written assurance to Council that the committee has ensured that contractual arrangements are in order, remuneration has been properly developed, and performance objectives have been formulated and measured.

The package of remuneration received by the Vice-Chancellor is, at his insistence, benchmarked against the practices of other comparable international higher education institutions rather than the major Australian universities, and is significantly more modest than the current Go8 norm. The Remuneration Committee is supported by the University's Director, Human Resources and receives external advice on remuneration benchmarking for the position from a major remuneration advisory firm.

Key performance indicators for the Vice-Chancellor are determined annually and their achievement is assessed early in the subsequent year.

In 2018 Council continued its policy of not remunerating Council members. It does pay a modest honorarium to the Chancellor in recognition of the responsibilities and time involved in the discharge of the office.

Communicating with the community

The Council maintains a number of mechanisms for communication with the University and wider community. The governance webpages for the University contain a comprehensive set of the governance documents, such as details on Council and Council committees (including member profiles and meeting dates), Academic Board and its committees, various governance frameworks, ANU legislation and public interest disclosure.

The Council places news updates on the University website, to staff and students of the University following Council meetings. This overview of current matters under discussion by Council, creates a greater awareness of these matters across the University community.

The Council regards the annual report as its primary mechanism for communicating the activities of the University to the Australian Parliament, the government and the wider Australian community. The University's website has substantial information about its activities and processes.

Corporate Governance and Risk Office

The Corporate Governance and Risk Office manages the corporate and academic governance functions of the University. It provides governance advice and secretariat support to the Council, all Council committees, and the Academic Board and its committees.

The Director, who is the University Secretary, oversees management of the governance frameworks of the University, covering subordinate legislation, policy and delegations of authority. The Director is also the Chief Audit Executive of the University and oversees management of the enterprise risk management framework, fraud control framework and internal audit program on behalf of Council and its Audit and Risk Management Committee.

Conduct, ethics and disclosure of interests

The University's Code of Conduct applies to all staff and to members of the Council. Codes of practice applying to staff and students are also in place for Teaching and Learning, Supervision in Higher Degrees by Research, and Student Academic Integrity.

Responsibilities of members of Council are recounted in the ANU Council Charter.

Council and Council committee members are required to take all reasonable steps to avoid actual, potential or perceived conflicts of interests. Each must comply with the requirements of the *Public Governance, Performance and Accountability Act 2013* for disclosure of material personal interests.

Any Council or Council committee member who has a material personal interest in a matter relating to the affairs of the University must disclose that interest orally, or in writing, at the relevant Council or Council committee meeting as soon as practicable after becoming aware of the interest. The disclosure must include details of the nature and extent of the interest and how the interest relates to the affairs of the University. If the nature or extent of a material personal interest subsequently changes, that must also be declared if it continues to be of relevance to a matter relating to the affairs of the University. Any such disclosure is recorded in the minutes of the meeting. Unless Council or Council committee members determine otherwise, the member must not take part while the matter is being considered at the meeting nor participate in decision-making on the matter.

The Director, Corporate Governance and Risk Office, maintains a register of all material personal interests declared by members. Members are invited annually to make a declaration of any further material personal interests or to amend existing declarations. These are recorded in the register.

Academic governance

The academic governance arrangements of the University are subject to the oversight of the Academic Board, a free-standing body that reports directly to Council. The Academic Board is tasked with ensuring that the University maintains the highest standards in teaching, scholarship and research, and with accreditation and reaccreditation of the programs and courses of the University. It operates under the *Academic Board and Committees Statute 2017*, with the assistance of specialist committees on Education and Research.

The Academic Board is the University body responsible for approving new academic programs, reviews of, and amendments to, existing programs, and disestablishment of programs. For undergraduate and graduate coursework programs, accreditation recommendations come to the board from the colleges through the Academic Quality Assurance Committee. Higher Degree by Research programs come to the board from its University Research Committee.

Professor Jacqueline Lo continues as Chair until March 2020.

In February 2018, the Academic Board conducted its annual retreat at which Board members share ideas and opinions in a collaborative setting. The value of the retreat was highlighted by the frank and insightful SWOT (strengths, weaknesses, opportunities, threats) analysis that both recognised excellent work achieved to date, and set clear direction for future projects.

One of the key achievements of the Academic Board in 2018 was the development of the Statement on Academic Freedom. The Statement is the culmination of more than 18 months of dedicated work that included engaging with external experts, benchmarking with domestic and international peer institutions, and extensive consultation across campus, including via a survey inviting feedback from academic and professional staff, and students. The ANU Statement of Academic Freedom was released in August 2018 to acclaim within the higher education sector. In December 2018, the University also hosted an Academic Freedom and Academic Autonomy Summit convened by the Provost, the Vice-President (Engagement and Corporate Affairs), and the Chair, Academic Board.

'Hot Topics' discussed by the Board in 2018 included:

- > Academic Freedom
- > Academic Integrity
- > Redefining the ANU PhD.

The Academic Board also established the following two working parties comprised of Board members and academic staff from various areas of the University:

- > Academic Freedom Implementation Working Group
- > Academic Integrity Implementation Working Group.

In line with best practice, Academic Board was formally reviewed in December 2018. The report is expected to be produced in early 2019.

To further engage with the University community, the Academic Board produces a newsletter following each meeting that is also published on its website.

Risk management

Risk environment

The University operates in an inherently complex and dynamic risk environment. Staff are encouraged to embrace informed risk-taking in pursuit of our strategic and organisational imperatives, supported by evidence-based decisions and in compliance with legislation, policy and operational guidelines. University governance sets up the appropriate frameworks and systems for risk oversight, management and reporting; and gives staff the capability, knowledge and tools to effectively identify and manage risks. The University's Enterprise Risk Management Framework and Risk Management Policy draws on section 16 of the *Public Governance, Performance and Accountability Act 2013* as well as the Australian/New Zealand Standard ISO 31000:2018 Risk Management.

Creating a positive risk culture

The University is enhancing its risk management maturity and capability through a staged roadmap. The risk management framework seeks to:

- > develop a positive risk culture where University management has a common understanding of key risks and feeds risk information into decision-making at all levels
- > ensure that significant risks have been identified, understood, documented and actively managed
- > assess risk in a balanced way, with upside risks (opportunities) considered alongside downside risks (threats)
- > sustain the usefulness of risk registers and practical risk analysis tools.

Approach to risk

In 2018, a key aspect of risk management was to effectively manage strategic risks through a quarterly review of the Strategic Risk Register. Accountability for oversight of strategic risks and the controls and treatments in place to address them reside with the University leadership (Executive), and is reported to the Audit and Risk Management Committee and Council twice a year. Managing these risks effectively will further support the University's leadership in its strategic decision-making.

In 2019, the University will continue to build on its risk management maturity, with specific focus on integrating risk management into the strategic and operational planning process.

Risk management at the University is informed by the internal audit work program that assesses the strength of current controls and governance processes across the University's programs and activities, and applies the lessons of the past to strengthen organisational resilience and preparedness.

The Fraud Control Framework and Fraud Control Plan, policy and procedures underpin the University's zero tolerance for fraud. These are supported by fraud risk assessments and ongoing activities in prevention, detection, reporting of, and awareness raising about, fraud.

The Audit and Risk Management Committee provides independent advice on the University's management of risk, and effectiveness of controls and treatments, and verifies the integrity of the financial and performance reporting framework.

Audit

External audit

The 2018 Financial Statements audit of the University as a corporate Commonwealth entity, and the consolidated entities of the University and its subsidiary ANU Enterprise Pty Ltd, was conducted by the Australian National Audit Office (ANAO) on behalf of the Auditor-General in accordance with the requirements of the *Public Governance, Performance and Accountability Act 2013* and Australian Accounting Standards.

The ANU UK Foundation is incorporated in England and Wales and is entitled to an exemption from the requirement to have an audit in England and Wales under the provisions of section 477 of the *Companies Act 2006* (UK). The financial report of the foundation is prepared in accordance with the special provisions for companies subject to the small companies regime within Part 15 of the *Companies Act 2006* (UK). The accounts of the foundation are not audited by the Auditor-General as the foundation is not an Australian-based entity.

Internal audit

The ANU Internal Audit Plan 2018 gives the Council, Audit and Risk Management Committee and University Executive a strategic overview of planned internal audit activity, linked to the University's risk profile, the business environment and the direction the University is striving towards, as set out in the strategic plan.

The internal audit plan incorporates a broad range of reviews ranging from compliance-based, performance improvement audits to management-initiated reviews. The 11 internal audits undertaken across a variety of University operations during 2018 were:

- > National Health and Medical Research Council (NHMRC) and Australian Research Council (ARC) Grants management
- > Performance Management
- > Business Continuity Management
- > Kambri Go-Live Readiness
- > International Contracts and Partnerships
- > Defence Export Trade Controls and Sanctions
- > Management of Research Contracts
- > Concur Purchase Card Review
- > Student Accommodation post purpose-built student accommodation
- > Data Governance Review
- > Post Implementation of Fraud Control and Corruption Prevention.

Grant audits

The University is required to conduct audits of the financial activities of grants to comply with the requirements set by the grant-funding entity. These audits verify that the statement of income and expenditure accurately summarises the financial records of the grant and provides an assurance that funds have been expended in accordance with the relevant grant agreement. The statement of income and expenditure of grants is audited by an internal auditor or by an independent external auditor with the results and corrective action plans forwarded to the funding body as required by the operating legislation and/or grant agreement.

During 2018, 15 internal and 10 external audits were conducted on \$63.9 million of grant funds.

Controlled entities

In 2018 the University had two controlled entities overseen by the Finance Committee and Council: ANU Enterprise Pty Ltd and ANU (UK) Foundation.

ANU Enterprise Pty Ltd

ANU Enterprise is a wholly owned company of the University, established in 1979. It is staffed by more than 250 employees and currently operates three businesses: Projects & Consulting, Australian Scientific Instruments Pty Ltd and The Social Research Centre Pty Ltd. ANU Enterprise Pty Ltd is governed by a board with a mix of senior ANU staff and independent external directors with appropriate skills and experience in business, contract research, accounting and higher education.

ANU Enterprise Pty Ltd furnishes an annual business plan and proposed budget, and frequent reports on financial performance and other operational matters, to the Finance Committee and to Council. ANU Enterprise Pty Ltd is audited by the Australian National Audit Office as required by the *Public Governance, Performance and Accountability Act 2013*.

ANU (UK) Foundation

The ANU (UK) Foundation, constituted in England and Wales, operates for the purpose of facilitating, on behalf of ANU, grants, donations and bequests, in alignment with the strategies of the University, which may arise in the United Kingdom. The foundation is governed by a board comprising a mix of senior ANU staff and independent external directors with appropriate skills and experience in business, development, accounting and higher education.

Directors and trustees reports and financial statements are supplied annually by the foundation to Council. Accounts are prepared by an independent accountant. The Foundation is exempt from the requirement for an ANAO audit.

Legislation

Under section 50 of the *Australian National University Act 1991*, the Council may make statutes, not inconsistent with the Act or the *Public Governance, Performance and Accountability Act 2013*, to regulate matters concerning the operations of the University. The Council itself, or under delegation to the Vice-Chancellor, also makes rules and orders to specify statute matters in further detail.

The following new legislative instruments were enacted in 2018.

Statutes

- > *Australian National University (ANU Foundation) Statute 2018*.

Rules

- > Academic and Ceremonial Dress Rule 2018
- > Appeals Rule 2018
- > Discipline Rule 2018
- > Research Award Rule 2018.

Policy governance

The University's Policy Governance Framework forms the structure within which University policies, procedures, standards and guidelines are developed, approved and reviewed. The framework is intended to enhance the quality, understanding, accessibility, and compliance with policies, procedures and related documents by officers, staff and students of the University. The framework is supported by an online policy library, and by a comprehensive training program for staff, regarded as best practice in the higher education sector.

Delegations of authority

The Delegations Framework provides a key mechanism for accountability and responsibility in decision-making within the University. It is designed to reflect the University's organisational structure and provide a mechanism to assign authorities originating from legislation, policy and/or procedures of the University.

The University continues its review program for the Delegations Framework. In 2018 it focused on changes to the online delegation system designed to simplify the use of delegations throughout the University while supporting improvements in associated systems. Work was undertaken to review and respond to organisational changes, including introduction of the position of Provost in the managerial structure of the University.

Disclosure of material activities and events

Section 19 of the *Public Governance, Performance and Accountability Act 2013* provides that Council has a duty to keep the Minister for Education and Training, and the Minister for Finance informed of any significant decisions or issues concerning the University and any of its subsidiaries. This duty is limited by section 4A of the *Australian National University Act 1991*, which provides that Council need not comply with section 19 where it would or might affect the academic independence or integrity of the University.

The principal mechanism through which the University informs these ministers is the annual report, which is tabled in Parliament and includes a report on outcomes delivered under the National Institutes Grant.

More generally, and in accordance with section 18 of the Australian National University Act, Council delegates day-to-day responsibility for notification of significant decisions and issues to the Vice-Chancellor (noting that Council still retains ultimate accountability).

During the year, the Vice-Chancellor formally communicated with the Minister about the ANU Corporate Plan and Annual Report, the new admissions model, Respectful Relationships on Campus, and Ramsay Centre negotiations.

External scrutiny

In 2018, no judicial decisions involved the University, nor did any decisions of administrative tribunals or the Australian Information Commissioner have a significant effect on the operations of the University. Further, during 2018, the operations of the University were not the subject of reports of:

- > the Auditor-General, other than a report under section 43 of the *Public Governance, Performance and Accountability Act 2013* (however, ANAO Report No.19 2018–2019 Audits of the Financial Statements of Australian Government Entities listed two new moderate audit findings concerning unsatisfactory interactions with the HR department and incomplete processes regarding the ANU investment portfolio; the University immediately acted to remedy the situation in each instance)
- > a committee of either house, or of both houses, of the Parliament
- > the Commonwealth Ombudsman.

The University was not the subject of any capability reviews released during 2018.



Indemnities and insurance for University officers

ANU indemnifies its staff against liabilities incurred by them while carrying out their duties in good faith. Indemnification of staff includes meeting the costs of actions that might be taken against them personally as though the action had been taken against ANU, provided that the staff member concerned acted in good faith.

Similar indemnities have been granted to members of ANU Council, ANU appointments to external company boards and non-ANU employees who serve on ANU committees.

Professional indemnity insurance and other appropriate insurances, including directors and officers liability insurance, have been acquired on terms and conditions consistent with provisions in the *Public Governance, Performance and Accountability Act 2013*.

Council members are entitled to any information they need or require from the University to exercise their functions and fulfil their duties as directors and, subject to the prior approval of the Chancellor (which is not to be unreasonably withheld), may seek independent legal advice at the University's expense on any issue submitted to Council.

Internal grievance procedures

The University has codified its internal grievance procedure. Staff may seek resolution of their grievances in accordance with the Staff Grievance Resolution Policy and its associated procedures. Equally, students may seek resolution of their grievances in accordance with the Student Complaint Resolution Policy and its associated procedures.

The University has established a policy and supporting procedures in compliance with the *Public Interest Disclosure Act 2013*. It encourages staff and other eligible public officials to report suspected wrongdoing within the University. In accordance with the Act, the University maintained two authorised officers to receive reports of disclosable conduct. Further information regarding the operation of this scheme is available on the governance website.

Information Publication Scheme

As an agency subject to the *Freedom of Information Act 1982*, ANU is required in Part II of that Act to publish information to the public as part of the Information Publication Scheme (IPS).

In accordance with IPS requirements, the University displays a high volume of operational information on its website. The IPS section of this site contains links to information that is available and commonly requested.

University Officers

Chancellor

Professor the Hon. Gareth Evans AC
QC, BA LLB (Hons) *Melb*, MA *Oxon*, HonsLLD *Melb*,
Syd, *Carleton*, *Queen's Ont*, FASSA, FAIA

Pro-Chancellor

Ms Naomi Flutter
LLB (Hons) BEcon (Hons) GDLP *ANU*, MPP *Harvard*

Vice-Chancellor and President

Professor Brian P. Schmidt AC
BSc *Arizona*, MSc PhD *Harvard*, FAA, FRS

Provost

Professor Mike Calford
BSc (Hons) PhD *Monash* (from 1 March 2018)

Deputy Vice-Chancellor (Research and Innovation)

Professor Margaret Harding
BSc (Hons) PhD DSc *Syd*, CChem, FRACI (to end of
September 2018)

Professor Michael Cardew-Hall BSc(Hons) *Nott*,
PhD *Imperial College*, CEng, FIMechE (from end of
September 2018)

Deputy Vice-Chancellor (Academic)

Professor Marnie Hughes-Warrington
BEEd (Hons) *Tas*, DPhil *Oxon*, PFHEA

Deputy Vice-Chancellor (Global Engagement)

Professor Shirley Leitch
BA MA (Hons) PhD *Auck* (until 5 November 18)

Chief Operating Officer

Mr Chris Grange
BA *UNSW*, MComm *UOW*

Pro Vice-Chancellor (Innovation)

Professor Michael Cardew-Hall
BSc (Hons) *Nott*, PhD *Imperial College*, CEng,
FIMechE (to end of September 2018)

Dr Keats Nelms (from end of September 2018)
BSc(Hons) *Missouri*, PhD *Minnesota*

Pro Vice-Chancellor (University Experience)

Professor Richard Baker
BA(Hons) *ANU*, PhD *Adelaide*

Pro Vice-Chancellor (Education)

Professor Grady Venville
BSc *UWA* Grad Dip Ed *UWA*; Grad Dip Science
Education *Curtin*; PhD *Curtin*

Vice-President (Engagement and Corporate Affairs)

Ms Jane O'Dwyer
BA *Curtin*, MJourn *UOW*, MMgt *ANU*

Vice-President (Advancement)

Ms Barbara Miles
BA (Music) *Soton* PGCertEd *GUL* (from May 2018)

College Dean, ANU College of Arts and Social Sciences

Professor Rae Frances
BA (Hons) MA *UWA*, PhD *Monash*

College Dean, ANU College of Asia and the Pacific

Professor Michael Wesley
BA (Hons) *UQ*, PhD *St Andrews*

College Dean, ANU College of Business and Economics

Professor Steven Roberts
BEc (Hons) *ANU*, MS PhD *Stanford*, AIAA SFHEA



College Dean, ANU College of Engineering and Computer Science

Professor Elanor Huntington
BSc (Hons) *MITS* PhD *ANU*, GradCert (Mgt) *Flinders*,
MIEEE, FIEAust

College Dean, ANU College of Law

Professor Sally Wheeler OBE MRIA FAcSS
MA, D Phil *Oxon* (from 29.01.18)

College Dean, ANU College of Science

Professor Kiaran Kirk
BSc (Hons) PhD *Syd*, MA DPhil *Oxon*

College Dean, ANU College of Health and Medicine

Professor Jane Dahlstrom
MBBS (Hons) *Syd*, FPAC, PhD *ANU*, FRCPA, FFOP,
FFSc, Grad Cert Ed (Higher Ed) *Syd*, SFHEA

Dean, Higher Degree Research

Professor Imelda Whelehan
BA (Hons) *UKC*, MA PhD *UoN*

Dean, ANU Medical School

Professor Imogen Mitchell
MBBS *CXWMS London*, PhD *ANU*, FRCP, FRACP,
FCICM

Dean of Students

Associate Professor Paula Newitt
BSc (Hons) *LaTrobe*, PGDip (SciEd) *Curtin*, PhD
LaTrobe (until 30 June 2018)

Associate Professor Miriam Gani
BA (Hons) *ANU*, LLB (Hons) *ANU*, Grad Dip
Education *CCAE*, Grad Dip Sec Studies *CCAE*,
GDLP *ANU* (from 2 October 2018)

Director, ANU Crawford School of Public Policy

Professor Helen Sullivan
BA (Hons) *Birmingham*, MA York, PhD *Birmingham*

Director, Australian Centre on China in the World

Dr Jane Golley
BEc (Hons) *ANU*, Mphil and Dphil (Economics),
Oxford (acting)

Director, Australian National Centre for the Public Awareness of Science

Professor Joan Leach
BA BSc (Hons) *UIUC*, MA PhD *PITT*

Director, Autonomy, Agency and Assurance (3A) Institute

Distinguished Professor Genevieve Bell
BA (Hons) *Bryn Mawr*, M.Phil *Bryn Mawr*, MA *Bryn Mawr*, PhD *Stanford*, FTSE

Director, China Liaison Office

Dr Amanda Barry (on leave)
BA (Hons), PhD *Melbourne*

Ms Nancy Yu (acting since 5 November 2018)
Master of Arts, Applied Linguistics *University of Essex*

Director, Coral Bell School of Asia Pacific Affairs

Dr Greg Fealy
BA (Hons), PhD *Monash* (acting from 1 January 18 to
28 February 18)

Dr Mathew Davies
BSc / MSc *LSE*, PhD *ANU* (acting from 01 March 18
to 22 July 18)

Professor Toni Erskine
BA Hons in Pol Sci *UBC*, MSc Social & Political
Theory *Edinburgh*, PhD Pol Philosophy & Int Relations
Cambridge (from 23 July 18)

Director, Cyber Institute

Dr Lesley Seebeck (from July 2018)
B.App.Sc, *CQU*, MDefSt *UNSW*, PhD, MBA, *UQ*,
PhD, Information Technology, *UQ*

Director, Fenner School of Environment and Society

Professor Saul Cunningham
BSc *Monash*, PhD *UConn*

Director, John Curtin School of Medical Research

Professor Simon Foote
MBBS PhD *Melb*, DSc *Tas*, FFSc (RCPA), FAA,
FAHMS, FTSE

Director, Mathematical Sciences Institute

Professor Peter Bouwknegt
PhD *Amsterdam*, MSc *Utrecht*, FAustMS, FAIP

Director, National Centre for Indigenous Studies

Professor Michael Dodson AM
LLB BJuris *Monash*, Hon DLit Technol *Syd*, Hon LLD
NSW, D. UC (HC) (to 30 March 2018)

Dr Asmi Wood
BE. LLB (Hons) Phd *ANU* PFHEA (from 1 April 2018)

Director, School of Regulation and Global Governance

Professor Sharon Friel
BSc *Glasgow*, MSc PhD *NUI Galway*

Director, Research School of Accounting

Professor Juliana Ng
BCom MAcc PhD *UWA*, FCPA

Director, Research School of Astronomy and Astrophysics

Professor Matthew Colless
BSc (Hons) *Syd*, PhD *Cambridge*, FAA, FRAS

Director, Research School of Biology

Professor Allen Rodrigo
PhD DSc *Canterbury* NZ, FRSNZ

Director, Research School of Economics

Professor Rabee Tourky
BEcon (Hons) PhD *Qld*

Director, Research School of Chemistry

Professor John Carver
BSc *Adelaide*, PhD *ANU*, FRACI

Director, Research School of Computer Science

Professor Alistair Rendell
BSc (Hons) *Dunelm*, PhD *Syd*

Director, Research School of Earth Sciences

Professor Stephen Eggins
BAppSc (Hons) *UNSW*, PhD *Tas*

Interim Director, Research School of Engineering

Professor Ian Petersen
BEng (Electrical) First Class Honours, *Melb*, MSC
(Electrical Engineering) *Rochester*, USA

Director, Research School of Engineering

Professor Saman Halgamuge
BScEng *Moratuwa*, Dipl-Ing, Dr-Ing *TU Darmstadt*,
SMIEEE (to 30 June 18)

Director, Research School of Finance, Actuarial Studies and Statistics

Associate Professor Steve Sault
BComm (Hons), PhD, *ANU* SFHEA

Director, Research School of Humanities and the Arts

Professor Paul Pickering
BA (Hons) PhD *La Trobe*, FRHistS

Interim Director, Research School of Management

Professor Giles Hirst
BSc (Hons) PhD *Melbourne Business School*

Director, Research School of Physics and Engineering

Professor Tim Senden
BSc (Hons) PhD *ANU*



Director, Research School of Population Health

Professor Archie Clements
BVSc (Hons) *Syd*, MVM *Glas*, PhD *Lond*
(to 22 March 18)

Professor Lyndall Strazdins
BFA *Tas*, GradDip (Psych), MPsych (Clinical), PhD,
ANU (from 23 March 18)

Director, Research School of Psychology

Professor Michael Kyrios
BA *Melb*, DipEdPsych *Monash*, MPsych (Clinical)
PhD *La Trobe*, FAPS MCCP FAACBT (to
15 January 18)

Professor Paul Martin
BSc (Hons) *Syd*, PhD *Syd* (from 16 January 2018)

Director, Southeast Asia Liaison Office

Dr Su Ann Tan
BComm (Hons), PhD *UQ*

Director, Research School of Social Sciences

Professor Catherine Waldby
BA *UQ*, MA (Hons) *Syd*, PhD *Murdoch*, FASSA

Director, School of Culture, History and Language

Professor Simon Haberle
BA (Hons) *ANU*, PhD *ANU*

Head, ANU Law School

Professor Anthony Connolly
BA/LLB (Hons) *UWA*, PhD *MHEd ANU*

Head, ANU School of Legal Practice

Associate Professor Lynette Du Moulin
BA *ANU*, BLegS *Macq*, GradDipLib *CanberraCAE*,
LLM *Canberra*

Chief Financial Officer and Director, Finance and Business Services

Mr Adam Black
BCom *UQ*, FCPA *CA*

Director, Information Technology Services

Ms Karen Hill
BMgt *UC*, MMgt *ANU*, AIMM

Director, Centre for Higher Education, Learning and Teaching

Mr Glen O'Grady
BA (Hons) MA *Monash*, PGDHE *NTU*, ACTA *IAL*,
SFHEA

Director, Corporate Governance and Risk Office and Secretary to the Council

Mr Chris Reid
BA GradDipArts *MComm/Gov Law ANU*

Director, Drill Hall Gallery

Mr Terence Maloon
DipAD *London*, BA (Hons) *UEA*

Director, Facilities and Services

Ms Christine Allard (interim from 20 November 17 to
02 June 18)
Ms Nicki Middleton PSM (from 02 July 18)

Director, Human Resources

Dr Nadine White
BLA LLB (Hons) PhD *Newcastle*, CAHRI, GAICD

Director, InSpace

Professor Anna Moore (from August 2018)
BA (Hons) *University of Cambridge*
Masters, *UCL*
PhD, *University of Syd*

Director, International Strategy and Partnerships

Mr Jonathan Dampney
BSc Adv (Hons) *Sydney Grad. Dip. Sci Com. ANU*
(acting)

Director, Property Development

Mr Robert Hitchcock
BSc (Hons) *UC*, DipPropInv&Fin *PCA*, GradCertMgt
UNSW

Director, Marketing Office

Mr Bruce McCarthy (acting from 20 November 17 to 20 March 18)
BComm *UNSW*

Ms Skye Forster (acting from 28 March 18 to 11 June 18) Appointed permanently 12 June 18

Director, North American Liaison Office

Mr Paul Harris
BA (Hons) Masters International Affairs

Director, Office of the Vice-Chancellor

Mr Christopher Price
BA (Hons) *Warwick*, MBA *London*

Director, Planning and Performance Measurement

Ms Richelle Hilton
BCom *UOW*

Director, Public Policy and Societal Impact Hub

Mr Sean Innis (from 29/01/2018)
B Business (economics and law), *Curtin*

Director, Research Services

Dr Douglas Robertson
MA (Hons) *Aberd*, PhD *Wales*

Director, Research Training

Dr Inger Mewburn
Associate Professor
BArch (Hons) MArch *RMIT*, PhD *Melb*, SFHEA

Director, Scholarly Information Services and University Librarian

Ms Roxanne Missingham
MPubAdmin *Canberra*, GradDipLib *CCAE*, BSc *ANU*,
FALIA, PFHEA

Director, Service Improvement Group

Ms Lakshmi West
BAppSci (Information) *UTS*

Director, Strategic Communications and Public Affairs

Ms Penelope Cox
BComm, *UC*

Director, Statistical Consulting Unit

Professor Stephen Haslett (to 31 October 18)
BSc *Otago*, BA (Hons) PhD *Wellington*,
FSS, CStat (*UK*)
(Overseen by Professor Imelda Whelehan (from 1 November 2018), Dean Higher Degree Research)

Director, Technology Transfer Office

Dr Fiona Nelms
BSc (Hons) *ANU*, PhD *Flinders*

Director, Tjabal Indigenous Higher Education Centre

Ms Anne Martin
BA *Qld*

Entrepreneurial Fellow Professor, CEO, WearOptimo

Dr Mark Kendall, commenced 19/03/2018
BE (Hons), PhD *UQ*

Registrar, Student Administration

Ms Ariel Edge
BSFS, *GU*

Registrar, Student Life

Mrs Lynda Mathey
BA GradDipTeach PostGradDipEd,
PostGradCertProfStud MA Ed *OU* (to 31 October 18)

Dr Stephen Milnes
Grad Dip (Education), MA *Flinders*
PhD *University of British Columbia* (from 1 November 18)

General Counsel

Mr Philip Harrison
BA LLB (Hons) *Syd*, Barrister & Solicitor

Master, University House and Graduate House

Professor Peter Kanowski
BScFor (Hons) *ANU*, DPhil *Oxon*

Head, Bruce Hall

Ms Katrina Boyd
BA BAS *ANU*



Head, Burton and Garran Hall

Mr Jamiyl Mosley
BA MCounselling Services *Rider University NJ*

Head, Fenner Hall

Dr Jasmine Jury
BSc (Hons) Massey, PhD *ANU* (to 3 December 18)

Dr Nerilee Flint
PhD *UniSA*, GDip OE *UniSA*, BEd *SACAE* now *UniSA*
(from 26 November 18)

Head, Toad Hall

Dr Ian Walker
BA DipEd *Syd*, MA *Macq*, PhD *UNSW*

Head, Ursula Hall

Mr David Segal
BComm *UC*, MMgmt *ANU*, GradCert Comm Couns
UC (to 15 August 18)

Mrs Rowena Wedd (from 15 August 18)

Officers for Ceremonial Occasions

Marshal

Mrs Megan Easton
BA Com *UC*

Mr Jake Francis
BA BSc *ANU*

Mr Troy Larkins
BA MA *UNSW*

Ms Lorena Kanellopoulos
DipHRM GradCertMgt MMgt *ANU* (alternate)

Esquire Bedel

Dr Ian Walker
BA DipEd *Syd*, MA *Macq*, PhD *UNSW*

Mr Jake Francis
BA BSc *ANU*

Ms Lorena Kanellopoulos
DipHRM, GradCertMgt, MMgt *ANU* (alternate)

External locations of major activities and facilities

ANU School of Clinical Medicine

ANU College of Health and Medicine
The Australian National University
The Canberra Hospital
Yamba Drive
Garran ACT 2605

Mount Stromlo Observatory

Research School of Astronomy and Astrophysics
ANU College of Science
The Australian National University
Cotter Road
Weston Creek ACT 2611

Kioloa Coastal Campus

Facilities and Services Division
The Australian National University
496 Murramarang Road
Kioloa NSW 2539

North Australia Research Unit (NARU)

Facilities and Services Division
The Australian National University
23 Ellengowan Drive
Brinkin (Darwin) NT 0810

Siding Spring Observatory

Facilities and Services Division
The Australian National University
418 Observatory Road
Coonabarabran NSW 2357

Academic Structure of the University

ANU College of Arts and Social Sciences

- > Research School of Humanities and the Arts
- > Research School of Social Sciences

ANU College of Asia and the Pacific

- > ANU Crawford School of Public Policy
- > School of Culture, History and Language
- > Coral Bell School of Asia Pacific Affairs
- > School of Regulation and Global Governance
- > Australian Centre on China in the World

ANU College of Business and Economics

- > Research School of Accounting
- > Research School of Finance, Actuarial Studies and Statistics
- > Research School of Management
- > Research School of Economics

ANU College of Engineering and Computer Science

- > Research School of Computer Science
- > Research School of Engineering

ANU College of Law

- > ANU Law School
- > ANU School of Legal Practice

ANU College of Health and Medicine

- > John Curtin School of Medical Research
- > ANU Medical School
- > Research School of Population Health
- > Research School of Psychology

ANU College of Science

- > Fenner School of Environment and Society
- > Mathematical Sciences Institute
- > Research School of Astronomy and Astrophysics
- > Research School of Biology
- > Research School of Chemistry
- > Research School of Earth Sciences
- > Research School of Physics and Engineering
- > Australian National Centre for the Public Awareness of Science

Other academic units

- > Centre for Higher Education, Learning and Teaching
- > National Centre for Indigenous Studies
- > National Computational Infrastructure

The University structure can be viewed at page 16 and 17 of this report or at:

<http://www.anu.edu.au/about/leadership-structure/academic-areas>

OUR PEOPLE

Outstanding staff

ANU has committed to lead the nation in the recruitment, retention, mentoring, management and development of academic and professional staff. Key appointments of world-leading staff complemented existing research strengths and created a greater critical mass and leadership in key discipline areas.

Over the last six years (2013–2018), the University’s headcount (ongoing and fixed-term) has decreased by five per cent. Total turnover has decreased from 20 per cent (2013) to 17 per cent (2018). This is a three percentage point difference between the 2013 and 2018 results. Between 31 March 2013 and 31 March 2018, female representation has increased by three percentage points, and Indigenous representation and staff with disability remained constant at one per cent. Note that diversity figures may not be a true indicator of the University’s diversity profile as this information is reliant on staff identification.

TABLE 4: Staffing Headcount: turnover, female representation, Indigenous staff and staff with disability (2013–2018)

	2013	2014	2015	2016	2017	2018
Headcount (ongoing and fixed-term)	4328	4024	4126	4119	4105	4094
Total turnover*	875	629	733	736	663	700^
Female representation	2070	1962	2057	2050	2099	2093
Indigenous staff	33	36	36	30	24	42
Staff with disability	60	49	43	46	40	35

Turnover, female representation and Indigenous staffing figures taken from the 2018 Australian Higher Education Industrial Association (AHEIA) Universities HR Benchmarking report.

Diversity figures taken from ANU HR Systems as at 31 March of each year.

*Turnover figures are cumulative over the calendar year. Total turnover includes: voluntary employee initiated turnover, voluntary university initiated turnover, involuntary university initiated turnover and fixed-term contract expirations.

^2018 turnover figure as at 30 September 2018.

TABLE 5: Staff profile by ANU College/area and gender for 2018¹

ANU College/area	Academic			Professional			TOTAL
	Female	Male	X	Female	Male	X	
COLLEGE							
ANU College of Arts & Social Sciences	146	156		103	42		447
ANU College of Asia & the Pacific	98	141		144	35		418
ANU College of Business & Economics	66	114		58	17		255
ANU College of Engineering & Computer Science	29	111		53	31		224
ANU College of Law	41	46		36	13		136
ANU College of Health & Medicine	125	96		188	77		486
ANU College of Science	152	373	1	136	207		869
Joint ANU Colleges of Science	2	1		65	21		89
National Centre for Indigenous Studies	5	3		3	4		15
TOTAL COLLEGE	664	1,041		786	447		2,939
NON-COLLEGE							
Academic Support		2		31	48		81
ANU Service Units	7	11		605	450	1	1,074
TOTAL NON-COLLEGE	7	13		636	498	1	1,155
TOTAL	671	1,054		1,422	945		4,094

¹ Data based on headcount. ANU HR Management system data as at March census 2018.

Corrected table for 2017*

Staff profile by ANU College/area and gender for 2017¹

ANU College/area	Academic		Professional			Total
	Female	Male	Female	Male	X	
COLLEGE						
ANU College of Arts & Social Sciences	135	152	110	46		443
ANU College of Asia & the Pacific	105	154	142	32		433
ANU College of Business & Economics	66	100	58	19		243
ANU College of Engineering & Computer Science	28	107	40	36		211
ANU College of Law	45	54	40	14		153
ANU College of Health & Medicine	112	105	181	65		463
ANU College of Science	152	367	152	217		888
Joint ANU Colleges of Science	3	2	67	22		94
National Centre for Indigenous Studies	3	2	5	5		15
TOTAL COLLEGE	649	1,043	795	456		2,943
NON-COLLEGE						
Academic Support	1	2	28	48		79
ANU Service Units	8	7	618	449	1	1,083
TOTAL NON-COLLEGE	9	9	646	497	1	1,162
TOTAL	658	1,052	1,441	953	1	4,105

¹ Data based on headcount

ANU HR Management System, Australian Government Department of Education submission as at 31 March 2017.

*This table appeared in the 2017 Annual Report last year as Table 4 with errors in a number of cells. This is the corrected Table 4 for the 2017 Annual Report.

TABLE 6: Academic staff holding doctorates for 2014–2018¹

	% of Total Academic Staff holding Doctorates*				
	2014	2015	2016	2017	2018
The Australian National University	87	87	88	88	87
All Other Group of Eight universities	74	72	70	75	78
All Australian universities	69	70	69	74	76

¹ The Department of Education staff data for 2018.

* Academic Staff includes Teaching Only, Research Only and Teaching and Research.

TABLE 7: Staff Gender distribution, 2014–2018¹

Employment Category	Gender	2014	2015	2016	2017	2018
Academic	Female	643	642	620	658	671
	Male	1070	1070	1080	1052	1054
	X					1
Non-Academic	Female	1319	1415	1430	1441	1422
	Male	992	999	989	953	945
	X				1	1
Grand Total		4024	4126	4119	4105	4094

¹ ANU HR Management system data as at March census 2018 based on headcount.

ANU Enterprise Agreement

The Australian National University Enterprise Agreement 2017–2021 was approved by the Fair Work Commission, and came into effect in March 2018. The new agreement ensures staff continue to be supported and provided with good quality employment conditions, as well as embedding improved flexibility within existing provisions for the University. In addition to a range of salary increases which will take effect over the life of the agreement, the new agreement, which was implemented throughout 2018, has resulted in a variety of improved leave entitlements being provided to staff; the introduction of tenure-track appointments for academic staff; simplified severance entitlements for new fixed term and continuing contingent funded appointments; enhanced access to the career development scholarship scheme for professional staff; and improved alignment of the Indigenous employment provisions with University strategy.

2018 VOICE staff engagement survey

An ongoing focus on building an inclusive culture of collegiality and engagement at ANU saw the University conduct its fourth biannual VOICE Staff Engagement Survey in 2018. The survey is designed to provide staff an opportunity to give feedback about their perception of the University. The VOICE survey also enables ANU to measure progress in achieving positive change and improvement against the University’s strategic objectives. In 2018, the survey had a 66 per cent response rate and for the first time a survey was conducted for casual staff members which received a 30 per cent response rate. Overall survey results for 2018 positively highlighted that staff have moderate to high levels of Employee Engagement at 78 per cent, together with Job Satisfaction and Organisational Commitment remaining high at 84 per cent and 81 per cent respectively. Areas for improvement include cross-unit cooperation, processes and technology and community engagement.

Tenure-track

The approval of the ANU Enterprise Agreement 2017–2021 has resulted in the realisation of the tenure-track appointment category for level A to D academic staff. Tenure-track appointments provide the University with greater flexibility and options for engaging world-class academic staff, offering longer term (seven-year) fixed term appointments, with a defined pathway for conversion to a continuing appointment. This new University-wide initiative will support the University objective to attract, recruit and retain the world’s best talent.

Parental leave

ANU celebrated International Women's Day by announcing a major expansion of paid parental leave. To support female academics and parents, ANU announced the University would match paid parental leave entitlements for partners, providing them with up to 26 weeks of paid parental leave, consistent with community standards of shared parental responsibility. "Research shows that women experience long-term negative effects on their careers and earnings as a result of periods of leave from work taken to care for children. Increasing flexibility in paid parental leave entitlements and supporting the role of partners in caring for children will help address gender inequality at the University," Professor Schmidt said in March 2018 when it was announced. Since then there have been significant numbers of staff accessing this new provision.

Workforce planning

The 2018 HR Reporting Project defined a comprehensive suite of reports that would be centrally located and accessible as management information tools. The model will be matured in 2019 and form part of a University Workforce Planning Project, which will include these new reports, data from the VOICE Staff Survey, Workplace Gender Equality information and benchmarking data in order to contribute to strategic staff planning initiatives and ensure the University retains and attracts world class staff and builds on our culture of academic excellence. The Workforce Planning Project aims to extend beyond succession planning and talent management to ensure a sophisticated approach to our workforce management and the achievement of our strategic objectives both in the short and longer term.

Battery Storage and Grid Integration Program

In April 2018 co-founder and former Chief Technical Officer of Reposit Power, Dr Lachlan Blackhall, was appointed to lead an important international research program to improve ways to integrate battery storage with the electricity grid. The Battery Storage and Grid Integration program, jointly funded by the ACT Government and ANU, will be designing and implementing the building blocks for powering future electricity systems with battery storage. This program feeds into existing cutting-edge energy research at ANU and in the ACT, facilitating the transition to a broader low-carbon electricity system. Dr Blackhall is an alumnus of ANU.

New Director for the ANU Coral Bell School

Highly respected Professor of International Politics Toni Erskine joined the ANU Coral Bell School of Asia Pacific Affairs at the end of July 2018.

Professor Erskine has spent the majority of her career in the UK, first at the University of Cambridge and then in the well-known Department of International Politics at the University of Wales, Aberystwyth where she was awarded a Personal Chair in International Politics in 2009. She served as Director of Research and Deputy Head of Department at Aberystwyth until she accepted a professorial appointment at UNSW Canberra at the Australian Defence Force Academy in 2013. At UNSW Canberra she was Director of Research and Associate Head of the School of Humanities and Social Sciences. She still has close ties to the UK and was made an Associate Fellow of the Leverhulme Centre for the Future of Intelligence at Cambridge University at the beginning of 2018. From February 2019, she will take up the position of Co-editor of the journal *International Theory*. She is one of ten researchers across ANU in the new 'Humanising Machine Intelligence' Research Group.



Awards for our excellent staff

The individual excellence of our researchers across all fields demonstrates our commitment to excellence and has been demonstrated in 2018 through numerous awards, prizes and honours.

Awards for research and innovation excellence, 2018

- > Australia Day Honours:
 - Emeritus Professor Graham Farquhar AO, named 2018 Senior Australian of the Year
 - Emeritus Professor Lewis Mander, appointed a Companion in the Order of Australia (AC)
 - Professor Martin Banwell, appointed Officer in the Order of Australia (AO)
 - Emeritus Professor Michael Coper, appointed Officer in the Order of Australia (AO)
 - Associate Professor Jennifer Thomson, appointed a Member of the Order of Australia (AM)
 - Associate Professor Vanita Parekh, appointed a Member of the Order of Australia (AM)
 - Dr Marjorie Cross, awarded a medal in the Order of Australia (OAM)
 - Dr Chris Ashton, awarded a medal in the Order of Australia (OAM).
- > Professor Stephen Hyde was awarded Laureate of the Camurus Lipid Research Foundation (Sweden).
- > Associate Professor Anthea Roberts was awarded the American Society of International Law's prestigious Certificate of Merit for her book, *Is International Law International?* (Oxford University Press).
- > Dr Virginia Marshall was conferred a Distinguished Women Scholars Award by Canada's University of Victoria, for outstanding research achievements by a female scholar.
- > Professor David McClelland received the Award for Outstanding Achievements in Quantum Experimentation, awarded by the International Conference for Quantum Communication, Measurement and Computing (QCMC). The award is shared with Prof. Nergis Mavalvala (MIT) and Prof Roman Schnabel (Hamburg).
- > Dr Tom Cliff's book *Oil and Water: Being Han in Xinjiang* (published in 2016) won the prestigious 2018 E. Gene Smith Book Prize, awarded by the US Association for Asian Studies for the best book in Inner Asian Studies.
- > Dr Ceridwen Fraser received the International Biogeography Society's 2019 MacArthur & Wilson Award for her impact on the field of biogeography.
- > PhD scholar Hayden Wilkinson was named a 2018 Fulbright Postgraduate Scholar, to be hosted at the Department of Philosophy at Princeton University.
- > Professor David Lindenmayer was awarded the Robert H. Whittaker Distinguished Ecologist Award by the Ecological Society of America.
- > Emeritus Professor Patrick de Deckker has received the Officer of the Order of Leopold II, a high Belgian distinction, complementing many awards and recognitions within Australia.
- > Dr Sean Burges whose book *Brazil in the World: The International Relations of a South American Giant* (Manchester Uni Press, 2018) has won the 2018 Luciano Tomassini Latin American International Relations Book Award from the Latin American Studies Association.
- > Dr Raihan Ismail (CAIS/RSSS) was awarded the prestigious Max Crawford Medal for 2018 by the Australian Academy of Humanities, and has also been invited to deliver the Sir Keith Hancock Lecture.
- > Professor Brian Walker (FSES/CSIRO) received the 2018 Blue Planet Prize, for outstanding achievements in scientific research and its application in solving global environmental problems.
- > Professor Barry Pogson (RSB) was elected a Corresponding Member of the American Society of Plant Biologists.
- > Dr Liz Allen (CSRM/RSSS) is one of the inaugural recipients of the ABC Top 5 Humanities Researchers Residency Program.
- > Professor Chennupati Jagadish received the 2018 Recognition Award from the Nanometer Science and Technology Division of the American Vacuum Society.

- > Dr Rose Ahlefeldt was announced as ACT Scientist of the Year.
- > Dr Mohsen Rahmani has won the Eureka Prize for Outstanding Early Career Researcher.
- > Professor Andrew Blakers, Dr Matt Stocks and Dr Bin Lu won the Eureka Prize for Environmental Research.
- > Professor Martin Banwell won the Ryoji Noyori ACES Award, the highest award from the Asian Chemical Editorial Society recognising outstanding work in chemistry.
- > Associate Professor Bruce Smyth has received the Stanley Cohen Distinguished Research Award recognising outstanding research achievements in the field of family and divorce.
- > Distinguished Professor Chennupati Jagadish was elected to the Indian National Academy of Engineering.
- > Professor Renée Fry-McKibbin (CAP), Professor Kim Rubenstein (Law) and Professor Peter Whiteford (CAP) have been elected as Fellows of the Academy of Social Sciences in Australia.
- > Dr Alex Maier (CoS) was elected a Fellow of the Australian Society for Parasitology.
- > Dr Brett Scholz (CHM) was presented the Early Career Researcher Award Defined by Excellence from The Mental Health Services Learning Network.
- > Dr Lesley Seebeck (CECS) was awarded the Women in IT and Communications (WIC) 'WICKed Woman of the Year'.
- > Mr Ankur Sharma (CECS) won first prize at the ANU 3MT (Three Minute Thesis) held at Llewellyn Hall on 12 September.
- > Professor Kurt Lambeck received the Prime Minister's Prize for Science.
- > Professor Xuemei Bai was announced as recipient of the international Volvo Environment Prize.
- > Professor Genevieve Bell was elected into the Australian Academy for Technology and Engineering.
- > Professor Chennupati Jagadish was awarded a UNESCO Medal for contribution to development of nanoscience and nanotechnologies.
- > Professor Emily Banks was appointed to the NHMRC Research Committee.

ANU Vice-Chancellor's Awards for Excellence in Education

- > Dr Bronwyn Finnigan (CASS), Vice-Chancellor's Award for Teaching Excellence.
- > Dr Shari Read (CBE), Vice-Chancellor's Award for Teaching Excellence.
- > Dr Fei Huang (CBE), Vice-Chancellor's Award for Teaching Excellence (Early Career).
- > Dr Gemma King (CASS), Vice-Chancellor's Award for Teaching Excellence (Early Career).
- > Associate Professor Salman Durrani (CECS), Vice-Chancellor's Award for Excellence in Supervision.
- > Archaeology in the field, the field in the classroom. Team: Associate Professor Philip Piper, Dr Catherine Frieman, Dr Ash Lenton, Associate Professor Dougald O'Reilly, Dr Duncan Wright, Dr Guillaume Molle, Professor Matthew Spriggs, Associate Professor Tim Denham, Dr Sofia Samper Carro, Ms Julia Dunn, Ms Rachel Wang, Mr David McGregor. (CASS & CAP), Vice-Chancellor's Award for Programs that Enhance Learning.
- > Ms Pauline Bomball (COL), Vice-Chancellor's Citation for Outstanding Contribution to Student Learning.
- > Dr Anthony Hopkins (COL), Vice-Chancellor's Citation for Outstanding Contribution to Student Learning.
- > Dr Ben Swift (CECS), Vice-Chancellor's Citation for Outstanding Contribution to Student Learning.
- > Dr Ding Ding (CBE), Vice-Chancellor's Citation for Outstanding Contribution to Student Learning (Early Career).
- > Dr Rebecca Gidley (CAP), Vice-Chancellor's Award for Excellence in Tutoring or Demonstrating.
- > Mr Guangqian (Isaac) Pan (CBE), Vice-Chancellor's Award for Excellence in Tutoring or Demonstrating.
- > Mr Dek Sum (CBE), Vice-Chancellor's Award for Excellence in Tutoring or Demonstrating.

Australian Awards for University Teaching

> Dr Ding Ding (CBE), AAUT Citation for Outstanding Contribution to Student Learning.

Inspired students

Student profile

ANU continues to attract high-achieving students from across Australia and the world. The median ATAR for our undergraduate cohort continues to be exceptionally high, representing the high demand and high quality of our student body. We are in the initial stages of implementing a strategic approach to student demographics, aimed at increasing the diversity of our student body and truly ensuring we are the national university.

Our student residences, student associations, learning communities and various student leadership programs make an important contribution to student life for both students residing on campus and those living off campus and we are the most residential campus in Australia.

TABLE 8: Student EFTSL by program career for 2014 to 2018¹

	2014	2015	2016	2017	2018 (31 December 2018*)
HDR	2,118.5	2,164.0	2,066.4	2,010.1	1,991.2
Postgraduate Coursework	4,887.3	5,081.1	5,384.6	6,171.0	6,838.4
Undergraduate	8,396.6	8,740.8	9,388.7	10,377.1	11,174.4
Non-award	81.5	64.6	63.8	56.7	39.6
Enabling	103.0	4.6	5.0	1.0	10.4
Grand Total	15,586.9	16,055.1	16,908.5	18,615.9	20,053.9

*Data for 2018 is provisional as at 31 December 2018.

ANU Load data based on the Australian Government Department of Education submission.

TABLE 9: Percentage of HDR (Doctorate/Masters by Research) load to the total EFTSL 2013-2017

	2013	2014	2015	2016	2017
The Australian National University	14%	14%	13%	12%	11%
All Other Group of Eight universities	8%	8%	8%	7%	7%

The Department of Education Ucube.

TABLE 10: Median ATAR Scores for 2013 to 2018

	2013	2014	2015	2016	2017	2018
Median entry ATAR score*	95.55	97.2	97.15	97.2	96.4	96.85

*Entry ATAR of 100 and above excluded based on offers.
2018 Admissions Data, UAC Data–Student ID 2013-2018.

TABLE 11: Gender Distribution of Student Enrolments 2013–2018*

Program Career	Gender	2014	2015	2016	2017	2018 (31 December)
Postgraduate	F	6,577	6,167	6,328	6,673	6,938
	M	5,772	5,633	5,598	5,858	5,988
	X	4	6	5	3	6
Undergraduate	F	5,258	5,607	6,093	6,740	7,087
	M	4,982	5,237	5,734	6,252	6,532
	X	4	4	3	6	7
Grand Total		22,597	22,654	23,761	25,532	26,558

* Data for 2018 is provisional and was updated on 31 December 2018.
Undergraduate category includes undergraduate, enabling and non-award students.
ANU Enrolment data based on the Australian Government Department of Education submission.

TABLE 12: Domestic Student Enrolments Based on SES 2014–2018*

Equity_Australia_SES	2014	2015	2016	2017	2018 (31 December)
High	12,479	12,584	12,554	12,669	12,473
Low	563	556	551	554	529
Medium	2,692	2,666	2,611	2,641	2,484
Unknown	769	550	620	592	449
Grand Total	16,503	16,356	16,336	16,456	15,935

* Data for 2018 is provisional as at 31 December 2018.
ANU Enrolment data based on the Australian Government Department of Education submission.

TABLE 13: Domestic Indigenous Student Enrolments 2014–2018*

Program Career	Indigenous Indicator	2014	2015	2016	2017	2018 (31 December)
Postgraduate	Indigenous	93	86	90	106	101
	Non-Indigenous	8,231	7,641	7,081	6,557	5,897
Undergraduate	Indigenous	78	79	73	91	82
	Non-Indigenous	8,101	8,550	9,092	9,702	9,855
Grand Total		16,503	16,356	16,336	16,456	15,935

* Data for 2018 is provisional and was updated on 31 December 2018.
Undergraduate category includes undergraduate, enabling and non award students.
ANU Enrolment data based on the Australian Government Department of Education submission.

TABLE 14: International Enrolments 2016–2018

Home Location	Graduate			Undergraduate		
	2016	2017	2018 (31 December)	2016	2017	2018 (31 December)
North-East Asia	3,093	4,121	5,052	1,877	2,403	2,917
South-East Asia	649	687	693	508	502	481
Southern and Central Asia	502	598	722	132	153	162
Oceania and Antarctica	62	56	55	20	22	20
North-West Europe	96	77	92	22	24	21
Americas	174	161	148	67	51	37
North Africa and The Middle East	103	87	86	19	26	22
Southern and Eastern Europe	44	51	46	10	13	16
Sub-Saharan Africa	36	33	39	10	11	11
Other	1		1			2
Grand Total	4,760	5,871	6,934	2,665	3,205	3,689

Notes:

*Based on provisional enrolment data as at 31 December 2018.

ANU Enrolment data based on the Australian Government Department of Education submission.

Students who are New Zealand citizens are classified as domestic students.

Graduate category includes HDR and Postgraduate coursework students.

Undergraduate category includes undergraduate, enabling and non-award students.

Respectful relationships

ANU is committed to building and sustaining a healthy and respectful study and work environment across campus. In August 2017, the Australian Human Rights Commission (AHRC) released the *Change the course: National report on Sexual Assault and Sexual Harassment at Australian Universities*. The report and accompanying tables revealed the full extent of sexual harassment and assault in Australian campuses. The University accepted all nine of the recommendations of the report. The Respectful Relationships Steering and Working Groups have continued to meet regularly to address the AHRC Recommendations and actions arising from the Rapid Context review of the policies and procedures related to sexual assault and harassment. In May 2018 the ANU undertook a review of the factors which contribute to sexual assault and sexual harassment in its student residences and ANU management supports the 12 recommendations. An audit of counselling services for students who have experienced sexual assault or sexual harassment was completed in August 2018. The establishment of the Respectful Relationships Unit will support the implementation of recommendations from ANU's Audit of Counselling Services and the Review of Residences. In parallel, over 8,500 students have completed the online consent training module. The online training has been backed up with face-to-face consent and sexual violence training by the Canberra Rape Crisis Centre staff for over 1,000 students in residences in 2018. The University has also implemented 123 face-to-face Moving Australia Towards Equality (MATE) bystander training sessions and trained 52 internal facilitators.

The Student Barometer

The Student Barometer is a survey that captures feedback (including open-ended comments) from the ANU student population on aspects of their recruitment, arrival, induction, accommodation, IT services, facilities, security, administrative and support services as well as their learning experience. It then benchmarks these results with the Go8, national and international participating institutions.

In the 2018 survey 86 per cent of domestic and international ANU students surveyed were satisfied or very satisfied with their university experience to date. ANU students were more satisfied than the Go8 benchmark in terms of the subject expertise of their lecturers, the reputation of the University, feeling safe and secure, learning support and the cost of living.

Our inspiring graduates

More than 2,500 students graduated from ANU in the mid-year award conferral ceremonies in July. In total 1,800 students graduated at Llewellyn Hall from Wednesday 11 July, with another 716 graduating in absentia.

Nearly 4,000 students graduated from the University at the end of year award conferral ceremonies in December. More than 2,600 took part in the graduation ceremonies at Llewellyn Hall from Tuesday 11 December, while another 1,051 students graduated in absentia.

This year's graduation marked a special milestone for the ANU Medical School, which celebrated its 1,000th graduating student.

Students who were honoured with a University Medal for academic excellence in July:

- > Jessie Liu, Bachelor of Arts (Honours)/Bachelor of Science
- > Xiaoyang Xu, Bachelor of Statistics (Honours)
- > Kenuo Li, Master of Commerce (Advanced)
- > Ross Pure, Bachelor of Engineering (Research and Development)
- > Louise Blessington, Bachelor of Philosophy (Honours)
- > Andrew Palm—Master of Earth Science (Advanced)
- > Chenyang Ye, Juris Doctor
- > David Cribb, Bachelor of Laws/Bachelor of Arts.

Medal winners for December:

- > Phillip Beaumont, Master of Archaeological Science (Advanced)
- > Mitchell Blyth, Bachelor of Philosophy (Honours)
- > Dmitry Brizhinev, Bachelor of Advanced Computing (Research and Development)
- > Frances Buckland-Willis, Bachelor of Philosophy (Honours)
- > Alyssa Chapman, Master of Culture, Health and Medicine (Advanced)
- > Jinn-Yih (Nelson) Chua, Bachelor of Actuarial Studies/Bachelor of Statistics (Honours)
- > Marcus Dahl—Bachelor of Laws (Honours)/Bachelor of Science
- > Megan Deakin, Doctor of Medicine and Surgery
- > Oliver Johnson, Bachelor of Engineering (Research and Development)
- > Fiona Lewis, Bachelor of Philosophy.

- > Jackie Lobban, Master of International Relations (Advanced)
- > Ross Mackey, Juris Doctor
- > Tegan O'Brien, Bachelor of Science
- > Lachlan Oberg, Bachelor of Philosophy
- > Mitchell Porter, Bachelor of Politics, Philosophy & Economics (Honours)
- > Jianjie Shi, Master of Statistics
- > Kay Song, Bachelor of Philosophy
- > Jane Tan, Bachelor of Philosophy
- > Suyan Yee, Bachelor of Biotechnology/Bachelor of Science
- > Catherine Yen, Bachelor of Philosophy (Asian Studies).

Tillyard prize awardees for 2018:

- > Marcus Dahl, Bachelor of Laws (Honours)/Bachelor of Science
- > Emily Katherine Campbell, Bachelor of Engineering (Honours)/ Bachelor of Arts.



A SAFE, HEALTHY & SUSTAINABLE WORK ENVIRONMENT

ANU is committed to providing a workplace that is safe and healthy for all staff, students, contractors and visitors, is without risk to the environment, and complies with the *Work Health and Safety Act 2011 (Cth)* (WHS Act) and other relevant legislation, regulations, national standards and codes of practice. The University manages work health and safety (WHS) through the Human Resources Division, Work Environment Group, with responsibilities for WHS risk and compliance, injury management including support to staff with disabilities, and health and wellbeing advice.

Health and safety initiatives

Following several years of preparation, the Safety, Rehabilitation and Compensation Commission granted ANU a self-insurance licence under the *Safety, Rehabilitation and Compensation Act 1988* on 4 December 2017, with a commencement date from 1 July 2018.

Effective 1 July 2018, the claims management module for the NTT Data Figtree information technology system was successfully launched, which has created an end to end data recording and reporting system for safety incident and hazard notifications, corrective actions, injury management and claims management.

Further to the self-insurance licence being granted, the University underwent an external audit carried out by Comcare auditors to measure the maturity of the WHS management system implementation.

The non-conformances identified during the audit will be addressed in 2019 through a targeted corrective action plan, supported by an enhanced Figtree user experience which will also improve the quality of reporting data. The active participation by local areas in the University internal audit program was a highlight of the year, with the program continuing over the next two years to complete the three-year cycle.

Health and safety outcomes

The number of work-related incident notifications reported in 2018 was 575, in addition to a further 182 hazard reports which were submitted. There were 11 lost time injuries (LTIs), and the Lost Time Injury Frequency Rate (LTIFR) increased from 0.80 to 1.32.

There was 18 accepted compensation claims receipted in 2018. As of 1 January 2019, the University has 84 active workers compensation claims. There were 54 staff members who received early intervention assistance funding for the 2018 calendar year, to a total budget spent of \$56,699.

During 2018, WHS knowledge within the University was strengthened through 30 types of safety courses delivered (193 separate course sessions). There were a total of 4,155 training instances (1,917 employees in total who attended one or more training sessions).

Notifiable incidents 2018

There were 22 incidents notified to Comcare during 2018: 5 serious injuries or illness; and 17 dangerous incidents.

There were no notifiable incidents reported to Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) for the period 1 January – 31 December 2018.

ANU provided compliance data to ARPANSA, the Australian Safeguards and Non- Proliferation Office, and the National Industrial Chemicals Notification and Assessment Scheme.

There were no notifiable incidents reported to the Office of the Gene Technology Regulator for the period 1 January – 31 December 2018.

Investigations and notices

In 2018, the University received three Prohibition Notices MC00007121-NT01; MC00006443 – NT01; and MC00004305-NT02, issued by Comcare under section 191 of the WHS Act. These Notices were in relation to inadequate risk assessments for the use of portable LPG bottles with barbeques, laboratory drying ovens with chemical solutions and an instance of chemical exposure to workers.

In responding to the Notices, the University has developed strategies to undertake the recommended actions and provide a safe operating environment for the University community.

THE ENVIRONMENT

ANU upholds the principles of ecologically sustainable development outlined in the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) through its operations and research activities.

This statement has been prepared to comply with section 516A of the EPBC Act.

ANU aims to provide a research and study environment that meets the world's best sustainability practice. Sustainability initiatives are guided by the ANU Environmental Management Plan (EMP) 2019–2021 which will be endorsed in early 2019. The EMP outlines targets in relation to culture, built environment, energy and emissions, recycling and waste management, pollution prevention, water, transport, landscapes and biodiversity, and heritage.

Targets

The EMP outlines the sustainability targets to be achieved by 2021 in reference to a 2014 baseline year. These targets aim to improve campus sustainability and include:

- > reducing energy use per person by 20 per cent and energy related carbon emissions by 30 per cent
- > reducing potable water use per person by 50 per cent, including removing 80 per cent of potable water use from landscape irrigation
- > increasing sustainable commuting to 80 per cent and reducing fleet emissions by 20 per cent
- > reducing per person waste to landfill by 20 per cent and increasing the recycling rate to 85 per cent.

Results

Energy

Total campus energy emissions reduced by 1.9 per cent in comparison to the 2014 baseline levels referenced in Figure 2. Energy use has decreased by 17 per cent per person over the same period. Energy initiatives implemented in 2018 have contributed to the reduction in energy use per person.

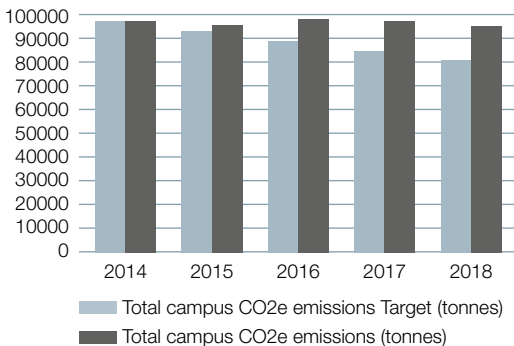


FIGURE 2: Total campus energy emissions (CO2e)

Water

Total potable water use per a person has decreased by 30 per cent (from 35.5 kL to 24.9 kL) across the campus since 2014 as referenced in Figure 3. Water initiatives in 2018 have reduced potable water use by 14 per cent based on 2014 baseline levels.

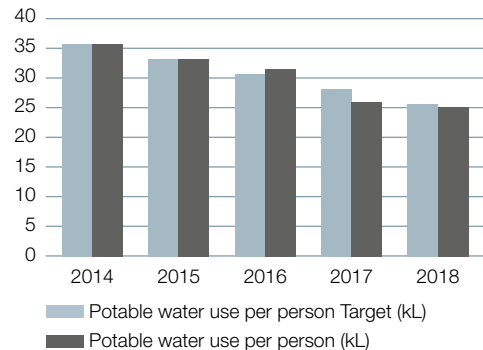


FIGURE 3: Potable water use per person

Transport

In 2018 fleet vehicles managed by ANU had an emission reduction of 21 per cent (from 530 tonnes to 417 tonnes) from 2014 baseline levels as referenced in Figure 4. Total fleet fuel consumption has decreased by 22.6 per cent from 2014 baseline levels.

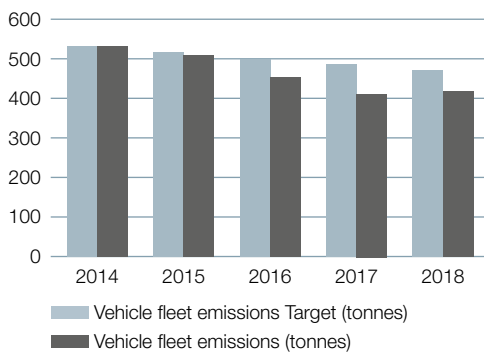


FIGURE 4: Vehicle fleet emissions (CO2e)

Waste

Total waste to landfill decreased by almost 27 per cent compared to 2014 baseline levels (1,235 tonnes to 902 tonnes). The recycling rate has decreased from 56 per cent to 49 per cent as referenced in Figure 5. The reductions in recycling can be attributed to more accurate reporting.

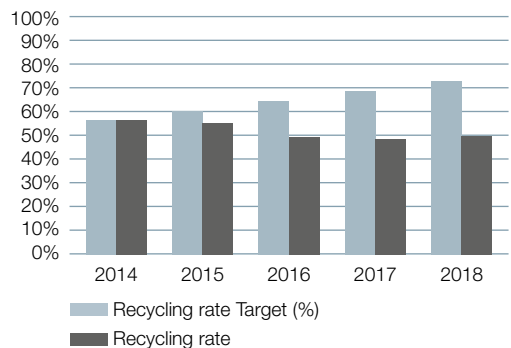


FIGURE 5: Recycling rate (%)

Initiatives

Energy

ANU has taken an active approach to reducing energy consumption over recent years through the implementation of various energy-saving initiatives, such as building tune-ups, and energy efficient chiller and boiler replacements. Despite these initiatives, total energy use continues to rise due to the increased operation of highly advanced, energy-intensive research equipment, the continued growth in student and staff numbers, and the construction of new buildings to house them.

Students living on campus continue to be a high consumers of energy and make up approximately 12 per cent of total electricity use and 26 per cent of gas use at the Acton campus. With the continuing increase in on campus student accommodation, the University will engage with the residential student body to encourage sustainable behaviour.

ANU increased onsite renewable energy generation in 2018 by completing the installation of around 1,700 SLIVER cell solar panels on the rooftops of seven buildings across the Acton campus. This project has increased the campus photovoltaic generation capacity to a total of 388 kW of renewable energy generation which generates, on average, 637,000 kWh of carbon neutral energy annually.

The Energy Reduction Programme was established in 2014 and annually sets a program of works which includes: lighting upgrades, building tune-ups and HVAC (heating, ventilation and air conditioning) replacement. This program has helped the University achieve \$120,676 in energy savings in 2016, \$201,505 in energy savings in 2017 and projected energy savings in 2018 of \$322,181.

Biodiversity

Biodiversity monitoring continued with monthly water quality sampling of Sullivans Creek as part of the wider ACT Waterwatch program and an annual Frogwatch survey which is conducted with the help of student volunteers.

More than 60 staff and students volunteers were engaged through a range of successful biodiversity activities, such as Sullivans Creek Clean Up. Current projects initiated include enhancing Sullivans Creek riparian corridor and Old Canberra House grassy woodlands.

Waste and recycling

2018 saw the implementation of a new cleaning contract which was heavily focused on sustainability. Initiatives within the new contract included the provision of centralised bins into office areas which allowed for source separation of waste into recycling and general waste (landfill). The new contract also changes the hours of cleaning which has the flow on effect of reducing the energy used in powering lights, heating and cooling.

A waste audit was conducted to identify the amount of recyclable material being disposed of as general waste (landfill). Overall the audit showed the University has reasonably good recycling rates and we aim to improve this through education programs. In an effort to reduce the amount of disposable coffee cups used on campus, the University has sold more than 800 keep cups across campus from several cafés.

Water

In 2016, as part of the Smart Water Metering project, more than 180 water monitoring devices were installed on water meters across the Acton campus. The meters have helped to identify unaccounted water use, as well as enabling the prioritisation of water-saving measures.

Transport

ANU continues to promote active and sustainable travel to, from and within campus. In 2018, three commuter audits were undertaken with 66 per cent of staff and students choosing to use sustainable and active travel to commute to the Acton campus. These audits help track changes in mode choice over time to help prioritise sustainable and active transport infrastructure and programs. A continuing trend of fewer vehicles entering the campus will help ANU reach the target of 80 per cent of green commuters by 2021.

The ANU Timely Treadly program consists of 120 bicycles for the use of staff and students on campus. In 2018, six additional departments were allocated Timely Treadlies to help with their commuting across campus, totalling 70 departments across the campus. More than 50 visiting postgraduate students and scholars also took advantage of the Timely Treadly personal loan program.

Business air travel is estimated to be a major contributor to the overall carbon emissions of ANU. In 2018, there was over 9,570 tonnes of emissions attributed to business air travel, 12 per cent more than 2016 levels, which equates to approximately 9 per cent of overall campus carbon emissions. Ways to avoid air travel, such as teleconferences, are a key action in reducing overall campus emissions.

Since the introduction of the ANU Carshare in 2016 for staff and student staff business and private use, there has been an 8 per cent reduction in vehicle fuel consumption and an eight per cent reduction in carbon emissions generated by fleet vehicles.

In 2018, ANU in partnership with the ACT Government and the National Capital Authority, launched Canberra's first dockless bikeshare scheme as a trial. The trial is for a six-month period and its feasibility will be evaluated in early 2019.



Heritage

During 2018, the University developed the Acton Campus Heritage Framework as part of the Acton Campus Master Plan and updated the ANU Heritage Strategy, both will be presented to the University Council in 2019. An extensive audit and strategic plan for the ANU Public Art Collection has been developed, including individual condition assessments and a priority matrix for remedial works.

Mount Stromlo Observatory was officially recognised by Engineers Australia as a site of International Heritage Significance. The heritage marker was unveiled by the Vice-Chancellor and the President of Engineers Australia.

Collaboration with the local Aboriginal community has continued throughout 2018 with contributions to several key projects in the Kambri redevelopment and developing an Aboriginal Resource Garden as part of the redevelopment of the RN Robertson Building.

The University has organised two events for this year's ACT and Region Heritage Festival including a guided tour of the campus by Ngunawal elder Wally Bell and a tour of Mount Stromlo Observatory, highlighting the newly restored heritage orchard, which was also nominated for a National Trust of Australia (ACT) award.

Since late 2017, six significant collections have been recognised by the University, and four of these have been provided with funding in order to improve the state of the collections and their capacity for new research. Having made significant progress on collection management, a symposium of the Council of Australian University Museums and Collections was held at ANU in April.

Optimisation of green space

As part of the new master plan for the Acton campus, green space will be optimised with the focus on improving the day-to-day opportunities to enjoy the bush landscape. The bush landscape of the campus will be consolidated with sensitive planting of native species to enhance biodiversity, ecological value, and resilience. Key views to Black Mountain and Sullivans Creek will be protected and enhanced through the placement of tree lined promenades that will connect the campus precincts, hubs and the city. The promenades will form the busier pedestrian routes through the campus, providing opportunities for informal interaction, in contrast to the bush landscape, which provides spaces for quiet study and reflection.

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A magnifying glass is positioned over a financial spreadsheet. The spreadsheet has columns for months (September, October, November, December) and rows for budget values (5000, 6000, 4500, 5000, 4900, 5000, 5000). The text 'FINANCIAL INFORMATION' is overlaid in white on a dark grey background.

FINANCIAL INFORMATION

Introduction to the Financial Statements

ANU recorded an underlying operating surplus of \$104.3 million (2017 – \$91.1 million), or 7.59 per cent of total revenues for the 2018 year.

An underlying operating surplus is the method used by the Go8 Universities in Australia to clarify the real surplus or deficit recorded in each year, removing elements such as tied capital grants, philanthropic donations and investment earnings on endowments, items which are tied and cannot contribute to operational activity. The table below sets out the ANU performance for the period 2017-18.

Underlying operating result

	Consolidated		University	
	2018 \$'000's	2017 \$'000's	2018 \$'000's	2017 \$'000's
Operating revenue	1,375,064	1,256,279	1,339,424	1,225,585
Operating expenses	1,149,421	1,087,057	1,112,463	1,056,868
Operating result–surplus/(deficit)	225,643	169,222	226,961	168,717
Adjusted for -				
Philanthropic funds (donations & bequests)	(25,273)	(11,176)	(25,273)	(11,176)
Investment funds ¹	(29,878)	(57,788)	(29,878)	(57,649)
One-off Capital grants received ²	(69,200)	(12,000)	(69,200)	(12,000)
Restricted specific purpose funds movement	6,799	4,656	6,799	4,656
Other items ²	(3,788)	(1,779)	(3,788)	(2,304)
Underlying operating result–surplus/(deficit)	104,303	91,135	105,621	90,244
	7.59%	7.25%	7.89%	7.36%

1 A portion of the University's investments, and corresponding investment income, relate to specific purpose funds and as such they are not available to fund day-to-day operations.

2 Recognises impact of one-off items of a non-operating nature.

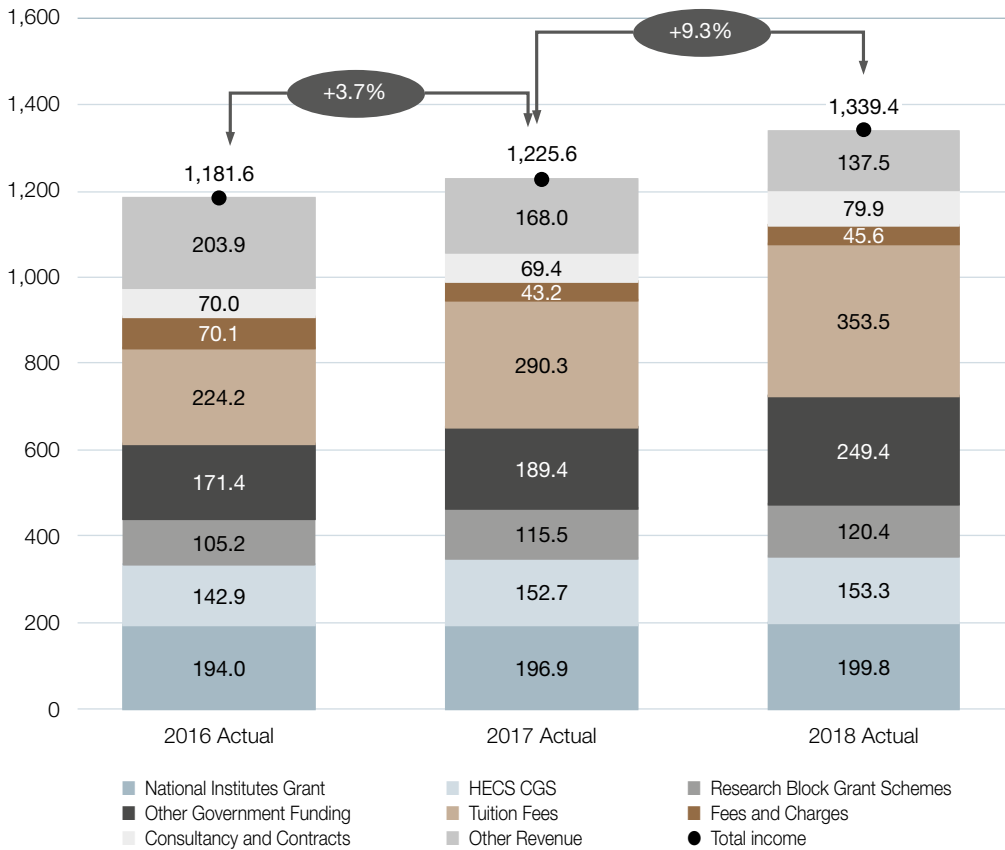
The underlying operating surplus was supplemented by a one off grant of \$69.2 million from the Commonwealth for a new national supercomputer and by \$25.3 million in donations and bequests. However, investment earnings on the ANU \$1.8 billion endowment were halved on previous years as a result of market conditions in the last quarter of 2018. Rebounding markets in the first quarter of 2019 have already seen a reversal of this decline.

The University's total cash balance remained on a par with the end of 2017, reflecting the significant investment in new capital works projects.

Revenues grew to \$1,375 million (2017 – \$1,256 million), driven by a 21.7 per cent growth in fee paying and predominantly international student revenues which grew to \$353 million (2017 – \$290 million).

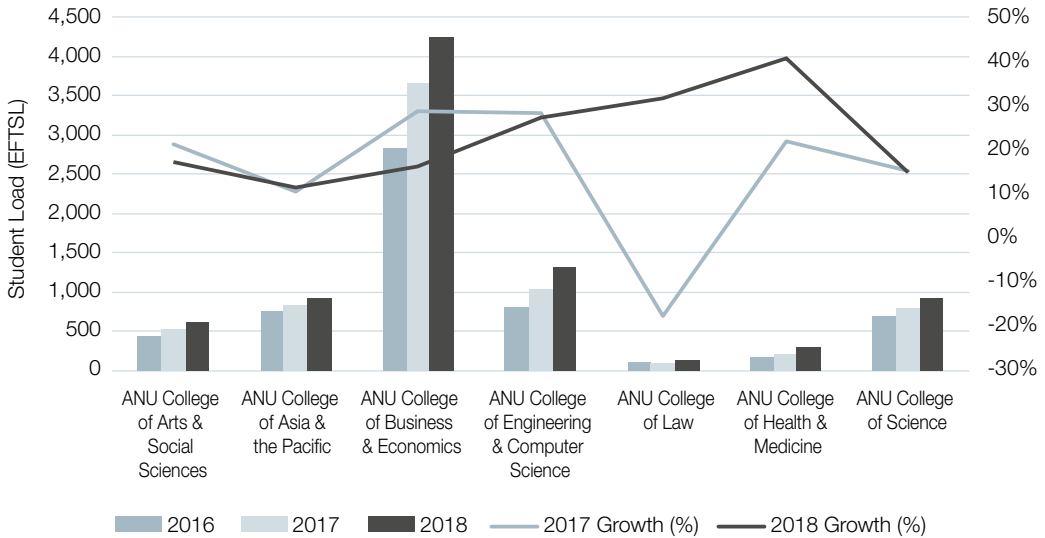
The table on the next page sets out the movement in revenues over the period 2016-18.

Income (\$m) by Category



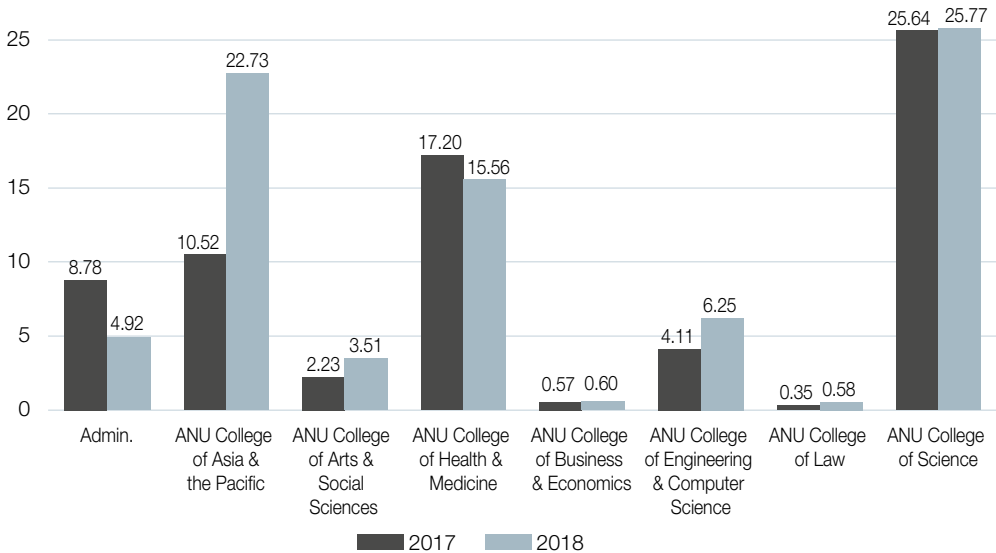
The strong growth in international student numbers and revenue, repeating a similar pattern from 2016 and 2017, led the ANU Vice-Chancellor, Professor Brian Schmidt AC, to announce late in 2018 that the University would be capping further growth in international student numbers. Forty percent of the University’s students are now international students. The growth in international student numbers in each of the ANU Colleges is set out in the following table.

International Student Cohort by Teaching College



Other revenues were mostly flat although some modest growth in commercial and industry related research was also reported, with consultancies and contracts growing to \$79 million (2017 – \$69 million). The chart below shows how these revenues grew in each College.

2017 and 2018 (\$m) Consultancy & Contracts Review by College



Some key performance metrics for the University are set out in the following table.

Overview of ANU 2018 Financial Results	2018 Actual	2017 Actual	Variance to 2018 actual
Key Financial Indicators (\$'M)			
Tuition Fees	353.5	290.3	63.2
Research Income (incl. NIG, RBG, Consultancy, Contracts and Other Govt Rev)	649.5	571.2	78.3
Other Revenues (incl. Fees and Charges, HECS CGS, and Other Rev)	266.2	249.1	17.1
Total Revenue from Ordinary Activities	1,269.3	1,110.7	158.6
Employee Expenses	608.5	595.4	13.0
> Academic	307.3	305.5	1.8
> Professional	300.6	289.9	11.3
Total Expenses from Ordinary Activities	1,000.6	927.2	73.5
Net Operating Result Before Depreciation, Borrowings & Investments	268.7	183.5	85.1
Net Operating Result after Depreciation, Borrowings & Before Investments	177.9	85.3	92.7
Underlying Operating Result	105.6	72.3	33.4
Key Performance Indicators			
Research Income as % of Revenue	51.2%	51.4%	(0.3%)
Employee Expenses as % of Revenue	47.9%	53.6%	(5.7%)
Employee Expenses as % of Expenses	60.8%	64.2%	(3.4%)
Academic Employee Expenses as % of Employee Expenses	50.5%	51.3%	(0.8%)
Expenses as % of Revenue	78.8%	83.5%	(4.6%)
Total Expenditure from Ordinary Activities Growth	7.9%	9.4%	(1.5%)
Operating Margin before Depreciation, Borrowings & Investments	21.2%	16.5%	4.6%
Operating Margin after Depreciation, Borrowings & Investments	14.0%	7.7%	6.3%
Underlying Operating Margin	8.3%	6.5%	1.8%
Capital Investment as % of Revenue	29.0%	18.0%	11.0%
Gearing Ratio (%)	11.0%	11.9%	(0.9%)
Net Cash from operating activities (\$m)	334.3	219.0	115.3
Full Time Equivalent			
Staff FTE	4,066	3,920	146
> Academic	1,648	1,620	28
> Professional	2,418	2,300	118
Student Load (EFTSL)	20,054	18,616	1,438
> Domestic	11,525	11,416	109
> International	8,529	7,200	1,329
Student Load Growth over Prior Year	7.7%	10.2%	(2.5%)

ANU continued to derive the majority of its revenue from research at 51.2 per cent (2017 – 51.4 per cent) and employee expenses, which increased by 2.2 per cent, were nevertheless controlled and reduced as a percentage of overall revenue.

The University continues its extensive redevelopment of its campus, reporting the completion of the new Kambri precinct, additional student accommodation and new academic buildings to the total value of \$450 million during 2018. The program of building renewal continues with \$200 million of refurbishments to Physics, Law and the College of Asia Pacific underway at present and improvements being designed for the College of Business and Economics, the Research School of Humanities and the Arts, and Library Facilities on campus.

The forward outlook through to 2025 is for ANU to invest some \$550 million in new or upgraded facilities.

The University is using its current financial strength to deliver a once in a generation renewal of many of its ageing facilities.

Almost 6,500 ANU students now live on campus, and one in four ANU students lives on campus, making it now the most residential campus in Australia. With this comes the responsibility to provide a remarkable student experience and the opening of new residential, teaching, retail and recreational facilities at the beginning of 2019 contribute to this goal.

The University maintains a comprehensive five-year model of its forward financial situation. This five-year financial projection is for revenue growth to flatten and for the underlying surplus to decline progressively to between three per cent and five per cent of total revenues.

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INDEPENDENT AUDITOR'S REPORT

To the Minister for Education and Training

Opinion

In my opinion, the financial statements of the Australian National University and the consolidated entity for the year ended 31 December 2018:

- (a) comply with Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial positions of the Australian National University and the consolidated entity as at 31 December 2018 and their financial performance and cash flows for the year then ended.

The financial statements of the Australian National University and the consolidated entity, which I have audited, comprise the following statements as at 31 December 2018 and for the year then ended:

- Statement by the Council, Chief Executive and Chief Financial Officer;
- Income Statements;
- Statements of Comprehensive Income;
- Statements of Financial Position;
- Statements of Changes in Equity;
- Statements of Cash Flow; and
- Notes to the financial statements comprising a Summary of Significant Accounting Policies and other explanatory information.

The consolidated entity comprises the Australian National University and its subsidiaries.

Basis for Opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Australian National University and the consolidated entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's Responsibility for the Financial Statements

As the Accountable Authority of the Australian National University, the Council is responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under that Act. The Council is also responsible for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council is responsible for assessing the ability of the Australian National University and the consolidated entity to continue as a going concern, taking into account whether the entities' operations will cease as a result of an administrative restructure or for any other reason. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's Responsibilities for the Audit of the Financial Statements


My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian National University and the consolidated entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Australian National University or the consolidated entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Australian National University or the consolidated entity's to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the consolidated entity to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the consolidated entity audit. I remain solely responsible for my audit opinion.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Clea Lewis
Executive Director

Delegate of the Auditor-General

Canberra
2 April 2019



29 March 2019

Professor the Hon Gareth Evans AC QC
Chancellor

+61 2 6125 2113
+61 2 6125 8524
chancellor@anu.edu.au

Canberra ACT 0200 Australia
www.anu.edu.au

CRICOS Provider No. 00120C

**CONSOLIDATED FINANCIAL STATEMENTS FOR YEAR ENDED
31 DECEMBER 2018**

STATEMENT BY THE COUNCIL

The University Council, at its meeting held on 29 March 2019 agreed to adopt the financial statements contained in this report.

In our opinion:

- i. the financial statements for the year ended 31 December 2018 are based on properly maintained financial records in accordance with subsection 41(2) of the *Public Governance Performance and Accountability Act 2013* and comply with the requirements of subsection 42(2) of the *Public Governance Performance and Accountability Act 2013*.
- ii. the financial statements have been prepared in accordance with the provisions of the Department of Education Financial Statement Guidelines for Australian Higher Education Providers for 2018 Reporting Period and Australian Accounting Standards and other mandatory profession requirements.
- iii. at the date of this statement, there are reasonable grounds to believe that the University will be able to pay its debts as and when they become due and payable.
- iv. to the best of our knowledge and belief all the Australian Government Financial Assistance was expended for the purposes for which it was intended and the University has complied with applicable legislation, contracts, agreements and program guidelines in making that expenditure.

G J EVANS AC QC
Chancellor

B P SCHMIDT AC
Vice-Chancellor

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Chief Financial Officer

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INCOME STATEMENT

for the year ended 31 December 2018

	Notes	Consolidated		University	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
INCOME FROM CONTINUING OPERATIONS					
Australian Government financial assistance	1.1A	577,406	580,766	577,406	580,766
Super computer capital grant (construction in 2019)	1.1A	69,200	-	69,200	-
HELP - Australian Government Grants	1.1A	91,433	86,969	91,433	86,969
HECS-HELP - student payments		9,399	9,608	9,399	9,608
Territory Government financial assistance	1.1B	3,863	3,477	3,863	3,477
Fees and charges	1.1C	365,872	303,286	365,872	303,286
Net investment revenue	1.1D	75,233	105,040	75,129	104,901
Consultancy and contracts	1.1E	105,704	94,736	79,940	69,404
Other revenue	1.1F	76,369	58,393	67,357	53,144
Gains/(losses) on disposal of assets	1.2G	(177)	13,985	(175)	14,030
Share of profit or loss on investments accounted for using the equity method	2.1D	762	19	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS		1,375,064	1,256,279	1,339,424	1,225,585
EXPENSES FROM CONTINUING OPERATIONS					
Employee related expenses	1.2A	627,319	612,367	607,915	595,443
Depreciation and amortisation	1.2B	78,366	85,866	76,937	84,485
Repairs and maintenance	1.2C	27,098	20,429	26,954	20,285
Borrowing costs	1.2D	12,447	12,400	12,447	12,400
Write-down and impairment of assets	1.2E	7,218	790	7,474	509
Deferred superannuation expense	1.2A	18,578	21,111	18,578	21,111
Other expenses	1.2F	377,931	333,569	362,158	322,635
TOTAL EXPENSES FROM CONTINUING OPERATIONS		1,148,957	1,086,532	1,112,463	1,056,868
NET SURPLUS BEFORE INCOME TAX		226,107	169,747	226,961	168,717
Income tax (expense)/benefit	1.2H	(464)	(525)	-	-
NET SURPLUS AFTER INCOME TAX		225,643	169,222	226,961	168,717
NET RESULT FROM CONTINUING OPERATIONS		225,643	169,222	226,961	168,717

The above statement should be read in conjunction with the accompanying notes.

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2018

	Notes	Consolidated		University	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Net surplus after income tax for the period		<u>225,643</u>	<u>169,222</u>	<u>226,961</u>	<u>168,717</u>
Items that will be reclassified to profit or loss					
Gain/(loss) on revaluation of investments	2.6A	(1,056)	44,214	(1,056)	44,214
Transfer to income	2.6A	(528)	(3,511)	(528)	(3,511)
Items that will not be reclassified to profit or loss					
Gain/(loss) on revaluation of Non-Financial Assets net of tax	2.6A	(5,461)	3,341	(5,892)	3,173
Net actuarial (losses)/gains recognised in respect of defined benefit plans	6.2	(36,559)	41,117	(36,559)	41,117
Other movements		211	(706)	(31)	(1,015)
Total other comprehensive income		<u>(43,393)</u>	<u>84,455</u>	<u>(44,066)</u>	<u>83,978</u>
Comprehensive result		<u>182,250</u>	<u>253,677</u>	<u>182,895</u>	<u>252,695</u>

The above statement should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION

as at 31 December 2018

	Notes	Consolidated		University	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
ASSETS					
Financial Assets					
Cash and cash equivalents	2.1A	190,366	187,088	181,196	179,620
Loans and receivables	2.1B	106,398	96,300	102,304	93,258
Investments	2.1C	1,599,278	1,632,108	1,606,478	1,639,308
Investments accounted for using the equity method	2.1D	2,348	1,260	4,647	4,533
Other financial assets	2.1E	2,405	-	2,405	-
Total Financial Assets		1,900,795	1,916,756	1,897,030	1,916,719
Non-Financial Assets					
Land, buildings and infrastructure	2.2A	1,803,243	1,515,905	1,789,543	1,502,305
Plant and equipment	2.2A	153,346	155,291	152,244	153,988
Intangibles	2.2A	17,484	10,500	10,080	2,620
Inventories	2.2B	3,130	3,900	999	1,589
Other non-financial assets	2.2C	17,369	19,512	16,951	18,805
Total Non-Financial Assets		1,994,572	1,705,108	1,969,817	1,679,307
TOTAL ASSETS		3,895,367	3,621,864	3,866,847	3,596,026
LIABILITIES					
Payables					
Suppliers	2.3A	49,307	33,949	45,511	32,528
Other payables	2.3B	183,632	139,090	172,576	128,704
Total Payables		232,939	173,039	218,087	161,232
Borrowings					
Interest bearing liabilities	2.4A	282,743	285,033	282,743	285,033
Finance leases	2.4B	5,873	-	5,873	-
Other financial liabilities	2.1E	2,468	-	2,468	-
Total Borrowings		291,084	285,033	291,084	285,033
Provisions					
Employee benefits	4.1A	755,179	757,648	753,190	755,941
Workers compensation	2.5A	26,740	-	26,740	-
Total Provisions		781,919	757,648	779,930	755,941
TOTAL LIABILITIES		1,305,942	1,215,720	1,289,101	1,202,206
NET ASSETS		2,589,425	2,406,144	2,577,746	2,393,820
EQUITY					
Parent Entity Interest					
Reserves	2.6A	792,370	959,075	779,509	946,645
Retained surplus		1,797,055	1,447,069	1,798,237	1,447,175
TOTAL EQUITY		2,589,425	2,406,144	2,577,746	2,393,820
CURRENT ASSETS		1,766,146	1,092,045	1,750,202	1,078,485
NON-CURRENT ASSETS		2,129,221	2,529,819	2,116,645	2,517,541
CURRENT LIABILITIES		361,343	314,260	344,648	300,836
NON-CURRENT LIABILITIES		944,599	901,460	944,453	901,370

The above statement should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2018

Consolidated	Asset Revaluation							
	Retained Surplus		Surplus		Special Reserves		Total Equity	
	2018	2017	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2018								
Balance carried forward from previous period	1,447,069	1,213,335	899,165	883,353	59,910	55,779	2,406,144	2,152,467
Effect of adoption of AASB 9	162,525	-	(161,494)	-	-	-	1,031	-
Balance as restated	1,609,594	1,213,335	737,671	883,353	59,910	55,779	2,407,175	2,152,467
Comprehensive income								
Surplus for the period	225,643	169,222	-	-	-	-	225,643	169,222
Gain/(loss) on revaluation of Non-Financial Assets net of tax	-	-	(5,461)	3,341	-	-	(5,461)	3,341
Gain/(loss) on revaluation of investments	-	-	(1,056)	44,214	-	-	(1,056)	44,214
Transfer to income	-	-	(528)	(3,511)	-	-	(528)	(3,511)
Remeasurements of Defined Benefit Plans	(36,559)	41,117	-	-	-	-	(36,559)	41,117
Adjustment for disposal of buildings	(82)	28,232	82	(28,232)	-	-	-	-
Other movements	211	(706)	-	-	-	-	211	(706)
Transfers (from)/to reserves	(1,752)	(4,131)	(12)	-	1,764	4,131	-	-
Total comprehensive income	187,461	233,734	(6,975)	15,812	1,764	4,131	182,250	253,677
Balance at 31 December 2018	1,797,055	1,447,069	730,696	899,165	61,674	59,910	2,589,425	2,406,144

University	Asset Revaluation							
	Retained Surplus		Surplus		Special Reserves		Total Equity	
	2018	2017	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2018								
Balance carried forward from previous period	1,447,175	1,213,750	886,735	871,091	59,910	56,284	2,393,820	2,141,125
Effect of adoption of AASB 9	162,525	-	(161,494)	-	-	-	1,031	-
Balance as restated	1,609,700	1,213,750	725,241	871,091	59,910	56,284	2,394,851	2,141,125
Comprehensive income								
Surplus for the period	226,961	168,717	-	-	-	-	226,961	168,717
Gain/(loss) on revaluation of Non-Financial Assets net of tax	-	-	(5,892)	3,173	-	-	(5,892)	3,173
Gain/(loss) on revaluation of investments	-	-	(1,056)	44,214	-	-	(1,056)	44,214
Transfer to income	-	-	(528)	(3,511)	-	-	(528)	(3,511)
Remeasurements of Defined Benefit Plans	(36,559)	41,117	-	-	-	-	(36,559)	41,117
Adjustment for disposal of buildings	(82)	28,232	82	(28,232)	-	-	-	-
Other movements	(31)	(1,015)	-	-	-	-	(31)	(1,015)
Transfers (from)/to reserves	(1,752)	(3,626)	(12)	-	1,764	3,626	-	-
Total comprehensive income	188,537	233,425	(7,406)	15,644	1,764	3,626	182,895	252,695
Balance at 31 December 2018	1,798,237	1,447,175	717,835	886,735	61,674	59,910	2,577,746	2,393,820

The above statement should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

for the year ended 31 December 2018

	Notes	Consolidated		University	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
OPERATING ACTIVITIES					
Cash received					
Australian Government Grants	1.1A	738,039	667,735	738,039	667,735
Territory Government Grants		3,863	3,477	3,863	3,477
HECS-HELP - student payments		9,399	9,608	9,399	9,608
Receipts from student fees and other customers		364,986	310,904	364,986	310,904
Consultancy and contracts		105,704	87,689	79,940	65,500
Interest and other investment earnings		26,676	24,993	26,570	24,856
Dividends received		55,495	40,092	55,495	40,092
Other receipts		90,922	63,681	80,390	54,563
Net GST received		48,099	39,027	47,838	39,027
Total cash received		1,443,183	1,247,206	1,406,520	1,215,762
Cash used					
Payments to employees and pensioners		641,040	629,641	623,172	612,758
Interest and other costs of finance		12,447	12,400	12,447	12,400
Payments for services		451,304	383,797	436,641	371,552
Income taxes paid		464	525	-	-
Total cash used		1,105,255	1,026,363	1,072,260	996,710
NET CASH FROM OPERATING ACTIVITIES	3.1A	337,928	220,843	334,260	219,052
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment		786	1,364	499	1,364
Repayments of loans receivable		15,524	100	16,349	877
Proceeds from sale and maturity of investments		1,894,167	1,137,032	1,894,167	1,137,032
Total cash received		1,910,477	1,138,496	1,911,015	1,139,273
Cash used					
Purchase of property, plant and equipment		368,814	200,459	368,360	200,071
Purchase of investments		1,876,686	1,238,194	1,875,712	1,235,626
Total cash used		2,245,500	1,438,653	2,244,072	1,435,697
NET CASH FROM INVESTING ACTIVITIES		(335,023)	(300,157)	(333,057)	(296,424)
FINANCING ACTIVITIES					
Cash used					
Repayments of borrowings		4,488	3,886	4,488	3,886
Total cash used		4,488	3,886	4,488	3,886
NET CASH FROM FINANCING ACTIVITIES		(4,488)	(3,886)	(4,488)	(3,886)
NET DECREASE IN CASH HELD					
Cash and cash equivalents at the beginning of the financial year					
	2.1A	187,088	270,288	179,620	260,878
Effect of exchange rate movements on cash and cash equivalents at the beginning of the reporting period					
		4,861	-	4,861	-
Cash and cash equivalents at the end of the financial year					
	2.1A	190,366	187,088	181,196	179,620

The above statement should be read in conjunction with the accompanying notes.

Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all years presented, unless otherwise stated. The financial report includes separate financial statements for The Australian National University ("the University") as an individual entity and the consolidated entity consisting of the University and its subsidiaries (the Group). The term "the University" in this context covers all aspects of total operations of the University excluding subsidiaries (see Note 6.4 Subsidiaries), and includes funds from a number of sources that can only be applied to restricted purposes. These funds are separately identified at Note 2.1C Investments.

Basis of preparation of the Financial Statements

The University is a non-profit Corporate Commonwealth entity and is required under Section 46 of the *Public Governance, Performance and Accountability Act 2013* to provide the responsible Minister with an annual report including annual financial statements. The financial statements are general purpose financial statements.

The statements have been prepared in accordance with the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (the Rule) (for reporting periods on or after 1 July 2017), Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period and Financial Statements Guidelines for Higher Education Providers for 2018 issued in accordance with Section 19-10(2)(a) of the *Higher Education Support Act* by the Department of Education.

The University has applied the following exemptions that are permissible under the Rule and granted by the Finance Minister:

(a) The Finance Minister has granted an exemption from the requirements of Section 12 of the Rule. The University has applied this exemption in the presentation of the Income Statement and Statement of Comprehensive Income; and

(b) Section 24(2) of the Rule provides the University with an exemption from presenting oncosts in the financial statements and can instead, report its oncosts in accordance with "Financial Statement Guidelines for Higher Education Providers".

The University applies Tier 1 reporting requirements.

The Financial Statements have been authorised for issue on 29 March 2019.

The Income Statement, Statement of Comprehensive Income and Statement of Financial Position have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets and liabilities, which as noted, are at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

a. Critical accounting estimates and judgements

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis.

b. Compliance with Australian Accounting Standards

The Financial Statements and Accompanying Notes of the University comply with Australian Accounting Standards, including the Interpretations, some of which contain requirements specific to not-for-profit (NFP) entities that are inconsistent with International Financial Reporting Standards (IFRS) requirements. The main NFP entity provisions, adopted by the parent entity, are in respect of the following:

- Accounting for Government grants. AASB 1004 Contributions requires contributions received or receivable to be recognised immediately as revenue when:

- the entity obtains control of the contribution or the right to receive the contribution;
- it is probable that the economic benefits comprising the contribution will flow to the entity; and
- the amount of the contribution can be measured reliably.

- Impairment of assets. Under AASB 136 Impairment of Assets, a NFP entity is entitled to recognise any impairment loss on a revalued asset directly against the available revaluation reserve in respect of the same class of asset; and

- Assets received at nil or nominal value. Under AASB 102 Inventories, AASB 138 Intangible Assets, AASB 140 Investment Properties, and AASB 116 Property, Plant and Equipment, a NFP entity is entitled to recognise an asset, acquired at no cost or nominal cost, at its fair value as at the date of acquisition.

Accounting Policies, Changes in Accounting Estimates

There have been no material adjustments or changes in accounting policies and accounting estimates in 2018.

Basis of consolidation

a. Subsidiaries

The consolidated financial report is prepared in accordance with AASB 10 Consolidated Financial Statements. The financial report includes the accounts of the parent entity, the University, and the accounts of the wholly and beneficially owned subsidiary companies ANU Enterprise Pty Ltd incorporated in Australia (including its wholly owned subsidiaries Australian Scientific Instruments Pty Ltd, Social Research Centre Pty Ltd, ANU Limited (PNG)) and ANU (UK) Foundation incorporated in the United Kingdom.

Subsidiaries are all those entities (including structured entities) over which the Group has control. The Group has control over an investee when it is exposed, or has rights to variable returns

from its involvement with the investee and has the ability to affect those returns through its power over the investee. Power over the investee exists when the Group has existing rights that give it current ability to direct the relevant activities of the investee. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Returns are not necessarily monetary and can be only positive, only negative, or both positive and negative.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Separate financial reports are also prepared by the University's controlled entities, operational at 31 December 2018 and are audited by the Australian National Audit Office (except for the ANU (UK) Foundation).

The ANU (UK) Foundation is incorporated in the United Kingdom and is entitled to an exemption from the requirement to have an audit in the United Kingdom under the provisions of Section 477 of the *Companies Act (UK) 2006*. The financial report of the Foundation has been prepared in accordance with the Special Provisions relating to companies subject to the small companies regime within Part 15 of the *Companies Act (UK) 2006*. The accounts of the Foundation are not audited by the Auditor-General as the Foundation is not an Australian based entity.

b. Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for in the parent entity financial statements using the cost method and in the consolidated financial statements using the equity method of accounting, after initially being recognised at cost. The Group's investment in associates includes goodwill (net of any accumulated impairment loss) identified on acquisition (refer to Note 2.1D Investments Accounted for Using the Equity Method).

The Group's share of its associates' post acquisition profits or losses is recognised in the income statement, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates are recognised in the parent entity's income statement, while in the consolidated financial statements they reduce the carrying amount of the investment.

When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

c. Joint arrangements

Joint operations

The assets, liabilities and expenses of a joint operation have been incorporated in the financial statements under the appropriate headings.

Joint ventures

The interest in a joint venture entity is accounted for in the consolidated financial statements using the equity method and is carried at cost by the parent entity. Under the equity method, the share of the profits or losses of the entity is recognised in the income statement, and the share of movements in reserves is recognised in reserves in the statement of comprehensive income and the statement of changes in equity. Details relating to the entities are set out in Note 2.1D Investments Accounted for Using the Equity Method.

Foreign currency translation

a. Functional and presentation currency

The financial report is presented in Australian dollars.

b. Foreign currency transactions

Transactions denominated in a foreign currency are converted at the rate of exchange prevailing at the date of the transaction. At balance date, amounts receivable and payable in a foreign currency are translated at the exchange rate prevailing at that date and any exchange differences are brought to account in the Income Statement.

Rounding of amounts

Amounts in the financial report have been rounded off to the nearest thousand dollars, or in certain cases, the nearest dollar.

Comparative figures

When required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year. Comparatives are adjusted for reclassified items in the financial statements.

Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the item of expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position. Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Future Australian Accounting Standard requirements

The following new standards, amendments to standards or interpretations, considered to be applicable to the University, have been issued by the Australian Accounting Standards Board but are effective for future reporting periods.

The adoption of the following pronouncements may have a financial impact on future reporting periods. The quantum is still being assessed by the University.

AASB 15 Revenue from Contracts with Customers (effective date 2019)

This standard establishes a new revenue recognition model and changes the basis for deciding whether revenue is to be recognised over time or at a point in time.

AASB 16 Leases (effective date 2019)

All leases are to be accounted for 'on balance sheet' by lessees, other than short term and low value asset leases. It will also provide new guidance on the application of the definition of lease and on sale and lease back accounting. Lessor accounting requirements remain relatively unchanged.

AASB 1058 Income of Not-for-Profit Entities (effective date 2019)

This standard will help better match revenue and expenditure for NFP and replaces AASB 1004 *Contributions* for accounting for grants and donations. It will enable income from grants and donations to be deferred until the related services are delivered, provided the conditions attached are enforceable and sufficiently specific. Grants and donations will be recognised immediately where there is discretion about how the donation of the grant is to be used.

AASB 1059 Service Concession Arrangements (effective date 2020)

This standard requires grantors to recognise a service concession asset and in most cases a corresponding liability on the balance sheet where it 'controls' the asset. On transition the grantor must apply the Standard retrospectively.

Initial application of AAS

Adoption of AASB 9 *Financial Instruments* is made in accordance with the transitional provisions. The nature and effect of the changes as a result of adoption of this new accounting standard is described below.

AASB 9 Financial Instruments

AASB 9 *Financial Instruments* (AASB 9) replaces AASB 139 *Financial Instruments: Recognition and Measurement* for annual periods beginning on or after 1 January 2018, bringing together all three aspects of the accounting for financial instruments: classification and measurement; impairment; and hedge accounting.

The ANU applied AASB 9 prospectively, with an initial application date of 1 January 2018. The ANU has restated the

comparative information under AASB 9. The initial impacts of the adoption of AASB 9 have been recognised directly in retained surpluses and Other Comprehensive Income (OCI).

The nature and effect of the changes as a result of adoption of AASB 9 are described as follows:

Impact on the Statement of Financial Position	Adjustment ref	1 January 2018 \$'000 (increase/(decrease))
Classification and measurement	i	1,295,739
Impairment	ii	869

The nature of the adjustments are described below:

i Classification and measurement

Significant financial instruments were reclassified from fair value through other comprehensive income (FVOCI) to fair value through the profit and loss (FVTPL) on transition, by booking an opening book entry on 1 January 2018 to debit the asset revaluation reserve and credit opening retained surplus. Post transition, all fair value movements associated with these financial instruments will be booked directly to the income statement.

The University had the following required or elected reclassifications on adoption of AASB 9:

AASB 139 category (from)	Fair value through profit or loss (to) (\$'000)	Amortised cost (to) (\$'000)	Fair value through OCI (to) (\$'000)
Held to maturity	-	470,000	-
Held to maturity	-	-	238,834
Held to maturity	21,123	-	-
Available for sale	565,782	-	-

ii Impairment

Set out below is the reconciliation of the ending impairment allowances in accordance with AASB 139 to the opening expected credit loss (ECL) allowances determined in accordance with AASB 9:

	Allowance for impairment under AASB 139 as at 31 December 2017	Re-measurement	ECL under AASB 9 as at 1 January 2018 (\$'000)
Investments	-	(258)	(258)
Receivables	(1,596)	1,127	(469)

iii Income statement

Post transition, the cumulative gain/(loss) from equity on disposal of available for sale assets, in 2017, of \$13,874,000 (per AASB 139), are now recognised in net gain/(loss) on financial assets at fair value through profit and loss (per AASB 9) (refer Note 1.1D Net Investment Revenue).

On the other amount of \$15,832,000 net gain/(loss) on financial assets at fair value through profit and loss the treatment is consistent under AASB 139 and AASB 9 (refer Note 1.1D Net Investment Revenue).

Events After the Reporting Period

On 5 February 2019 the University completed the SA6 PBSA Agreement (purpose built student accommodation) with Bruce Wright Hall Pty Limited in respect of Bruce and Wright Halls (including Packard Wing). Bruce Wright Hall Pty Limited paid an upfront fee of \$107.9 million to the University in return for the right to receive an annual net revenue amount. Bruce Wright Hall Pty Limited accepts the risks and responsibilities in relation to Bruce Wright Hall and will operate and manage the buildings for 30 years.

On 5 February 2019 the University reached construction practical completion of Fenner Hall (within Kambri). At the time of practical completion the University completed the PBSA Agreement with Cullinan Pty Limited whereby the University recognises the upfront service concession agreement fee of \$52.2 million previously remitted to the University on 15 August 2018. From 5 February 2019 Cullinan Pty Limited accepts the risks and responsibilities to Fenner Hall and will operate and manage the building for 35 years.

No other matters or circumstances have arisen since 31 December 2018 that has significantly affected, or may significantly affect the consolidated entity's operations, the results of those operations, or the consolidated entity's state of affairs in future financial years.

1. Financial Performance

This section analyses the financial performance of The Australian National University for the year ended 2018.

1.1 Income

	Notes	University	
		2018 \$'000	2017 \$'000
Note 1.1A: Australian Government Financial Assistance			
The information provided in this note is only relevant to the University - consolidated figures are not provided.			
(a) Commonwealth Grants Scheme and Other Grants	6.5A		
Commonwealth Grants Scheme		82,789	84,067
Access and Participation Programme		288	316
Disability Support Programme		54	43
National Institutes Funding		199,824	196,871
Promotion of Excellence in Learning and Teaching		-	175
Total Commonwealth Grants Scheme and Other Grants		282,955	281,472
(b) Higher Education Loan Programmes	6.5B		
HECS - HELP		61,118	59,068
FEE - HELP		28,405	26,237
SA - HELP		1,910	1,664
Total Higher Education Loan Programmes		91,433	86,969
(c) Scholarships	6.5C		
Commonwealth Education Costs Scholarships		-	22
Commonwealth Accommodation Scholarships		-	16
Total Scholarships		-	38
(d) Department of Education and Training Research	6.5D		
Research Training Programme		57,189	55,722
Research Support Programme		63,214	59,766
Total Department of Education and Training Research		120,403	115,488
(e) Australian Research Council	6.5F		
(e)(i) Discovery	6.5F(a)		
Projects		19,339	20,845
Fellowships		12,412	16,048
Indigenous Researchers Initiatives		-	53
Early Career Research Award		5,452	6,421
Total Discovery		37,203	43,367
(e)(ii) Linkages	6.5F(b)		
Infrastructure		5,162	5,014
Projects		2,225	3,083
Total Linkages		7,387	8,097
(e)(iii) Networks and Centres	6.5F(c)		
Centres		12,227	12,198
Total Networks and Centres		12,227	12,198
(e)(iv) Industrial Transformation	6.5F(d)		
Training Centres		873	-
Total Industrial Transformation		873	-

	Notes	University	
		2018 \$'000	2017 \$'000
Note 1.1A: Australian Government Financial Assistance (continued)			
(f) Other Australian Government Financial Assistance			
(f)(i) Other assistance			
Agriculture and Water Resources		3,223	4,756
Communication and the Arts		1,884	548
Defence		4,790	17,511
Education and Training		17,769	14,988
Environment and Energy		4,386	8,616
Social Services		9,680	9,886
Foreign Affairs and Trade		23,216	22,400
Health		24,361	20,047
Infrastructure and Regional Development and Cities		20	-
Industry, Innovation and Science		23,250	18,287
Prime Minister and Cabinet		1,383	1,117
Other		2,396	1,950
Total Other Australian Government Financial Assistance		116,358	120,106
(f)(ii) Ad-Hoc assistance			
Education and Training - Super computer capital grant (construction in 2019) ¹		69,200	-
Total Australian Government Financial Assistance [a+b+c+d+e+f]		738,039	667,735
Reconciliation			
Australian Government Grants [a+c+d+e+f(i)]		577,406	580,766
Education and Training - Super computer capital grant (construction in 2019) ¹	(f)(ii)	69,200	-
HELP - HECS, FEE and SA	(b)	91,433	86,969
Total Australian Government Financial Assistance		738,039	667,735
Australian Government Grants Received - Cash Basis:			
Commonwealth Grants Scheme and Other Grants	(a)	282,955	281,472
Higher Education Loan Programmes	(b)	91,433	86,969
Scholarships	(c)	-	38
Department of Education Research	(d)	120,403	115,488
ARC Grants - Discovery	(e)(i)	37,203	43,367
ARC Grants - Linkages	(e)(ii)	7,387	8,097
ARC Grants - Networks and Centres	(e)(iii)	12,227	12,198
ARC Grants - Industrial Transformation	(e)(iv)	873	-
Other Australian Government Grants	(f)(i)	116,560	120,311
Education and Training - Super computer capital grant (construction in 2019) ¹	(f)(ii)	69,200	-
Total Australian Government Grants Received - Cash Basis		738,241	667,940
OS - HELP (Net) *	(f)(i) & 6.5G	(202)	(205)
Total Australian Government Funding Received - Cash Basis		738,039	667,735

* OS-HELP receipts from the Australian Government are not included in the Income Statement.

¹ On 28 June 2018 the University received a capital grant for the construction of a super computer. The construction of the super computer will be in the 2019 calendar year.

Accounting Policy

The University's operating revenue consists of Australian Government Financial Assistance including Higher Education Funding Act (HEFA), Higher Education Support Act (HESA), Higher Education Contribution Scheme (HECS), Higher Education Loan Programmes (HELP), Australian Research Council grants, ACT Government Financial Assistance, fees and charges, consultancy and contract research, investment income, and sales of goods and services.

The University treats operating grants, research and other income received from Australian Government entities and other funding bodies as income in the year of receipt.

	Consolidated		University	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000

Note 1.1B: Territory Government Financial Assistance

ACT Government grants were received by the University during the reporting period:

Non-Capital Contributions	3,863	3,477	3,863	3,477
Total Territory Government Financial Assistance	3,863	3,477	3,863	3,477

Note 1.1C: Fees and Charges

Course Fees and Charges

Continuing education and conferences	7,903	8,975	7,903	8,975
Fee-paying onshore overseas students	317,838	248,810	317,838	248,810
Fee-paying offshore overseas students	3,033	5,586	3,033	5,586
Fee-paying domestic postgraduate students	4,208	9,687	4,208	9,687
Total Course Fees and Charges	332,982	273,058	332,982	273,058

Other Non-Course Fees and Charges

Parking Fees	7,116	4,689	7,116	4,689
Rentals and hire facilities	5,471	6,322	5,471	6,322
Student accommodation	13,000	12,366	13,000	12,366
Student services fees from students	4,711	3,854	4,711	3,854
Other student charges and fines	2,592	2,997	2,592	2,997
Total Other Non-Course Fees and Charges	32,890	30,228	32,890	30,228

Total Fees and Charges

	365,872	303,286	365,872	303,286
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Accounting Policy

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate to courses to be held in future periods. Such income is treated as income in advance. Fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

Subleasing rental income commitments

Commitments for sublease rental income receivables are as follows:

Within 1 year	3,937	2,881	3,937	2,881
Between 1 to 5 years	13,417	14,168	13,417	14,168
More than five years	8,307	11,160	8,307	11,160
Total sublease rental income commitments receivable	25,661	28,209	25,661	28,209

The University in its capacity as lessor has a number of leasing arrangements in relation to property leases.

Note 1.1D: Net Investment Revenue

Interest	27,532	27,913	27,428	27,774
Dividends	55,495	46,676	55,495	46,676
Rent from investment properties	-	1	-	1
	83,027	74,590	82,923	74,451

Financial assets gain/(loss)

Cumulative gain on disposal of financial assets at fair value through statement of other comprehensive income	868	744	868	744
Cumulative gain/(loss) reclassified from equity on disposal of Available for Sale financial assets	-	13,874	-	13,874
Net gain on financial assets at amortised cost	4,861	-	4,861	-
Net gain/(loss) on financial assets at fair value through profit or loss	(13,523)	15,832	(13,523)	15,832
	(7,794)	30,450	(7,794)	30,450
Net Investment Revenue	75,233	105,040	75,129	104,901

Accounting Policy

Interest income is recognised on a time proportionate basis that takes into account the effective yield on the relevant asset. Dividend income is recognised when a dividend is declared. Other investment revenue is recognised as it is received, with the exception of unrealised gains and losses which arise from the year end valuation process.

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 1.1E: Consultancy and Contracts				
Consultancy research	845	416	845	416
Contract research	66,715	61,015	66,715	61,015
Consultancy non-research	27,735	26,045	1,971	713
Contract non-research	10,409	7,260	10,409	7,260
Total Consultancy and Contracts	105,704	94,736	79,940	69,404

Note 1.1F: Other Revenue

Sundry income	26,753	19,673	17,741	14,424
Sales of goods and services	13,819	15,568	13,819	15,568
Workers compensation reimbursements ¹	279	574	279	574
Scholarships and prizes	237	308	237	308
Donations and bequests	25,273	12,470	25,273	12,470
Student accommodation management fee	10,008	9,800	10,008	9,800
Total Other Revenue	76,369	58,393	67,357	53,144

¹ From 1 July 2018, the University took on the responsibility to self-manage workers compensation (refer Note 2.5A).

Accounting Policy

Revenue from sales of goods and services is recognised when the service is delivered or the goods are delivered.

1.2 Expenses

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 1.2A: Employee related expenses				
Academic				
Salaries	231,193	229,565	231,193	229,565
Contributions to superannuation and pension schemes	37,620	36,872	37,620	36,872
Payroll tax	19,515	18,592	19,515	18,592
Workers compensation	2,152	4,822	2,152	3,812
Long service leave	2,712	1,570	2,712	1,570
Annual leave	14,121	15,114	14,121	15,114
Total Academic	307,313	306,535	307,313	305,525
Non-Academic				
Salaries ¹	242,180	233,147	226,484	219,355
Contributions to superannuation and pension schemes	37,745	35,689	36,198	34,257
Payroll tax	18,934	17,546	18,934	17,546
Workers compensation	3,366	3,633	2,112	3,633
Long service leave	2,014	1,763	1,843	1,662
Annual leave	15,767	14,054	15,031	13,465
Total Non-Academic	320,006	305,832	300,602	289,918
Total Employee related expenses	627,319	612,367	607,915	595,443
Deferred superannuation expense				
Current service and interest costs on account	18,578	21,111	18,578	21,111
Total Deferred superannuation expense	18,578	21,111	18,578	21,111
Total employee related expenses (including deferred government employee benefits for superannuation)	645,897	633,478	626,493	616,554
<u>1. Non-academic staff salaries comprise:</u>				
Administrative staff	187,660	177,180	171,964	163,388
Technical staff	30,373	31,232	30,373	31,232
Research officers	16,712	17,052	16,712	17,052
Service staff including security	4,978	5,003	4,978	5,003
Trade staff	2,457	2,680	2,457	2,680
Total non-academic Staff Salaries	242,180	233,147	226,484	219,355

Accounting Policy

Accounting policies for employee related expenses are contained in the People and Relationships section.

Note 1.2B: Depreciation and Amortisation

Depreciation				
Property at cost	5,901	5,288	5,901	5,288
Property at valuation	41,624	49,470	41,200	49,046
Plant, equipment and motor vehicles at cost	28,232	28,114	27,703	27,633
Plant, equipment and motor vehicles at deemed cost	320	675	320	675
Leasehold improvements	429	460	429	460
Amortisation				
Licence agreement	26	25	26	25
Software licence	1,358	1,358	1,358	1,358
Other intangible assets	476	476	-	-
Total Depreciation and Amortisation	78,366	85,866	76,937	84,485

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 1.2C: Repairs and Maintenance				
Building repairs and maintenance	16,336	12,601	16,250	12,517
Grounds maintenance	1,883	1,615	1,883	1,615
Other site maintenance and servicing expenses	8,879	6,213	8,821	6,153
Total Repairs and maintenance	27,098	20,429	26,954	20,285

Note 1.2D: Borrowing Costs

Borrowing cost expense - interest on loans	4,487	4,441	4,487	4,441
Borrowing cost expense - interest on medium term notes	7,960	7,960	7,960	7,960
Borrowing cost expense - other expenses	-	(1)	-	(1)
Total Borrowing Costs	12,447	12,400	12,447	12,400

Accounting Policy

All borrowing costs are expensed as incurred.

Note 1.2E: Write-down and Impairment of Assets

Allowance for expected credit losses - investments	(11)	-	(11)	-
Allowance for expected credit losses - receivables	(104)	84	(104)	84
Bad debts expense	507	425	507	425
Goodwill	-	302	-	-
Impairment losses - inventory	(256)	(21)	-	-
Revaluation decrements	7,082	-	7,082	-
Total Write-down and Impairment of Assets	7,218	790	7,474	509

Note 1.2F: Other Expenses

Consumables, research and training materials	138,353	118,996	141,333	123,834
Site servicing ¹	47,144	39,019	46,013	37,951
Travel, conferences and fieldwork	36,887	33,836	36,437	33,537
Project contributions	27,182	28,580	27,388	28,580
Scholarships	57,851	55,376	57,851	55,376
Non-capitalised equipment	33,046	28,904	17,374	16,008
Miscellaneous operating expenses ²	37,468	28,858	35,762	27,349
Total Other Expenses	377,931	333,569	362,158	322,635

On 31 December 2018, Australian Scientific Instruments Pty Limited, a wholly owned subsidiary of the University, sold its RESOLution line to Applied Spectrum (incorporated in the USA) for a consideration of US\$100,000. The loss on sale includes the losses in relation to inventory and work in progress sold, along with the transfer of the liability for various unfulfilled service contracts and providing for closure costs of the business. The net loss from discontinued operations was \$984,000.

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 1.2F: Other Expenses (continued)				
<u>1. Site servicing includes:</u>				
Electricity and gas	19,661	15,169	19,394	14,958
Cleaning expenses	11,472	11,309	11,222	11,065
Rental expenses	10,648	8,396	10,106	7,860
Municipality charges	5,363	4,145	5,291	4,068
Total Site Servicing Expenses	47,144	39,019	46,013	37,951
<u>2. Miscellaneous operating expenses include:</u>				
Advertising	4,855	4,804	4,849	4,781
Management fees	10,047	6,844	9,803	6,605
Membership - professional bodies	5,982	3,766	5,918	3,708
Staff development	2,514	2,143	2,317	2,072
Audit expenses, internal and external	556	806	484	763
Patent, copyright and royalties	1,154	1,686	1,154	1,686
Legal expenses, settlements	1,626	1,605	1,488	1,570
Other miscellaneous operating expenses	10,734	7,204	9,749	6,164
Total Miscellaneous Operating Expenses	37,468	28,858	35,762	27,349

Leasing commitments

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

Within 1 year	5,663	1,954	5,108	1,382
Between 1 to 5 years	8,141	3,283	7,586	177
More than 5 years	-	-	-	-
Total operating lease commitments	13,804	5,237	12,694	1,559

The University in its capacity as lessee has property leasing arrangements for office accommodation.

Accounting Policy

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis, over the period of the lease.

Note 1.2G: Losses / (Gains) on Disposal of Assets

Loss on disposal of property, plant, equipment and motor vehicles	263	224	261	179
Gain on disposal of property, plant, equipment and motor vehicles	(86)	(14,209)	(86)	(14,209)
Net Losses / (Gains) on Disposal of Assets	177	(13,985)	175	(14,030)

Accounting Policy

Losses or gains from disposal of non-current assets are recognised when control of the asset has passed to the buyer.

	Consolidated		University	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000

Note 1.2H: Income Tax (Expense)/Benefit

Recognised in the Income Statement

Current tax income/(expense)

Current year	(421)	(649)	-	-
Adjustment from prior year	(1)	(2)	-	-
Origination and reversal of temporary differences	(42)	126	-	-
Total Income Tax (Expense)/Benefit	(464)	(525)	-	-

Accounting Policy

The University is exempt from income tax under Commonwealth legislation whilst the controlled entity, ANU Enterprise Pty Ltd, addresses taxation in the following way:

ANU Enterprise Pty Ltd is endorsed by the Australian Charities and Not-for profits Commission as complying with the requirements to be regarded as a Charitable Institution for taxation purposes and as such has made no provision for income tax.

Australian Scientific Instruments Pty Ltd and the Social Research Centre Pty Ltd (subsidiaries of ANU Enterprise Pty Ltd), are not exempt from income tax.

The income tax expense for the period is the tax payable on the current period's taxable income based on the notional income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of the assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses. Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability.

2. Financial Position

This section analyses The Australian National University's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

2.1 Financial Assets

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.1A: Cash and Cash Equivalents				
Cash on hand (a)	28	28	28	28
Cash at bank (b)	143,739	84,671	137,931	82,066
Deposits at call (c)	46,599	102,389	43,237	97,526
Total Cash and Cash Equivalents	190,366	187,088	181,196	179,620

(a) Cash on hand

This is non-interest bearing.

(b) Cash at Bank

Cash held at banks is held in interest bearing accounts with rates between 0.0% and 1.5% (2017 - 0.0% and 1.5%). These deposits are at call.

(c) Deposits at call

The deposits are bearing floating interest rates between 1.2% and 2.85% (2017 – 1.8% and 2.6%). These deposits have an average maturity of 31 days.

Accounting Policy

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

Note 2.1B: Loans and Receivables

Current Receivables:

Goods and Services ¹	79,611	40,197	73,126	34,723
Less: Allowance for expected credit losses	(891)	(1,596)	(891)	(2,117)
	<u>78,720</u>	<u>38,601</u>	<u>72,235</u>	<u>32,606</u>

Income due	2,667	11,684	2,667	11,684
Interest receivable	7,313	7,231	7,296	7,212
GST receivable	8,043	7,297	7,149	6,142
Lease Receivable	617	1,020	617	1,020
Loans to related party	-	100	875	925
Restricted cash	3	3	-	-
Total Current Receivables	97,363	65,936	90,839	59,589

Non-Current Receivables:

Lease Receivable	9,035	14,940	9,035	14,940
Loans	-	15,424	-	15,424
Loans to related party	-	-	2,430	3,305
Total Non-Current Receivables	9,035	30,364	11,465	33,669

Total Loans and Receivables	106,398	96,300	102,304	93,258
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Reconciliation of Allowance for expected credit losses:

Opening balance 1 January	1,596	1,175	2,117	2,204
AASB 9 transition adjustment	(1,127)	-	(1,127)	-
Adjusted opening balance	469	1,175	990	2,204
Provision for expected credit losses	422	421	(99)	(87)
Closing balance 31 December	891	1,596	891	2,117

¹ From 1 July 2018, the University took on the responsibility to self-manage workers compensation (refer Note 2.5A).

Note 2.1B: Loans and Receivables (continued)

Set out below is the information about the credit risk exposure on the Group's receivables using a provision matrix:

Credit risk exposure - Consolidated

31 December 2018	Current	Days past due					Total
		<30 days	30-60 days	61-90 days	91-365 days	> 365 days	
Trading receivables							
Expected credit loss rate	1.54%	3.54%	6.42%	12.14%	12.44%	100.00%	
Estimated total gross carrying amount at default (\$'000)	18,521	3,593	985	261	1,786	111	25,257
Expected credit loss (\$'000)	285	127	63	32	222	111	840

31 December 2018	Current	Days past due					Total
		<30 days	30-60 days	61-90 days	91-365 days	> 365 days	
Government receivables							
Expected credit loss rate	0.13%	0.44%	0.89%	0.89%	1.00%	100.00%	
Estimated total gross carrying amount at default (\$'000)	3,415	6,928	244	1,300	138	2	12,027
Expected credit loss (\$'000)	4	30	2	12	1	2	51

Credit risk exposure - University

31 December 2018	Current	Days past due					Total
		<30 days	30-60 days	61-90 days	91-365 days	> 365 days	
Trading receivables							
Expected credit loss rate	1.54%	3.54%	6.42%	12.14%	12.44%	100.00%	
Estimated total gross carrying amount at default (\$'000)	18,521	3,593	985	261	1,786	111	25,257
Expected credit loss (\$'000)	285	127	63	32	222	111	840

31 December 2018	Current	Days past due					Total
		<30 days	30-60 days	61-90 days	91-365 days	> 365 days	
Government receivables							
Expected credit loss rate	0.13%	0.44%	0.89%	0.89%	1.00%	100.00%	
Estimated total gross carrying amount at default (\$'000)	3,415	6,928	244	1,300	138	2	12,027
Expected credit loss (\$'000)	4	30	2	12	1	2	51

Accounting Policy

On 4 August 2016, the University executed the PBSA agreement with an independent third party. The transaction provides the third party with full exposure to the key risks and rewards associated with the PBSA assets and the related PBSA net revenue. The University, as lessor, accounts for the transaction as a finance lease. On expiry of the lease (31 December 2046) the assets will revert back to the University based on the expected value of the assets at the end of the 30 year term. The present value of the unguaranteed residual value of the assets has been recognised as a Lease receivable within Loans and Receivables.

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.1C: Investments				
Current Investments:				
At amortised cost	515,000	460,000	515,000	460,000
Fair Value through profit or loss	938,560	923,274	938,560	923,274
At fair value through statement of other comprehensive income	-	18,064	-	18,064
Total Current Investments	1,453,560	1,401,338	1,453,560	1,401,338
Non-Current Investments:				
At amortised cost	452	10,000	452	10,000
At fair value through statement of other comprehensive income	145,517	220,770	145,517	220,770
Interest in related parties	-	-	7,200	7,200
Total Non-Current Investments	145,969	230,770	153,169	237,970
Total Investments	1,599,529	1,632,108	1,606,729	1,639,308
2.1C(a) Allowance for debt instruments other than receivables				
At 1 January	(258)	-	(258)	-
Provision for expected credit losses	7	-	7	-
At 31 December	(251)	-	(251)	-
Total Investments	1,599,278	1,632,108	1,606,478	1,639,308

(a) Restricted Funds

The University holds investments arising from donations and bequests from donors for the purpose of funding scholarships, prizes, foundations and endowments in general. As at 31 December 2018, the University held \$321,045,021 (2017 \$299,925,332) in restricted funds.

(b) Investment in Giant Magellan Telescope

The University contributed \$37.3 million to the Giant Magellan Telescope project (no further contribution since project ceased in 2015). Funding for the project was provided by the Commonwealth Government under the Education Investment Fund program. The funds invested by the University purchase the right to viewing time on the telescope once the facility is finally constructed and available for use. This is currently expected to be in 2023.

The investment made to date by the University has been valued at \$1 as the recoverability of future economic benefits is not considered certain at this point in time. Under AASB 9 this investment has been reclassified at fair value through profit or loss and future economic benefits to be recognised in Note 1.1D.

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.1D: Investments Accounted for Using the Equity Method				
Investments in Associates	2,211	1,123	4,510	4,396
Investments in Joint Ventures	137	137	137	137
Total Investments Accounted for Using the Equity Method	2,348	1,260	4,647	4,533
Reconciliation:				
Balance at 1 January	1,260	1,241		
Share of profit for the year	762	19		
Investment in Associates	110	-		
Prior year adjustment	216	-		
Balance at 31 December 2018	2,348	1,260		

Associates

Details of the University's investments in associates at the end of the reporting period are as follows:

Name of Associate	Principal Activity	Place of Incorporation and Operation	Ownership Interest Held by the University	
			2018	2017
Cicada Innovations Pty Ltd	To facilitate the commercialisation of start-up companies.	Australia	25.00%	25.00%
Pestat Pty Ltd	To commercialise safe, humane and effective solutions for pest control and innovative products for animal management purposes.	Australia	22.02%	22.02%
Beta Therapeutics Pty Limited	To establish proprietary therapeutic compounds for use in Type 1 Diabetes (T1D), Type 2 Diabetes (T2D) therapy and islet transplant applications.	Australia	22.34%	23.15%
Significant Capital Ventures Fund, LP	To target a diverse portfolio of early stage venture capital opportunities, introduced through the opportunity development pipeline of the Canberra region.	Australia	24.00%	0.00%

The financial year end date for all associate entities is 30 June which was the reporting date when the companies were incorporated. For the purpose of applying the equity method of accounting, the financial statements of the associate entities for the year ended 30 June 2018 have been used, and no adjustments have been made as there were no significant transactions between that date and 31 December 2018.

	2018 \$'000	2017 \$'000
Summarised financial information for associates is set out below:		
Financial Position		
Cash and cash equivalents	1,825	440
Other current assets	10,658	6,299
Non-current assets	719	569
Total Assets	13,202	7,308
Current financial liabilities (excl. trade and other payables and provisions)	290	-
Other current liabilities	4,373	2,238
Other non-current liabilities	43	31
Total Liabilities	4,706	2,269
Net Assets	8,496	5,039
Share of associates' net assets	2,124	1,240
Financial Performance		
Total revenue	9,498	3,291
Profit/(loss) from continuing operations before tax	4,346	78
Profit/(loss) from continuing operations after tax	3,046	78
Total comprehensive income	3,046	78
Share of associates' profit/(loss)	762	19

Significant Judgements/Assumptions

The University has reviewed Shareholder Agreements and Constitutions of Associate Entities and has determined that we do not have control as defined in AASB 10 Consolidated Financial Statements. However, our respective ownership interests in these investments does provide us with the opportunity to participate in the financial and operating policy decisions of the Associate Entities.

Note 2.1D: Investments Accounted for Using the Equity Method (continued)**Joint Ventures**

Details of the University's investments in joint ventures at the end of the reporting period are as follows:

Name of Associate	Principal Activity	Place of Incorporation and Operation	Ownership Interest Held by the University	
			2018	2017
ANU MTAA Super Venture Capital Pty Limited	Provide governance and administration services to ANU MTAA Super Venture Capital Partnership, LP.	Australia	50.00%	50.00%
ANU MTAA Super Venture Capital Partnership, LP	Provide investment in commercialisation, pre-seed and early stage private equity investment.	Australia	36.00%	38.00%

The financial statements of the joint venture entities for the year ended 30 June 2018 have been used, and no adjustments have been made as there were no significant transactions between that date and 31 December 2018.

2018	2017
\$'000	\$'000

Summarised financial information for joint ventures is set out below:**Financial Position**

Other current assets	688	494
Non-current assets	13,868	9,642
Total Assets	14,556	10,136
Other current liabilities	370	147
Other non-current liabilities	22	235
Total Liabilities	392	382
Net Assets	14,164	9,754
Share of associates' net assets	694	4,877
Financial Performance		
Total revenue	5,795	1,115
Profit/(loss) from continuing operations before tax	4,203	(840)
Profit/(loss) from continuing operations after tax	4,203	(840)
Total comprehensive income	4,203	(840)
Share of joint ventures profit/(loss)	-	-

Significant Judgements/Assumptions

ANU MTAA Super Venture Capital Pty Limited (the Entity) - this Entity acts as the General Partner for the ANU MTAA Super Venture Capital Partnership, LP and is established as a separate legal entity with the University and the Motor Trades Association of Australia Superannuation Fund Pty Limited each holding 50% of the issued share capital. Decisions of the entity must be agreed by a unanimous vote of the two Shareholder Representative Directors. The University has rights to its proportion of the net assets of the Entity. Considering these factors the University has classified the Entity as a Joint Venture in accordance with AASB 11 Joint Arrangements.

ANU MTAA Super Venture Capital Partnership, LP (Limited Partner) - the Limited Partner is established under the Venture Capital Partnership Deed and is registered under the Partnership Act as an Incorporated Limited Partnership. The Partnership Deed evidences that power over the Limited Partner is exercised via joint control of the Limited Partners (University and MTAA Superannuation Fund Pty Limited) where a majority decision on all matters is required. It is the University's determination that the arrangement is structured through a separate vehicle (the Partnership) with investments made by the Limited Partner held in the name of the Limited Partner and not the University or MTAA Superannuation Fund Pty Limited and distributions calculated net of operating costs and overheads that it be defined as a Joint Venture.

Joint Venture Distribution Restrictions

The General Partner may only make in-specie distributions of Investments (i.e. distributions other than cash or other immediately available funds) with approval by Special Majority Resolution. Distributions by the General Partner are subject to requirements regarding order of priority.

Accounting Policy – Note 2.1 Financial Assets

Financial Assets

University Funds are invested in accordance with Section 6(2) of the Australian National University Act 1991 (as amended) using guidelines approved by the Council of the University.

The categorisation of financial assets depends on the nature and purpose of the financial asset and is determined at the time of initial recognition in accordance with AASB 9 *Financial Instruments*.

Financial assets are recognised and derecognised upon 'trade date'.

a. The Group classifies its financial assets in the following categories:

Financial Assets at Amortised cost

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted on an active market are classified as 'loans and receivables' and are included in current assets. Loans and receivables with maturities greater than 12 months after the balance sheet date are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are due for settlement in no more than 30 days.

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold the financial asset in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Changes in carrying amounts are recognised in the income statement.

Financial assets at fair value through other comprehensive income (FVOCI)

The University measures debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the income statement and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The University's debt instruments at fair value through OCI includes investments in listed debt instruments included under other non-current financial assets.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

This category includes derivative instruments and listed equity investments which the University had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as other income in the income statement when the right of payment has been established.

b. Impairment of financial assets

The University recognises an allowance for expected credit losses (ECLs) for all debt instruments other than receivables not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the University expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For debt instruments at fair value through OCI, the University applies the low credit risk simplification. At every reporting date, the University evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the University reassesses the internal credit rating of the debt

instrument. In addition, the University considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The University considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the University may also consider a financial asset to be in default when internal or external information indicates that the University is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the University. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

For trade receivables, the University applies the simplified approach in calculating expected credit losses (ECLs). Therefore, the University does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The University has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Consolidated		University	
2018	2017	2018	2017
\$'000	\$'000	\$'000	\$'000

Note 2.1E: Other Financial Assets and Liabilities

Other Financial Assets

Current asset:

Financial derivative asset	2,405	-	2,405	-
Total Other Financial Assets	2,405	-	2,405	-

Other Financial Liabilities

Current liability:

Financial derivative liability	2,175	-	2,175	-
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Non-current liability:

Financial derivative liability	293	-	293	-
Total Other Financial liabilities	2,468	-	2,468	-

The University is exposed to certain risks relating to its ongoing operations. The primary risks managed using derivative instruments are foreign currency risk, commodity price risk, and interest rate risk.

The University's risk management strategy and how it is applied to manage risk are explained in Note 5.2 below.

Derivatives not designated as hedging instruments

The University uses foreign currency-denominated borrowings and foreign exchange forward contracts to manage some of its transaction exposures. The foreign exchange forward contracts are not designated as cash flow hedges and are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from one to 24 months.

The University is holding the following foreign exchange forward contracts:

	Less than 1 month ('000)	1 to 3 months ('000)	3 to 6 months ('000)	6 to 9 months ('000)	9 to 12 months ('000)	Total ('000)
As at 31 December 2018						
United States Dollar (USD)	40	44,243	25,603	2,892	4,000	76,778
Australian Dollar (AUD)	2,639	72,984	-	-	-	75,623
Norwegian Krona (NOK)	-	17,030	-	-	-	17,030
Pounds Sterling (GBP)	-	774	-	-	-	774
Hong Kong Dollar (HKD)	-	9,133	-	-	-	9,133
Japanese Yen (JPY)	-	990,450	-	-	-	990,450
Swedish Krona (SEK)	-	46,148	-	-	-	46,148
Swiss Franc (CHF)	-	5,656	-	-	-	5,656

Accounting Policy

Derivatives

The University enters into a variety of derivative instruments to manage its exposure to interest rate and foreign currency risk, including interest rate swaps and forward foreign exchange contracts.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised immediately in the profit and loss unless the derivative is designated and is effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship. The University designates derivatives as hedges of the fair value of recognised assets, liabilities or firm commitments ("fair value hedges"), or hedges of highly probable forecast transactions ("cash flow hedges").

2.2 Non-Financial Assets

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment and Intangibles				
Land, Buildings and Infrastructure				
Buildings under construction	431,414	147,208	431,414	147,208
Site infrastructure at cost	24	12,716	24	12,716
Accumulated depreciation	-	(199)	-	(199)
Dwellings at cost	-	2,000	-	2,000
Campus buildings at cost	2,957	80,042	2,957	80,042
Accumulated depreciation	-	(5,293)	-	(5,293)
Total Land, Buildings and Infrastructure at Cost	2,981	89,266	2,981	89,266
Site infrastructure at valuation	80,133	77,061	80,133	77,061
Accumulated depreciation	(953)	(8,803)	(953)	(8,803)
Land at valuation	91,091	90,991	90,191	90,191
Dwellings at valuation	10,805	9,731	10,805	9,731
Accumulated depreciation	(89)	(616)	(89)	(616)
Campus buildings at valuation	1,185,350	1,171,185	1,172,550	1,158,385
Accumulated depreciation	(8,175)	(71,561)	(8,175)	(71,561)
Total Land, Buildings and Infrastructure at Valuation	1,358,162	1,267,988	1,344,462	1,254,388
Crown lease at valuation	10,500	10,500	10,500	10,500
Accumulated amortisation	(875)	(438)	(875)	(438)
Amortised Crown Lease	9,625	10,062	9,625	10,062
Leasehold improvements at valuation	1,125	2,302	1,125	2,302
Accumulated depreciation	(64)	(921)	(64)	(921)
Total Leasehold Improvements at Valuation	1,061	1,381	1,061	1,381
Total Land, Buildings and Infrastructure	1,803,243	1,515,905	1,789,543	1,502,305
Plant and Equipment				
Plant and equipment under construction	4,920	13,255	4,920	13,255
Plant, equipment and motor vehicles at cost	381,401	356,192	376,994	352,093
Accumulated depreciation	(300,477)	(272,574)	(297,172)	(269,778)
Plant, equipment and motor vehicles at deemed cost	39,256	39,587	39,256	39,587
Accumulated depreciation	(36,923)	(36,888)	(36,923)	(36,888)
Total Plant and Equipment at Cost	83,257	86,317	82,155	85,014
Works of art at cost	274	211	274	211
Works of art at valuation	34,401	25,014	34,401	25,014
Total Works of Art	34,675	25,225	34,675	25,225
Rare library materials at valuation	30,494	30,494	30,494	30,494
Total Plant and Equipment	153,346	155,291	152,244	153,988
Intangibles				
Software licence	1,273	2,620	1,273	2,620
Customer lists and relationships	1,705	2,181	-	-
Goodwill	5,699	5,699	-	-
Internally developed	8,807	-	8,807	-
Total Intangibles	17,484	10,500	10,080	2,620
Total Land, Buildings and Infrastructure, Plant and Equipment and Intangibles	1,974,073	1,681,696	1,951,867	1,658,913

Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment and Intangibles (continued)

Table A: Reconciliation of the Opening and Closing Balances of Land, Building and Infrastructure, Plant and Equipment and Intangibles (Consolidated Only)

	Land \$'000	Buildings ¹ \$'000	Infrastructure & Crown Lease \$'000	Plant & Equipment \$'000	Intangibles \$'000	Total \$'000
Gross Value						
As at 1 January 2018	90,991	1,412,468	100,278	464,753	16,271	2,084,761
Additions	-	339,970	729	36,175	11	376,885
Reclassification	-	-	-	(8,807)	8,807	-
Revaluations	100	(120,748)	(10,350)	(93)	-	(131,091)
Disposals	-	(39)	-	(1,282)	-	(1,321)
As at 31 December 2018	91,091	1,631,651	90,657	490,746	25,089	2,329,234
Accumulated Depreciation and Amortisation						
As at 1 January 2018	-	78,391	9,441	309,462	5,771	403,065
Charge for the reporting period	-	42,626	5,328	28,552	1,834	78,340
Revaluations	-	(112,689)	(12,941)	-	-	(125,630)
Disposals	-	-	-	(614)	-	(614)
As at 31 December 2018	-	8,328	1,828	337,400	7,605	355,161
Net book value as at 31 December 2018	91,091	1,623,323	88,829	153,346	17,484	1,974,073
Net book value as at 1 January 2018	90,991	1,334,077	90,837	155,291	10,500	1,681,696

Table B: Reconciliation of the Opening and Closing Balances of Land, Building and Infrastructure, Plant and Equipment and Intangibles (University Only)

	Land \$'000	Buildings ¹ \$'000	Infrastructure & Crown Lease \$'000	Plant & Equipment \$'000	Intangibles \$'000	Total \$'000
Gross Value						
As at 1 January 2018	90,191	1,399,668	100,278	460,654	6,765	2,057,556
Additions	-	339,970	729	35,721	11	376,431
Reclassification	-	-	-	(8,807)	8,807	-
Revaluations	-	(120,748)	(10,350)	-	-	(131,098)
Disposals	-	(39)	-	(1,229)	-	(1,268)
As at 31 December 2018	90,191	1,618,851	90,657	486,339	15,583	2,301,621
Accumulated Depreciation and Amortisation						
As at 1 January 2018	-	78,391	9,441	306,666	4,145	398,643
Charge for the reporting period	-	42,202	5,328	28,023	1,358	76,911
Revaluations	-	(112,265)	(12,941)	-	-	(125,206)
Disposals	-	-	-	(594)	-	(594)
As at 31 December 2018	-	8,328	1,828	334,095	5,503	349,754
Net book value as at 31 December 2018	90,191	1,610,523	88,829	152,244	10,080	1,951,867
Net book value as at 1 January 2018	90,191	1,321,277	90,837	153,988	2,620	1,658,913

¹ Buildings under construction include the costs of constructing Bruce, Wright and Fenner Halls in the amount of \$175.5m.

On 5 February 2019 the University reached construction practical completion of Fenner Hall and on the same day the University completed the PBSA Agreement with Cullinan Pty Limited whereby the University recognised the upfront fee of \$52.2m in exchange for the asset.

On 18 January 2019 practical completion was received for Bruce and Wright Halls. On 5 February 2019 the University completed financial close of the SA6 PBSA Agreement with Bruce Wright Halls Pty Limited and recognised the upfront fee of \$107.9m in exchange for the asset.

Any construction costs in excess of the recovered amounts will be reviewed by an independent quality surveyor and the costs will be reclassified into the appropriate asset class.

Contractual commitments for the acquisition of property, plant, equipment and intangible assets

	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Within 1 year	167,023	186,999	167,023	186,999
Between 1 to 5 years	72,169	13,086	72,169	13,086
More than 5 years	-	-	-	-
Total Capital Commitments	239,192	200,085	239,192	200,085

Land**Australian Capital Territory**

The major teaching and research facilities of the University are located on the Acton Campus site of 148 hectares and the Mt Stromlo site of 81 hectares. These sites are provided free of charge and held on lease in perpetuity. The use of this land is restricted to Australian National University activities. The University occupies other sites of 224 hectares within the Australian Capital Territory on varying leasehold terms and conditions. The value of land in the Australian Capital Territory has been assessed and brought to account.

New South Wales

The University owns 148 hectares of freehold land at Coonabarabran on which is located the Siding Spring Observatory and a further 3 hectares is held by the University at Coonabarabran under permissive occupancy. The University owns 349 hectares of freehold land at Kioloa. The value of land in New South Wales has been assessed and brought to account.

Northern Territory

The University occupies 26,500 hectares near Tennant Creek held on lease in perpetuity on which is located the Warramunga Seismic Station. The University owns 4 hectares of freehold land at Darwin on which is located field research headquarters. The value of land in the Northern Territory has been assessed and brought to account.

Accounting Policy**Asset Recognition Threshold**

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$5,000, which are expensed in the year of acquisition (other than where they form part of similar items which are significant in total).

Property, plant and equipment

Land and buildings (excluding investment properties) are shown at fair value, based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. All other property, plant and equipment is stated at either deemed or historical cost less depreciation. Plant and Equipment (P&E) are valued at historical cost which includes expenditure that is directly attributable to the acquisition of the items. The University has elected not to apply the requirements relating to the valuation of plant and equipment in accordance with section 17(7) of the Rule.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Increases or decreases in the carrying amounts arising on revaluation of land and buildings are recognised, net of tax, in Other Comprehensive Income and accumulated in equity under the heading of revaluation surplus. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset class are also recognised in Other Comprehensive Income to the extent of the remaining reserve attributable to the asset class. All other decreases are charged to the Income Statement.

Depreciation

Depreciable property, plant and equipment assets are written off to their estimated residual value over their estimated remaining useful lives to the University using, in all cases, the straight line method of depreciation. Depreciation of property, plant and equipment commences when the asset is available for use.

Land, heritage, cultural assets and works of art are assessed as having an indefinite useful life and are not depreciated.

The aggregate amount of depreciation allocated for each class of assets during the reporting period is disclosed in Note 1.2B.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	At Acquisition	At Revaluation
	Years	Years
Buildings, Dwellings & Infrastructure	40	1 to 76
Plant and Equipment		
Motor vehicles	7	-
Computing equipment	5	-
Research / teaching equipment	7	-
Other	10	1 to 50

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Valuation

Land as identified above, has been brought to account. Substantially all of the land in the Australian Capital Territory, New South Wales and the Northern Territory was revalued in 2016. The valuation was completed by independent valuers, Aon Valuation Services. The valuation was on the basis of Fair Value for financial reporting purposes, in accordance with the requirements of AASB 13 Fair Value Measurement and 116 – Property, Plant and Equipment. These sites are provided free of charge by lease in perpetuity and the resultant valuation increment has been credited directly to the asset revaluation reserve. These assets are revalued every three years.

All of the campus buildings and dwellings were revalued in 2018. The valuations were completed by independent valuers, Colliers International Valuation and Advisory Services Pty Limited (Colliers). The Current Replacement Cost approach was used to establish the Market Value for the Existing Use of the properties. The net revaluation decrement was debited directly to the asset revaluation reserve. Campus buildings completed subsequent to the valuation are disclosed at cost. These assets are revalued every three years.

The initial costs of developing major administrative systems were initially captured and recognised within plant and equipment and are being amortised. Ongoing maintenance and development costs are expensed as incurred.

Rare library materials, including the Noel Butlin Archives, were revalued in 2016. The basis of the valuation was based on research of recent records of Australian and international sales, purchases and other forms of acquisition. The valuation was completed by an independent qualified valuer, Mr Peter Tinsley. These assets are revalued every three years.

Works of art were revalued in 2017. The valuation was completed by independent qualified valuers, Aon Risk Services Australia Ltd. Works of art purchased subsequent to the valuation are disclosed at cost. Donated works of art were valued at the time of donation by independent qualified valuers, All Art Services and Brenda Colahan Fine Art.

Repairs and maintenance

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case, the costs are capitalised and depreciated. Other routine operating maintenance, repair and minor renewal costs, are also recognised as expenses as incurred.

Derecognition and disposal

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss in the year the asset is derecognised.

Impairment of Non-Financial Assets

The University assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the University makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of its fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets and the asset's value in use cannot be estimated to be close to its fair value. In such cases the asset is tested for impairment as part of the cash-generating unit to which it belongs. When the carrying amount of an asset or cash-generating unit exceeds the recoverable amount, the asset or cash-generating unit is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses relating to continuing operations are recognised in the Income Statement in Impairment Loss expense unless the asset is carried at revalued amount (in which case the impairment loss is treated as a revaluation decrease).

Reversals of Impairment

An assessment is also made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case the carrying amount of the asset is increased to its recoverable amount.

The increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Income Statement unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase. After such a reversal, the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over the remaining useful life.

An impairment loss recognised for Goodwill cannot be reversed in a subsequent period.

Intangibles

Intellectual property developed internally has not been brought to account as it cannot be reliably measured.

Goodwill in relation to ANU Enterprise Pty Limited relates to goodwill arising on the acquisition of a subsidiary and represents the excess of the cost of the investment over the fair value of the net assets acquired at the date of the exchange. Goodwill is measured at cost less accumulated impairment losses. Goodwill is tested for impairment on an annual basis.

The University has internally developed intangible assets with the useful life determined by the business unit responsible for the asset upon capitalisation based on its expected usage. The useful life of intangible assets is 3 to 7 years.

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.2B: Inventories				
Inventory held for sale	389	577	389	342
Consumables in store	758	496	470	474
WIP equipment for sale	1,983	2,827	140	773
Total Inventories	3,130	3,900	999	1,589

Accounting Policy

Inventories held for resale are valued at the lower of cost or net realisable value. Inventories held for distribution are valued at cost, adjusted for any loss of service potential. Costs are assigned to inventories using last purchase cost including costs incurred in bringing each product to its present location and condition.

Work in Progress, relating to the manufacturing of scientific instruments, is valued at cost plus profit recognised to date less any provision for anticipated future losses. Costs include both variable and fixed costs relating to specific contracts and those that are attributable to the contract activity in general and which can be allocated on a reasonable basis. Where progress billing for contracts exceeds the aggregate costs incurred plus profits less losses, the net amounts are presented under other liabilities.

Note 2.2C: Other Non-Financial Assets

Current Assets:

Advance payments and prepaid expenditure	17,104	19,402	16,724	18,695
Licence agreement	83	26	83	26
Deferred tax asset	38	-	-	-
Total Current Assets	17,225	19,428	16,807	18,721

Non-Current Assets:

Licence agreement	-	84	-	84
Non-current prepaid expenditure	144	-	144	-
Total Non-Current Assets	144	84	144	84

Total Other Non-Financial Assets

	17,369	19,512	16,951	18,805
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No indicators of impairment were found for other non-financial assets.

2.3 Payables

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.3A: Suppliers				
Current Liability:				
Suppliers	49,307	33,949	45,511	32,528
Total Current Liability	49,307	33,949	45,511	32,528
Total Suppliers	49,307	33,949	45,511	32,528

Supplier payables are current. Settlement is usually made within supplier terms of trade which can be between 10-30 days.

Note 2.3B: Other Payables

Other Current Payables:				
Income in advance	111,604	63,281	106,550	60,034
Other creditors	38,492	37,303	38,492	37,303
Income tax expense	315	323	-	-
Deferred tax liability	510	656	-	-
Construction project liability	4,450	5,786	-	-
Provision for warranty	358	192	-	-
Incomplete project revenue	369	182	-	-
Total Current Other Payables	156,098	107,723	145,042	97,337
Other Non-Current Payables:				
Income in advance	-	146	-	146
Other creditors	27,534	31,221	27,534	31,221
Total Non-Current Other Payables	27,534	31,367	27,534	31,367
Total Other Payables	183,632	139,090	172,576	128,704

Accounting Policy

Suppliers and other payables

Trade creditors and accruals are recognised at their nominal amounts, being amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received.

Other financial liabilities

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method.

Provisions

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

When the University expects some or all of the provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Income Statement net of any reimbursement.

2.4 Borrowings

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.4A: Interest Bearing Liabilities				
Current Liability:				
Indexed Annuity Bonds	4,818	4,194	4,818	4,194
Total Current Liability	4,818	4,194	4,818	4,194
Non-Current Liability:				
Indexed Annuity Bonds	77,925	80,839	77,925	80,839
Medium Term Notes	200,000	200,000	200,000	200,000
Total Non-Current Liability	277,925	280,839	277,925	280,839
Total Interest Bearing Liabilities	282,743	285,033	282,743	285,033

The University issued unsecured Indexed Annuity Bonds in October 2004 with a maturity of 25 years. The bonds are repayable by quarterly instalments of principal and interest that are indexed in alignment with the Australian Consumer Price Index (CPI). The real yield payable on the Bonds is 3.235% with an effective CPI base of 30 June 2004.

In November 2015 the University issued \$200,000,000 Fixed Rate Medium Term Notes with a maturity of 10 years. Interest is payable semi-annually at a rate of 3.98% per annum.

The carrying amount of the borrowings are denominated in Australian dollars.

Note 2.4B: Leases

Finance Leases	5,873	-	5,873	-
Total Leases	5,873	-	5,873	-
Minimum lease payments expected to be settled				
Within 1 year	2,032	-	2,032	-
Between 1 to 5 years	3,841	-	3,841	-
More than 5 years	-	-	-	-
Total Leases	5,873	-	5,873	-

In 2018, finance leases existed in relation to IT equipment. The leases were non-cancellable and for fixed terms between three to five years. The interest rate implicit in the leases averaged 3.37%. The lease assets secured the lease liabilities.

Accounting Policy

Leases

Leases of property, plant and equipment where the University, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other short-term and long-term payables. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the asset's useful life and the lease term.

2.5 Other Provisions

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.5A: Workers Compensation				
Pre Self Insurance as at 30 June 2018	26,019		26,019	
Additional provisions made	1,665	-	1,665	-
Amounts used	(944)	-	(944)	-
Total Workers Compensation¹	26,740	-	26,740	-
Workers compensation expected to be settled in				
No more than 12 months	3,001	-	3,001	-
More than 12 months	23,739	-	23,739	-
Total Workers Compensation	26,740	-	26,740	-

¹ From 1 July 2018, the University took on the responsibility to self-insure and manage workers compensation. From that date, the previous manager of workers compensation, Comcare, is no longer responsible for determining claims (both past and present) and the Work Environment Group within the University is tasked with managing claims.

The University has a present legal obligation to provide the service of workers compensation to its employees. It is probable that employees of the University will use the workers compensation service, based on historic evidence, which will lead to the probable outflow of resources. The reliable estimate is made by 'am actuaries' (qualified independent actuary) at 30 June and 31 December each year and estimates what is needed to cover future workers compensation claims.

Accounting Policy

Provisions

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

When the University expects some or all of the provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Income Statement net of any reimbursement.

2.6 Equity

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.6A: Reserves				
Asset Revaluation Surplus:				
Asset revaluation - Property	653,696	659,075	640,835	646,645
Asset revaluation - Plant, Equipment and Artwork	19,429	19,441	19,429	19,441
Asset revaluation - Investments	(364)	162,714	(364)	162,714
Asset revaluation - Crown Lease	30,001	30,001	30,001	30,001
Asset revaluation - Rare Library Materials	27,934	27,934	27,934	27,934
Total Asset Revaluation Surplus	730,696	899,165	717,835	886,735
Special Reserves				
Building	24,344	24,935	24,344	24,935
Equipment	28,384	26,589	28,384	26,589
Self-insurance	8,946	8,386	8,946	8,386
Total Special Reserves	61,674	59,910	61,674	59,910
Total Reserves	792,370	959,075	779,509	946,645
Summary of movement in reserves during the year ended 31 December 2018				
Balance at beginning of year	959,075	939,132	946,645	927,375
Effect of adoption of AASB 9	(161,494)	-	(161,494)	-
Transfer (to)/from income	(528)	(3,511)	(528)	(3,511)
Gain/(loss) on revaluation of non-financial assets	(5,461)	3,341	(5,892)	3,173
Gain/(loss) on revaluation of investments	(1,056)	44,214	(1,056)	44,214
Transfer (to)/from retained surplus	1,834	(24,101)	1,834	(24,606)
Balance at end of year	792,370	959,075	779,509	946,645
Movements in reserves				
Asset Revaluation - Property				
Balance at beginning of year	659,075	687,139	646,645	674,877
Transfer (to)/from retained surpluses	82	(28,232)	82	(28,232)
Gain/(loss) on revaluation of				
Land	-	168	-	-
Buildings	(5,461)	-	(5,892)	-
Balance at end of year	653,696	659,075	640,835	646,645
Asset Revaluation - Artwork				
Balance at beginning of year	19,441	16,268	19,441	16,268
Gain/(loss) on revaluation	-	3,173	-	3,173
Transfer (to)/from retained surpluses	(12)	-	(12)	-
Balance at end of year	19,429	19,441	19,429	19,441
Asset Revaluation - Investments				
Balance at beginning of year	162,714	122,011	162,714	122,011
Effect of adoption of AASB 9 - Reclassification	(161,317)	-	(161,317)	-
Effect of adoption of AASB 9 - ECL	(177)	-	(177)	-
Transfer (to)/from income	(528)	(3,511)	(528)	(3,511)
Gain/(loss) on revaluation	(1,053)	44,214	(1,053)	44,214
Transfer (to)/from ECL provision	(3)	-	(3)	-
Balance at end of year	(364)	162,714	(364)	162,714
Asset Revaluation - Crown Lease				
Balance at beginning of year	30,001	30,001	30,001	30,001
Balance at end of year	30,001	30,001	30,001	30,001

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 2.6A: Reserves (continued)				
Asset Revaluation - Rare Library Materials				
Balance at beginning of year	27,934	27,934	27,934	27,934
Balance at end of year	27,934	27,934	27,934	27,934
Special Reserve - Building				
Balance at beginning of year	24,935	24,453	24,935	24,453
Transfer (to)/from retained surpluses	(591)	482	(591)	482
Balance at end of year	24,344	24,935	24,344	24,935
Special Reserve - Equipment				
Balance at beginning of year	26,589	23,806	26,589	24,311
Transfer (to)/from retained surpluses	1,795	2,783	1,795	2,278
Balance at end of year	28,384	26,589	28,384	26,589
Special Reserve - Self Insurance				
Balance at beginning of year	8,386	7,520	8,386	7,520
Transfer (to)/from retained surpluses	560	866	560	866
Balance at end of year	8,946	8,386	8,946	8,386

Accounting Policy

The University has the following reserves:

Asset revaluation reserves

These reserves are used to account for the increases or decreases in the value of assets as a result of valuations.

Increases in the value of reserves are in accordance with valuation of assets policies stated in Note 2.2A. Decrements in reserves are either on disposal of assets where the disposed asset had previously been revalued and a reserve existed or on impairment of assets in accordance with AASB 136 Impairment of Assets where a revaluation reserve had existed for that asset class.

Special Reserves

These reserves are maintained to cover a range of special purposes:

Building – is maintained by the University, from amounts set aside out of profits primarily from the operation of University Halls of Residences and other trading activities to fund significant and unplanned maintenance requirements.

Equipment and Equipment replacement – is maintained by the University to meet unforeseen purchases of significant specialist research equipment.

Self-insurance – is maintained by the University to meet the deductible component that may arise in regard to possible future claims under the University's insurance policies.

3. Funding

This section identifies The Australian National University's funding structure.

3.1 Reconciliation of net result after income tax to net cash provided by / (used in) operating activities

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 3.1A: Cash Flow Reconciliation				
Cash and cash equivalents as per				
Cash flow statement	190,366	187,088	181,196	179,620
Statement of financial position	190,366	187,088	181,196	179,620
Discrepancy	-	-	-	-
Net result for the period	225,643	169,222	226,961	168,717
Depreciation and amortisation of property, plant and equipment	78,340	85,866	76,911	84,485
Impairment losses	(256)	(3,532)	-	(3,511)
Revaluation decrements	7,082	-	7,082	-
Allowance for expected credit losses	(115)	84	(115)	84
Bad debts expense	507	425	507	425
Goodwill impairments	-	302	-	-
Net (gain)/loss on disposal of assets	177	(13,985)	175	(14,030)
Fair value (gains)/losses on investments	7,794	(23,884)	7,794	(23,884)
(Increase)/decrease in operating assets				
Receivables	(31,732)	(17,485)	(30,984)	(14,340)
Advanced payments and prepaid expenditure	1,524	1,659	1,971	2,069
Inventories	770	(726)	590	(94)
Other	(155)	(19)	(891)	1
(Increase)/decrease in operating liabilities				
Provision for employee entitlements	(39,028)	3,837	(39,310)	3,796
Income in advance	48,177	7,618	46,370	7,618
Workers compensation	26,740	-	26,740	-
Trade creditors	16,095	14,190	12,957	10,367
Other payables	(3,635)	(2,729)	(2,498)	(2,651)
Net cash flows from operating activities	337,928	220,843	334,260	219,052

Reconciliation of liabilities arising from financing activities

The information provided in this note is the same for the consolidated entity.

University	Opening balance at 1 January 2018	Cash flows	Non-cash changes				Closing balance at 31 December 2018
			Acquisition /Disposal	Foreign exchange movement	Fair value changes	Other	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Long-term borrowings	85,033	(2,290)	-	-	-	-	82,743
Lease liabilities	-	(2,198)	2,871	-	-	5,200	5,873
Total liabilities from financing activities	85,033	(4,488)	2,871	-	-	5,200	88,616

3.2 Special Accounts

The University processes Comcare receipts and payments through a distinct location and account code combination in the ledger. The monies are not available for other purposes of the University.

From 1 July 2018, the University took on the responsibility to self-manage workers compensation (refer Note 2.5A) and no longer receives or pays Comcare monies.

	University	
	2018	2017
	\$'000	\$'000
Balance carried forward	-	-
Receipts during the year	279	560
Available for payments	279	560
Less payments made	279	560
Balance carried forward to next year	-	-

4. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

4.1 Employee Provisions

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 4.1A: Employee Benefits				
Current Liability:				
Accrued salary and related expenses	6,147	27,939	6,147	27,616
Superannuation levy	870	529	870	529
Defined benefit obligation	36,518	35,485	36,518	35,485
Annual leave entitlements	52,029	50,382	50,933	49,778
Long Service Leave entitlements	48,348	54,059	47,601	53,369
Total Current Liability	143,912	168,394	142,069	166,777
Non-Current Liability:				
Defined benefit obligation	592,310	573,871	592,310	573,871
Long Service Leave entitlements	18,957	15,383	18,811	15,293
Total Non-Current Liability	611,267	589,254	611,121	589,164
Total Employee Benefits	755,179	757,648	753,190	755,941

Accounting Policy

Employee Entitlements

Short-term obligations

Liabilities for short-term employee benefits including wages and salaries, non-monetary benefits and profit-sharing bonuses are measured at the amount expected to be paid when the liability is settled, if it is expected to be settled wholly before twelve months after the end of the reporting period, and is recognised in employee benefits. Liabilities for non-accumulating personal leave are recognised when the leave is taken and measured at the rates payable.

Other long-term obligations

Provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date, in which case it would be classified as a non-current liability. Other long-term employee benefits include such things as annual leave and long service leave liabilities, which are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The liability for Long Service Leave as at 31 December 2018 has been determined as permitted under Section 24(i)(b) Public Governance, Performance and Accountability (Financial Reporting) Rule 2015. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. In accordance with AASB 119 Employee Benefits, the University has adopted the market yields on the longest dated 10 year Commonwealth bonds on issue as at valuation date for the purpose of calculating present values of future cash flows.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The University recognises termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB 137 Provisions, Contingent Liabilities & Contingent Assets that involves the payment of termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits not expected to be settled wholly before 12 months after the end of the reporting period are discounted to present value.

Provisions

Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, in which case it would be classified as a non-current liability.

No provision has been made for personal leave as all personal leave is non-vesting and the average personal leave taken by employees is less than the annual entitlement for personal leave.

Pensions and Other Post-Employment Benefits

The University participates in a defined benefit plan (Commonwealth Superannuation Scheme) which requires contributions to be made to the separately administered fund. The cost of providing benefits under the defined benefit plan is determined separately using the projected unit credit actuarial valuation method. Actuarial gains and losses are recognised in Other Comprehensive Income, in accordance with AASB119 Employee Benefits.

In addition the University contributes to the Superannuation Scheme for Australian Universities which is a defined benefit plan under Superannuation Law but, as a result of amendments to Clause 34 of UniSuper, is a defined contribution plan under Accounting Standard AASB119.

4.2 ANU Council Remuneration

	Consolidated		University	
	2018 Number	2017 Number	2018 Number	2017 Number
Note 4.2A: ANU Council Remuneration				
Nil to \$9,999	14	14	14	14
\$30,000 to \$39,999	1	1	1	1
Total Council members of the Consolidated Entity	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>

Employees of the University who are members of Council do not receive remuneration for Council service.

4.3 Key Management Personnel Disclosures

Responsible persons, executive officers and other key management personnel

The following persons were responsible persons and executive officers who had authority and responsibility for planning, directing and controlling the activities of the Australian National University during the financial year:

Professor B Schmidt	Professor M Hughes-Warrington (up to 31/12/18)	Ms B Miles (from 3/4/18)
Professor M Harding (up to 30/9/18)	Professor S Leitch (up to 1/11/18)	Professor M Calford (from 1/3/18)
Professor R Baker	Mr C Grange	Professor M Cardew-Hall (from 1/10/18)

Table A: Remuneration of Executive Officers

			Consolidated		University	
			2018 Senior Executive No.	2017 Senior Executive No.	2018 Senior Executive No.	2017 Senior Executive No.
\$		\$				
145,000	to	159,999	1	-	1	-
385,000	to	399,999	1	-	1	-
415,000	to	429,999	1	1	1	1
445,000	to	459,999	-	1	-	1
475,000	to	489,999	1	-	1	-
490,000	to	504,999	1	-	1	-
550,000	to	564,999	1	-	1	-
580,000	to	594,999	-	1	-	1
595,000	to	609,999	1	-	1	-
610,000	to	624,999	-	2	-	2
655,000	to	669,999	1	1	1	1
670,000	to	684,999	1	-	1	-
Total			<u>9</u>	<u>6</u>	<u>9</u>	<u>6</u>

Table B: Key Management Personnel Compensation

	\$'000	\$'000	\$'000	\$'000
Short-term employee benefits	3,593	2,682	3,593	2,682
Post-employment benefits	429	392	429	392
Other long-term benefits	426	275	426	275
Termination Benefits	-	-	-	-
Total Key Management Personnel Compensation	<u>4,448</u>	<u>3,349</u>	<u>4,448</u>	<u>3,349</u>

4.4 Related Party Disclosures

The Australian National University (ANU) is a body corporate established by the Australian National University Act 1991 and is considered a 'corporate Commonwealth entity' in the *Public Governance, Performance & Accountability Act 2013*. Related parties to the ANU are the Portfolio Minister, Council Members, Committee Members, Key Management Personnel and other Australian Government entities.

The University enters into a number of transactions for the provision of goods and services under normal commercial terms and conditions with:

- Student organisations based on campus; and
- ANU Enterprise Pty Limited and its subsidiaries Australian Scientific Instruments Pty Limited and the Social Research Centre Pty Limited.

The following transactions with related parties occurred during the financial year:

	University	
	2018	2017
	\$'000	\$'000
Note 4.4A: Related Party Disclosures		
Transactions with related parties		
ANU Enterprise		
Sale of goods and services	2,099	4,241
Purchase of goods and services	3,247	4,838
	<u>(1,148)</u>	<u>(597)</u>
Loans to related parties		
Beginning of the year	4,230	4,907
Loan repayments received	(925)	(677)
	<u>3,305</u>	<u>4,230</u>

The ANU transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions, including the payment of workers compensation (up until 30 June 2018) and other types of ordinary operational transactions as required. These are not considered individually significant to warrant separate disclosure as related party transactions.

Refer to Note 4.1A Employee Provisions for details on superannuation arrangements with the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), and the PSS accumulation plan (PSSap).

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by ANU, it has been determined that there are no other related party transactions to be separately disclosed.

Interests in subsidiaries are set out in Note 6.4 and disclosures relating to specified executives are set out in Note 4.3.

5. Managing Uncertainties

This section analyses how The Australian National University manages financial risks within its operating environment.

5.1 Contingent Assets and Liabilities

		Consolidated		University	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
Note 5.1A: Contingent Assets					
Guarantee	Purpose				
UniLodge Australia Pty Ltd	Beneficiary of security guarantee for a service agreement	500	500	500	500
Lendlease Building Pty Limited	Beneficiary of security guarantee for a construction contract	11,472	11,472	11,472	11,472
Richard Crookes Constructions Pty Limited	Beneficiary of security guarantee for a construction contract	5,300	5,300	5,300	5,300
Various Commercial Tenants	Beneficiary of a security guarantee for a Commercial Tenancy Lease	600	179	600	179
Hindmarsh Construction Pty Ltd	Beneficiary of security guarantee for a construction contract	783	-	783	-
Shaw Building Group Pty Ltd	Beneficiary of security guarantee for a construction contract	500	-	500	-
ISS Facility Services	Beneficiary of security guarantee for a service agreement	490	-	490	-
Various Construction Providers	Beneficiary of security guarantee for a construction contract	1,025	-	1,025	-
		<u>20,670</u>	<u>17,451</u>	<u>20,670</u>	<u>17,451</u>

Note 5.1B: Contingent Liabilities

The following guarantees have been provided:

Guarantee	Purpose				
Safety, Rehabilitation and Compensation Commission	To cover future workers compensation outstanding claims	50,433	-	50,433	-
Unlisted Investments	Uncalled Capital relating to investment activities at the University	69,323	93,670	69,323	93,670
SHRIMP - Shandong	International Letter of Credit	2,800	-	-	-
RESOchron - Zinkerr	International Letter of Credit	726	-	-	-
RESOLution - Tubigen	Standard Letter of Credit	811	-	-	-
Various	Standard Letter of Credit	1,072	1,014	-	-
		<u>125,165</u>	<u>94,684</u>	<u>119,756</u>	<u>93,670</u>

Note 5.1B: Contingent Liabilities (continued)

Bank guarantee and credit facilities

The bank guarantee facility previously held by the University expired on 31 December 2018.

Unquantifiable contingencies

The University is currently involved in a number of legal matters in the ordinary course of business. The liability of the University in respect of these matters cannot be reliably estimated at this time.

The University suffered a flood on 25 February 2018 and are making claims on insurance companies. The amount of the claims cannot be reliably estimated at this time.

Accounting Policy

Unrecognised Financial Liabilities/Guarantees, not recognised in the Statement of Financial Position are disclosed in Contingent Liabilities above. At the time of completion of the financial statements, there was no reason to believe that these guarantees would be called upon, and recognition of a liability was therefore not required.

5.2 Financial Instruments

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
(a) Categories of Financial assets and financial liabilities				
Financial Assets				
<i>At amortised cost</i>				
Cash and cash equivalents	190,366	187,088	181,196	179,620
Short term deposits	515,000	470,000	515,000	470,000
Unlisted equities	452	-	452	-
Interest in related parties	-	-	7,200	7,200
Loans and receivables	106,398	96,300	102,304	93,258
<i>At fair value through statement of other comprehensive income</i>				
Listed debt securities	145,517	238,834	145,517	238,834
<i>At fair value through profit or loss</i>				
Listed equities	605,911	472,672	605,911	472,672
Unlisted equities	155,613	177,547	155,613	177,547
Listed debt securities	173,197	21,122	173,197	21,122
Discount securities	1,991	-	1,991	-
Derivative instruments	4,252	-	4,252	-
Overseas managed funds	-	251,933	-	251,933
Carrying Amount of Financial Assets	1,898,697	1,915,496	1,892,633	1,912,186
Financial Liabilities				
<i>At amortised cost</i>				
Payables	232,939	173,039	218,087	161,232
Loans payable	282,743	285,033	282,743	285,033
<i>At fair value through profit or loss</i>				
Derivative instruments	2,468	-	2,468	-
Carrying Amount of Financial Liabilities	518,150	458,072	503,298	446,265

Prior to 1 January 2018, The University classified its financial instruments into one of the following categories:

- Loans and receivables;
- Held to maturity;
- Available for sale;
- At FVTPL; and
- At FVOCI.

The following table reconciles the carrying amounts of financial assets under AASB 139 to the carrying amounts under AASB 9 on transition to AASB 9 on 1 January 2018.

Classification under AASB 139	AASB 139 carrying amount as at 31 December 2017 (\$'000)	Classification under AASB 9	AASB 9 carrying amount at 1 January 2018 (\$'000)
Held to maturity - current	478,064	At amortised cost	460,000
		Available for sale	18,064
Held to maturity - non-current	251,893	At amortised cost	10,000
		Available for sale	220,770
		Fair value through profit or loss	21,123
Available for sale	565,782	Fair value through profit or loss	565,782

Accounting Policy

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period. Income is recognised on an effective interest rate basis.

Fair Value

The fair values of investments and other financial assets are based on quoted prices in an active market. If the market for a financial asset is not active (and for unlisted securities), the University establishes fair value by using valuation techniques, that maximise the use of relevant data. These include reference to the estimated price in an orderly transaction that would take place between market participants at the measurement date. Other valuation techniques used are the cost approach and the income approach based on the characteristics of the asset and the assumptions made by market participants.

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<u>(b) Net Income and Expense from Financial Assets</u>				
<i>At amortised cost</i>				
Interest	22,861	-	22,757	-
Exchange gains/(loss)	4,861	-	4,861	-
<i>At fair value through statement of other comprehensive income</i>				
Interest	1,784	27,913	1,784	27,774
Dividend	166	25,998	166	25,998
Gains/(losses) on disposal	868	744	868	744
Gains/(losses) recognised in equity	(1,053)	-	(1,053)	-
<i>At fair value through profit or loss</i>				
Interest	2,887	-	2,887	-
Dividend	55,329	20,678	55,329	20,678
Gains/(losses)	(48,485)	26,802	(48,485)	26,802
Exchange gains/(losses)	34,962	-	34,962	-
Net gains from financial assets	74,180	102,135	74,076	101,996
<u>(c) Net Income and Expense from Financial Liabilities</u>				
<i>At amortised cost</i>				
Borrowing expense	(12,447)	(12,400)	(12,447)	(12,400)
<i>Fair value through profit or loss</i>				
Exchange gains/(losses)	-	2,904	-	2,904
Net losses from financial liabilities	(12,447)	(9,496)	(12,447)	(9,496)

(d) Fair Value

Valuation method used for determining the fair value of financial instruments

The following table identifies for those assets and liabilities carried at fair value (above), as to whether fair value was obtained by reference to market prices (Level 1) or by valuation techniques that employs observable market transactions (Level 2), or by using non-observable market inputs to determine fair value (Level 3).

Consolidated

2018

	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non- Market Inputs (Level 3) \$'000	
Financial Assets				
<i>At fair value through statement of other comprehensive income</i>				
Listed debt securities	-	145,517	-	145,517
<i>At fair value through other comprehensive income</i>				
Listed equities	605,911	-	-	605,911
Unlisted equities	1,241	153,752	620	155,613
Listed debt securities	-	173,197	-	173,197
Discount securities	-	1,991	-	1,991
Derivative instruments	2,031	2,221	-	4,252
Total Financial Assets	609,183	476,678	620	1,086,481
Financial Liabilities				
<i>Fair value through profit or loss</i>				
Derivative instruments	357	2,111	-	2,468
Total Financial Liabilities	357	2,111	-	2,468

Consolidated

2017

	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non- Market Inputs (Level 3) \$'000	
Financial Assets				
<i>At fair value through statement of other comprehensive income</i>				
Listed debt securities	238,835	-	-	238,835
<i>At fair value through other comprehensive income</i>				
Listed equities	472,672	-	-	472,672
Unlisted equities	-	-	177,547	177,547
Listed debt securities	21,122	-	-	21,122
Overseas managed funds	-	-	251,933	251,933
Total Financial Assets	732,629	-	429,480	1,162,109

University

2018

	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non- Market Inputs (Level 3) \$'000	
Financial Assets				
<i>At fair value through statement of other comprehensive income</i>				
Listed debt securities	-	145,517	-	145,517
<i>Fair value through profit or loss</i>				
Listed equities	605,911	-	-	605,911
Unlisted equities	1,241	153,752	620	155,613
Listed debt securities	-	173,197	-	173,197
Discount securities	-	1,991	-	1,991
Derivative instruments	2,031	2,221	-	4,252
Total Financial Assets	609,183	476,678	620	1,086,481
Financial Liabilities				
<i>Fair value through profit or loss</i>				
Derivative instruments	357	2,111	-	2,468
Total Financial Liabilities	357	2,111	-	2,468

University

2017

	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non- Market Inputs (Level 3) \$'000	
Financial Assets				
<i>At fair value through statement of other comprehensive income</i>				
Listed debt securities	238,835	-	-	238,835
<i>At fair value through other comprehensive income</i>				
Listed equities	472,672	-	-	472,672
Unlisted equities	-	-	177,547	177,547
Listed debt securities	21,122	-	-	21,122
Overseas managed funds	-	-	251,933	251,933
Total Financial Assets	732,629	-	429,480	1,162,109

	Consolidated		University	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
(e) Reconciliation of Financial Assets Categorised as Level 3				
Level 3 Financial Assets				
Opening balance	429,480	370,058	429,480	370,058
Total gains or losses				
Through profit or loss	11,983	36,547	11,983	36,547
Through Statement of Comprehensive Income	-	(6,013)	-	(6,013)
Reclassification	(114,300)	-	(114,300)	-
Purchases	241	28,888	241	28,888
Sales	(326,784)	-	(326,784)	-
Closing balance	620	429,480	620	429,480
Gains/(losses) for assets held 31 December	11,983	30,534	11,983	30,534

(f) Credit Risk

Credit risk is defined as "the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation."

Receivables

Loans and Receivables balances are monitored on an ongoing basis. The credit risk exposure on The University's receivables can be found at Note 2.1B.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in the notes above.

The University evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the University in accordance with the University's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed on an annual basis, and may be updated throughout the year subject to approval of the Finance Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The University invests only in quoted debt securities with very low credit risk.

The University recognised a provision for expected credit losses (ECL) on its debt instruments at fair value through OCI and short term cash deposits at amortised cost on transition to AASB 9 of \$258,000. The provision as at 31 December 2018 is \$251,000.

There are no significant financial assets that have had renegotiated terms that would otherwise, without that renegotiation, have been past due or impaired.

The University's maximum exposure to credit risk for the components of the statement of financial position at 31 December 2018 and 2017 is the carrying amounts as illustrated in Note 2.1 except for derivative financial instruments. The University's maximum exposure relating to financial derivative instruments is noted in the liquidity table below.

The University is party to guarantees as identified in Note 5.1 'Contingent Assets and Liabilities'. The maximum exposure to credit risk, if the University was called upon to meet the obligations, is the amount disclosed in Note 5.1.

The University does not hold any collateral or other credit enhancement facilities against these assets or contingent liabilities.

(g) Liquidity Risk

The following tables illustrate the maturities for financial liabilities:

Consolidated

	On Demand	Within 1 Year	1 - 5 Years	Greater than 5 Years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Suppliers and payables	-	205,405	27,534	-	232,939
Loans payable	-	4,817	31,882	246,044	282,743
Derivative Instruments	-	2,468	-	-	2,468
Total	-	212,690	59,416	246,044	518,150
2017					
Suppliers and payables	-	141,671	31,368	-	173,039
Loans payable	-	4,194	29,068	251,771	285,033
Total	-	145,865	60,436	251,771	458,072

Liquidity risk is defined as the risk that the University would not be able to settle or meet those obligations that are settled by delivering cash or another financial asset, on time or at a reasonable price. The University adopts an active cash management strategy.

The University's investment portfolio allocation profile is determined by the Finance Committee and is structured to ensure sufficient funds are held in investments that can be converted to cash to meet its obligations as they fall due. Equities, other Listed Securities, Cash and Short-term debt securities constitute the significant component of the University's financial instruments. The liquidity risk of Unlisted Securities is managed through holding a diversified portfolio of assets with known investment horizons, different expected exit dates, and ensuring the total exposure of this class is maintained at a level whereby forced sales will not be required.

The University Investment Office is responsible for liquidity funding as well as settlement management.

(h) Market Risk

Market risk is defined as "the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices" and includes interest rate risk, foreign currency risk and "other price risks". Other price risks are further defined as "the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market".

(h)(i) Foreign Exchange Risk

The University derives its revenue streams principally in Australian dollars. Payments to overseas denominated currency sources for the supply of goods and services provided to the University is considered immaterial and as such foreign exchange risk in these transactions is considered insignificant.

The University holds investments in most major overseas markets and as such has exposure to the major currencies. The mix and weighting of currency holdings approximates those utilized in the Trade Weighted Index/AUD calculation and as such the Trade Weighted Index is considered an appropriate measurement for Currency Risk. The University monitors the value of the Australian dollar relative to other major currencies and when the value is considered to be out of alignment with fundamental value common risk management approaches, including forward currency contracts are adopted.

The following table, (iv), demonstrates the sensitivity to a reasonably possible change in the AUD/Trade Weighted Index with all other variables held constant, on the University's income and the University's equity.

(h)(ii) Interest Rate Risk

Interest rate risk is the risk that the realisable value of a financial instrument will fluctuate due to the changes in market interest rates. The University's exposure to the risk of changes in market interest relates primarily to long-term investments and bank loans with variable interest rates. The University's outstanding Indexed Annuity Bonds is linked to Consumer Price Index movements.

The University's interest rate risk arises from the investment in cash, fixed and floating interest and short term money market securities. The portfolio consists of a combination of fixed coupon interest payments with repayment of principal on maturity, discounted securities with principal repaid upon maturity and floating rate notes. The portfolio is fully invested in AUD denominated securities. All counterparties are rated as investment grade.

The following table (iv), demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant.

(h)(iii) Other Price Risk

The University Loans payable 'Indexed Annuity Bond' is repayable by quarterly instalments that are indexed in alignment with the Australian Consumer Price Index (CPI). The real yield payable on the Bonds is 3.235% with an effective CPI base of 30 September 2004. The calculation of the outstanding liability is based on the historic movement in CPI from the base period to 30 September of the reporting year (3.35% per annum).

The following table, (iv), demonstrates the sensitivity to possible changes in CPI annual rates, with all other variables held constant. The table demonstrates the sensitivity to possible changes in interest rates, foreign exchange rates and market rates.

A majority of the University's equity investments are denominated in AUD, and are either publicly traded and included in the ASX200 index or not publicly traded.

(h) Market Risk (continued)
(h) (iv) Summarised Sensitivity Analysis – Consolidated (continued)

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Market risk				Australian CPI risk			
		-0.6%		+0.6%		-11.5%		+11.5%		-10.0%		+10.0%		-10.0%		+10.0%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
31 December 2017																	
Financial Assets																	
<i>At amortised cost</i>																	
Cash and cash deposits	647,441	(3,885)	3,885	3,885	-	-	-	-	-	-	-	-	-	-	-	-	-
Domestic	9,647	(58)	58	58	1,109	(1,109)	(1,109)	(1,109)	-	-	-	-	-	-	-	-	-
Overseas																	
<i>At fair value through statement of other comprehensive income</i>																	
Listed debt securities	209,996	(1,260)	1,260	1,260	-	-	-	-	-	-	-	-	-	-	-	-	-
Domestic	28,839	(173)	173	173	3,316	(3,316)	(3,316)	(3,316)	-	-	-	-	-	-	-	-	-
Overseas																	
<i>Fair value through profit or loss</i>																	
Listed debt securities	21,122	(127)	127	127	-	-	-	-	-	-	-	-	-	-	-	-	-
Listed equities	472,671	-	-	-	-	-	-	-	-	(33,667)	(47,267)	33,667	47,267	-	-	-	-
Domestic																	
Unlisted equities	177,547	-	-	-	-	-	-	-	-	-	(17,755)	17,755	-	-	-	-	-
Domestic																	
Derivative instruments		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas managed funds	251,933	-	-	-	-	-	-	-	-	28,972	(28,972)	(28,972)	28,972	-	-	-	-
Financial Liabilities																	
<i>At amortised cost</i>																	
Loans payable	285,032	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total increase / (decrease)		(5,503)	5,503	5,503	33,397	(33,397)	(33,397)	(33,397)	(33,397)	(33,667)	(90,215)	33,667	90,215	(172)	172	(172)	172

		(h) Market Risk (continued)												
		(h) (v) Summarised Sensitivity Analysis – University (continued)												
		Carrying Amount \$'000	Interest rate risk			Foreign exchange risk			Market risk			Australian CPI risk		
-0.6%	+0.6%			-11.5%	+11.5%		-10.0%	+10.0%		-10.0%	+10.0%			
	Result \$'000	Equity \$'000	Equity \$'000	Result \$'000	Equity \$'000	Equity \$'000	Result \$'000	Equity \$'000	Equity \$'000	Result \$'000	Equity \$'000	Equity \$'000	Result \$'000	Equity \$'000
31 December 2017														
Financial Assets														
Cash and cash deposits														
Domestic	639,973	(3,840)	3,840	-	-	3,840	-	-	-	-	-	-	-	-
Overseas	9,647	(58)	58	1,109	(1,109)	-	-	-	-	-	-	-	-	-
Interest in related parties	7,200	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>At fair value through statement of other comprehensive income</i>														
Listed debt securities														
Domestic	209,996	(1,260)	1,260	-	-	1,260	-	-	-	-	-	-	-	-
Overseas	28,839	(173)	173	3,316	(3,316)	-	-	-	-	-	-	-	-	-
<i>Fair value through profit or loss</i>														
Listed debt securities	21,122	(127)	127	-	-	-	-	-	-	-	-	-	-	-
Listed equities														
Domestic	472,671	-	-	-	-	-	(33,667)	(47,267)	33,667	47,267	-	-	-	-
Overseas														
Unlisted equities														
Domestic	177,547	-	-	-	-	-	-	(17,755)	-	17,755	-	-	-	-
Overseas managed funds	251,933	-	-	-	-	-	28,972	(28,972)	(28,972)	28,972	(25,193)	25,193	-	-
Financial Liabilities														
<i>At amortised cost</i>														
Loans payable	285,032	-	-	-	-	-	-	-	-	-	-	-	(172)	172
Total increase / (decrease)		(5,458)	5,458	33,397	(33,397)	33,397	(33,667)	(90,215)	33,667	90,215	(172)	(172)	172	172

5.3 Fair Value Measurement

5.3.1 Fair Value Measurements

The University measures and recognises the following assets and liabilities at fair value on a recurring basis:

- Financial assets at fair value through profit or loss;
- Derivative financial instruments;
- Financial assets at fair value through other comprehensive income;
- Investments in equity instruments designated at fair value through other comprehensive income;
- Land, buildings and infrastructure; and
- Plant and equipment (Artworks and Rare Library Materials only).

Fair value disclosures relating to financial assets and liabilities at fair value through profit or loss are provided in Note 5.2 Financial Instruments.

Accounting Policy

The fair value of assets and liabilities must be measured for recognition and disclosure purposes.

The University classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements.

The fair value of assets or liabilities traded in active markets (such as publicly traded derivatives, and listed equity instruments) is based on quoted market prices for identical assets or liabilities at the end of the reporting period (level 1). The quoted market price used for assets held by the University is the most representative of fair value in the circumstances within the bid-ask spread.

The fair value of assets or liabilities that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques. The University uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments (level 2) are used for long-term debt instruments held. Other techniques that are not based on observable market data (level 3) such as estimated discounted cash flows, are used to determine fair value for the remaining assets and liabilities. The fair value of interest-rate swaps is calculated as the present value of the estimated future cash flows. The fair value of forward exchange contracts is determined using forward exchange market rates at the end of the reporting period. The level in the fair value hierarchy is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety.

Fair value measurement of non-financial assets is based on the highest and best use of the asset. The University considers market participants use of, or purchase price of the asset, to use it in a manner that would be highest and best use.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values due to their short-term nature. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the University for similar financial instruments.

5.3.2 Fair Value Hierarchy

The University categorises assets and liabilities measured at fair value into a hierarchy based on the level of inputs used in measurement:

Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 - inputs other than quoted prices within Level 1 that are observable for the asset or liability either directly or indirectly; and

Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(i) Recognised fair value measurements

Fair value measurements recognised in the Statement of Financial Position are categorised into the following levels:

Consolidated figures at 31 December 2018 and 31 December 2017

Consolidated	Total	Level 1	Level 2	Level 3
	2018			
	\$'000	\$'000	\$'000	\$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	1,368,848	-	111,432	1,257,416
Plant and Equipment	64,895	-	64,895	-
Total Non-Financial Assets	1,433,743	-	176,327	1,257,416
Consolidated	Total	Level 1	Level 2	Level 3
	2017			
	\$'000	\$'000	\$'000	\$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	1,279,431	-	110,168	1,169,263
Plant and Equipment	55,508	-	55,508	-
Total Non-Financial Assets	1,334,939	-	165,676	1,169,263

5.3.2 Fair Value Hierarchy (continued)

(i) Recognised fair value measurements (continued)

University only figures at 31 December 2018 and 31 December 2017

University Only	Total 2018 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	1,355,148	-	110,532	1,244,616
Plant and Equipment	64,895	-	64,895	-
Total Non-Financial Assets	1,420,043	-	175,427	1,244,616
University Only				
	Total 2017 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	1,265,831	-	109,368	1,156,463
Plant and Equipment	55,508	-	55,508	-
Total Non-Financial Assets	1,321,339	-	164,876	1,156,463

(ii) Reconciliation of fair value items to balance sheet

Consolidated figures at 31 December 2018 and 31 December 2017

Consolidated	Notes	2018 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	2.2A	1,803,243	434,395	1,368,848
Plant and Equipment	2.2A	153,346	88,451	64,895
Total Non-Financial Assets		1,956,589	522,846	1,433,743
Consolidated				
		2017 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	2.2A	1,515,905	236,474	1,279,431
Plant and Equipment	2.2A	155,291	99,783	55,508
Total Non-Financial Assets		1,671,196	336,257	1,334,939
University only figures at 31 December 2018 and 31 December 2017				
University Only	Notes	2018 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	2.2A	1,789,543	434,395	1,355,148
Plant and Equipment	2.2A	152,244	87,349	64,895
Total Non-Financial Assets		1,941,787	521,744	1,420,043
University Only				
		2017 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	2.2A	1,502,305	236,474	1,265,831
Plant and Equipment	2.2A	153,988	98,480	55,508
Total Non-Financial Assets		1,656,293	334,954	1,321,339

5.3.2 Fair Value Hierarchy (continued)

(i) Recognised fair value measurements (continued)

There were no transfers between levels 1 and 2 for recurring fair value measurements during the year.

For transfers in and out of level 3 measurements see table below.

The University's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

5.3.3 Fair value measurements using significant unobservable inputs (level 3)

The following table is a reconciliation of the consolidated level 3 items for the period ended 31 December 2018:

Level 3 Fair Value Measurements 2018	Land, Buildings and Infrastructure	Plant and Equipment	Investment Properties	Total
	\$'000	\$'000	\$'000	\$'000
Opening balance	1,169,263	-	-	1,169,263
Acquisitions	135,674	-	-	135,674
Total gains/(losses) on revaluation	(5,468)	-	-	(5,468)
Accumulated depreciation movement	(42,053)	-	-	(42,053)
Closing balance	1,257,416	-	-	1,257,416

(i) Valuation inputs, processes and relationships to fair value for items categorised in Level 2 & Level 3

Land

Land (Level 2)

The land of the University has been classified as level 2. The valuation of these parcels of land was based on the condition, location, land area and restrictions on sale or use of the asset if any. Sale of asset takes place in principle market or in absence of a principle market in the most advantageous market for the asset.

Key unobservable inputs:

Prices of comparable assets sold within a reasonable timeframe of 31 December 2018.

Interrelationship between key unobservable inputs and fair value measurement:

The estimated fair value increases (decreases) as the value of comparable assets increases (decreases).

Buildings and infrastructure

Buildings and infrastructure (Level 3)

The buildings and infrastructure of the University are considered specialised assets for which there is no active and liquid market and as such have been valued using the cost approach (current replacement cost). This is based on the current construction costs per square metre to replace the asset.

Key unobservable inputs:

Replacement cost per square metre of a modern equivalent asset using published construction data such as Rawlinsons Australia Construction Handbook 2016 encompassing Civil Works and Building costs. Colliers also has a database built up from research of building and site improvement costs. Actual costs of improvements identified during valuation exercises and also through research and contact with suppliers and builders have also been collated.

Interrelationship between key unobservable inputs and fair value measurement:

The estimated fair value increases (decreases) as the estimated replacement cost per square metre increases (decreases).

Commercial property (Level 2)

The commercial property has been valued using the market approach. The valuation model is based on a price per square metre for buildings derived from observable market data in active and transparent market.

Key observable inputs:

Prices per square metre.

Premium (discount) on the quality of the building and lease terms.

5.3.3 Fair value measurements using significant unobservable inputs (level 3) (continued)

(i) Valuation inputs, processes and relationships to fair value for items categorised in Level 2 & Level 3 (continued)

Plant and equipment

Artworks (Level 2)

The artwork collection has been valued using the market approach. The valuation model looks at specifically comparable sales or sales information including sales of works by artists with a similar standing.

Key observable inputs:

Prices of identical works sold in the market where multiple prints exist.

Prices of similar works or works by artists of a similar standing sold in the market where the items are one off pieces.

Rare Library Materials (Level 2)

The rare library collection has been valued using the market approach. The valuation model looks at Australian and international sales information.

6. Other Information

6.1 Remuneration of Auditors

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Note 6.1A: Remuneration of Auditors				
Remuneration to the Auditor-General for auditing the financial statements for the reporting period ¹	316	303	234	227
Total Remuneration of Auditors	316	303	234	227

1. Amounts shown exclude GST paid on these services.

No other services were provided by the Auditor-General during the reporting period.

6.2 Superannuation Commitments

Commonwealth Superannuation Account

Since 1949, the University has maintained an account, on conditions approved by the Treasurer of the Commonwealth, to meet the emerging costs of the employer's liability under the Commonwealth Superannuation Scheme - a Defined Benefit Scheme. The Commonwealth Government has now closed this Scheme.

The Commonwealth Superannuation Account maintained by the University is not a superannuation fund as defined in AASB 119, the assets supporting the liability are maintained as a component of the overall University investment portfolio. As far as practical, the University has adopted the accounting treatment and disclosure requirements of AASB 119. The University is recognising actuarial gains and losses in the period in which they occur outside the profit and loss as permitted under the Standard and the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015, Section 25(4) (FRR), and as such are disclosed in the Statement of Other Comprehensive Income 2018 loss of \$36,559,073 (2017 gain \$41,116,892) resulting in a cumulative amount of actuarial losses recognised in equity of \$269,451,879 since inception.

Transfers are made to the account each fortnight in accordance with advice from ComSuper. The University's contribution rate in 2018 was 14 per cent of eligible employee superannuable salaries (equivalent to the contribution rate the University is required to make for all employees who are members of UniSuper). Pensions are met on an emerging cost basis and paid to the Commonwealth Superannuation Administration.

The following have been recognised in the Income Statement in Employee expenses under Deferred Superannuation expense - Current Service Cost \$237,306 (2017 \$398,125) and Interest Cost \$18,340,920 (2017 \$20,712,757).

Section 25(2) of the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* requires the market yield on Government bonds be used to discount post-employment benefit obligations, in compliance with AASB 119. One consequence of this requirement is that the value of the CSS liability could be expected to fluctuate significantly from year to year as government bond rates change.

The present value of the obligations of the Commonwealth Superannuation Account has increased by \$19,471,573. The increase is due largely to the decrease in Commonwealth bond yields at the relevant duration (being the interest rate required to be used to value liabilities). The future pension indexation of 2.0% and future wage growth of 2.0% remain unchanged from 2017. The reduction in the 13 year Commonwealth Government bond rate from 3.1% to 2.6% resulted in increasing the liability by \$34m.

The Australian Government Actuary (AGA) completed a formal review of the Account at 30 June 2017 and applied the traditional 6% interest rate when assessing obligations of the fund. The surplus at that date was \$64 million. The next formal review is due on 30 June 2019.

The following principal actuarial assumptions have been adopted as at reporting date (values are expressed as weighted averages):

	2018	2017
Discount rate as at 31 December	2.60%	3.10%
Expected return on plan assets at 31 December	3.10%	3.20%
Future salary increases	2.00%	2.00%
Future pension increases	2.00%	2.00%

6.2 Superannuation Commitments (continued)

The following principal actuarial assumptions have been adopted as at reporting date (values are expressed as weighted averages):

	Consolidated		University	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Reconciliation of the Present Value of the Obligation				
Previous year closing balance	609,356	664,786	609,356	664,786
Current service cost	237	398	237	398
Interest cost	18,341	20,713	18,341	20,713
Actuarial (gains)/losses	36,559	(41,117)	36,559	(41,117)
Benefit payments	(35,665)	(35,424)	(35,665)	(35,424)
Current Year Closing Balance	628,828	609,356	628,828	609,356
Reconciliation of the Fair Value of Plan Assets				
Opening fair value of plan assets	577,347	542,191	577,347	542,191
Expected return on plan assets	17,348	16,789	17,348	16,789
Contributions	209	341	209	341
Benefits paid	(35,665)	(35,424)	(35,665)	(35,424)
Actuarial gain/(loss)	(11,749)	53,450	(11,749)	53,450
Current Year Closing Balance	547,490	577,347	547,490	577,347
Reconciliation of the present value of the obligation and the fair value of the plan assets to the assets and liabilities recognised in the Balance Sheet				
Present value of funded obligation	628,828	609,356	628,828	609,356
Fair value of plan assets	547,490	577,347	547,490	577,347
Net Liability in Balance Sheet	81,338	32,009	81,338	32,009
Amounts in Balance Sheet				
Liabilities	628,828	609,356	628,828	609,356
Assets	547,490	577,347	547,490	577,347
Net Liability in Balance Sheet	81,338	32,009	81,338	32,009

Superannuation Scheme for Australian Universities

New continuing staff members employed by the University since 1 April 1983 have been required to join the Superannuation Scheme for Australian Universities (SSAU) until 30 September 2000. From 1 October 2000, SSAU and the Tertiary Education Superannuation Scheme merged to become a single scheme, UniSuper. This merged scheme continues to have a defined benefits component which is managed independently of the University. The University contributes to the scheme at the rate equivalent to 14 per cent of members' salaries. The University's contributions in 2018 were \$60,533,036 (2017 \$58,556,808).

Subsequent to changes enacted to the UniSuper Trust Deed by the Trustees during 2007 the previously described UniSuper Defined Benefit Plan (DBP) is now compliant with the requirements of AASB 119 applicable to a Defined Contribution Fund (DCF). Although the DCF is a defined contribution fund under AASB 119, it does remain a defined benefit fund for other purposes and continues to require actuarial oversight.

Public Sector Superannuation Scheme

The University has a small number of employees who are members of the Public Sector Superannuation Scheme to which the University contributes at the rate of 11.9 per cent of members' salaries. During 2018, the University's contributions amounted to \$104,611 (2017 \$152,584). This scheme is closed to new members of the University's staff.

Employee Non Contributory Productivity Superannuation Schemes

The University's contributions for employees who are contributors to the Commonwealth Superannuation and Public Sector Superannuation Schemes are paid to the Commonwealth Superannuation Administration. The University contributes to the Schemes between 2 to 3 per cent of members' salaries. During 2018, the University's contributions were \$ 28,572 (2017 \$49,842) and \$14,390 (2017 \$20,412) respectively.

The University paid contributions for eligible employees, other than employees who are contributors to the Commonwealth Superannuation and Public Sector Superannuation Schemes, to the Tertiary Education Superannuation Scheme until 30 September 2000, and since then to the newly established UniSuper. The new scheme continues to offer a cash accumulation component. The University contributes to the Scheme at a rate of 3 per cent of members' salaries for full-time University employees. The University's contributions in 2018 were \$12,449,675 (2017 \$12,105,365).

6.3 Cooperative Research Centres

The University received Commonwealth Funding under the Cooperative Research Centres Program for the establishment of the following Cooperative Research Centres:

Bushfire and Natural Hazards CRC - a cooperative research centre with the core participants including multiple State Fire and Emergency Services organisations, Bureau of Meteorology, State Government departments, seventeen Universities and research institutes including The Australian National University and the Red Cross. Total investment for the Centre is \$70.8 million. The University's contribution is in-kind on a project basis, with the total contribution being identified at the Centre end date. The research agenda will focus on the following broad areas of work: (i) Economics, Policy and Decision Making; (ii) Resilient People, Infrastructure, Institutions and Landscapes; and (iii) Bushfire and Natural Hazard risks. On 1 July 2013, the Bushfire and Natural Hazards CRC was established for a period of 8 years.

Space Environment Management CRC - a cooperative research centre with the core participants including the Australian National University, EOS Space Systems Pty Ltd, RMIT University and three international collaborations with a total investment of approximately \$57 million over five years. The University's total contribution will be \$5.795 million over five years. The research agenda will focus on the following broad areas of work: (i) tracking, characterising and identifying objects in orbit; (ii) orbit determination and predicting behaviours of space objects; (iii) space asset management; and (iv) preservation of the space environment. The Centre was established on 1 July 2014 for a period of five years.

Costs for all Cooperative Research Centres are expensed as incurred except where future benefits are expected beyond reasonable doubt to exceed those costs. In 2018 all costs were expensed.

6.4 Subsidiaries

Name of Entity	Principal Activity	Place of Incorporation and Operation	Ownership Interest Held by the University	
			2018	2017
ANU Enterprise Pty Limited (ANUE) was incorporated in 1979 as a company limited by shares*	Activities include the undertaking of research and experimental work and the promotion and exploitation of techniques and processes derived or developed from research and experimental work.	Australia	100%	100%
ANU (UK) Foundation was incorporated in 2007 as a private limited company limited by guarantee	Principal activity is to facilitate the advancement of education through the establishment of a registered charity.	England & Wales	100%	100%

* ANU Enterprise Pty Limited is the 100% owner of Australian Scientific Instruments Pty Limited and The Social Research Centre which was acquired in 2014 and ANU Limited (PNG) established in 2018.

Composition of the Entity

Principal Activity	Place of Incorporation and Operation	Number of Wholly-owned Subsidiaries	
		2018	2017
Research & experimental works	Australia	1	1
Charity	England & Wales	1	1
		2	2

Financial support

ANU Enterprise Pty Limited

The University has provided ANU Enterprise Pty Limited a loan to assist in the acquisition of The Social Research Centre. Details of the loan are: principal \$6,000,000; interest rate 6.00% per annum or at such other rate as may be agreed by the parties from time to time; term 7 years; and principal repayments of \$250,000 per quarter commencing 30 September 2015. Repayment of the loan is not subject to the financial performance of The Social Research Centre.

6.5 Acquittal of Australian Government Financial Assistance

Note 6.5A: Education - CGS and Other Education Grants

Notes	Commonwealth Grants Scheme ^{#1}		Access & Participation Programme ^{#2}		Disability Support Programme		National Institutes Funding		Promotion of Excellence in Learning & Teaching		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	82,789	84,067	288	316	54	43	199,824	196,871	-	175	282,955	281,472
Revenue for the Period	82,789	84,067	288	316	54	43	199,824	196,871	-	175	282,955	281,472
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue Including Accrued Revenue	82,789	84,067	288	316	54	43	199,824	196,871	-	175	282,955	281,472
Less expenses including accrued expenses	82,789	84,067	288	316	54	43	199,824	196,871	-	175	282,955	281,472
Surplus/(Deficit) for Reporting Period	-	-	-	-	-	-	-	-	-	-	-	-

#1 Includes the basic CGS grant amount, CGS-Regional Loading and CGS-Enabling Loading.

#2 Includes Higher Education Equity Support Programme.

Note 6.5B: Higher Education Loan Programs (excl OS-HELP)

Notes	HECS - HELP		FEE - HELP ^{#3}		SA - HELP		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	61,118	59,068	28,405	26,237	1,910	1,664	91,433	86,969
Revenue for the Period	61,118	59,068	28,405	26,237	1,910	1,664	91,433	86,969
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total Revenue Including Accrued Revenue	61,118	59,068	28,405	26,237	1,910	1,664	91,433	86,969
Less expenses including accrued expenses	61,118	59,068	28,405	26,237	1,910	1,664	91,433	86,969
Surplus/(Deficit) for Reporting Period	-	-	-	-	-	-	-	-

#3 Program is in respect of FEE-HELP for Higher Education only and excludes funds received in respect of VET FEE-HELP.

Note 6.5C: Scholarships

Notes	Commonwealth Education Costs Scholarships ^{#4}		Commonwealth Accommodation Scholarships		Total
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	-	22	-	16	-
Revenue for the Period	-	22	-	16	-
Surplus/(deficit) from the previous year	192	185	58	64	249
Total Revenue Including Accrued Revenue	192	207	58	80	287
Less expenses including accrued expenses	-	15	-	22	-
Surplus/(Deficit) for Reporting Period	192	192	58	58	250

1.1A(c)

#4 Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

Note 6.5D: Department of Education and Training Research

Notes	Research Training Programme		Research Support Programme		Total
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	57,189	55,722	63,214	59,766	120,403
Revenue for the Period	57,189	55,722	63,214	59,766	120,403
Surplus/(deficit) from the previous year	2,895	1,566	-	-	2,895
Total Revenue Including Accrued Revenue	60,084	57,288	63,214	59,766	123,298
Less expenses including accrued expenses	60,087	54,393	63,214	59,766	123,301
Surplus/(Deficit) for Reporting Period	(3)	2,895	-	-	(3)

1.1A(d)

Research Training Program has replaced Australian Postgraduate Awards, International Postgraduate Research Scholarships and Research Training Scheme in 2018. 2017 data for the programs that have been replaced should be reported in the Research Training Program comparatives.

Research Support Program has replaced Joint Research Engagement, JRE Engineering Cadetships, Research Block Grants and Sustainable Research Excellence in Universities in 2018. 2017 data for the programs that have been replaced should be reported in the Research Support Program comparatives.

Note 6.5E: Total Higher Education Provider Research Training Program expenditure

Notes	Total Domestic Students			Total Overseas Students			Total	
	2018	2017	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Research Training Program Fees offsets	38,224	36,736	3,990	814	42,214	37,550		
Research Training Program Stipends	14,470	15,824	2,665	789	17,135	16,613		
Research Training Program Allowances	114	162	624	68	738	230		
Total for all types of support	52,808	52,722	7,279	1,671	60,087	54,393		

Please refer to the Commonwealth Scholarship Guidelines for expenditure definitions for the Research Training Program

The total for all types of support for domestic and overseas students is expected to match the Research Training Program expenses, including accrued expenses, at Note 6.5D above in respect to the 2018 year.

Note 6.5F: Australian Research Council Grants (a) Discovery

Notes	Projects		Fellowships		Indigenous Research Development		Early Career Research Award		Total	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	19,339	20,845	12,412	16,048	-	53	5,452	6,421	37,203	43,367
1.1A(e)(i)	19,339	20,845	12,412	16,048	-	53	5,452	6,421	37,203	43,367
Revenue for the Period	16,874	20,348	13,030	13,651	390	645	4,743	4,249	35,037	38,893
Surplus/(deficit) from the previous year	36,213	41,193	25,442	29,699	390	698	10,195	10,670	72,240	82,260
Total Revenue Including Accrued Revenue	19,524	24,319	15,151	16,669	261	308	6,754	5,927	41,690	47,223
Less expenses including accrued expenses	16,689	16,874	10,291	13,030	129	390	3,441	4,743	30,550	35,037
Surplus/(Deficit) for Reporting Period										

Note 6.5F: Australian Research Council Grants (continued)
(b) Linkages

Notes	Infrastructure		Projects		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	5,162	5,014	2,225	3,083	7,387	8,097
Revenue for the Period	5,162	5,014	2,225	3,083	7,387	8,097
Surplus/(deficit) from the previous year	1,567	367	3,937	4,073	5,504	4,440
Total Revenue Including Accrued Revenue	6,729	5,381	6,162	7,156	12,891	12,537
Less expenses including accrued expenses	5,316	3,814	3,756	3,219	9,072	7,033
Surplus/(Deficit) for Reporting Period	1,413	1,567	2,406	3,937	3,819	5,504

Note 6.5F: Australian Research Council Grants (continued)
(c) Networks and Centres

	Notes	Centres		Total	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)		12,227	12,198	12,227	12,198
Revenue for the Period	1.1A(e)(iii)	12,227	12,198	12,227	12,198
Surplus/(deficit) from the previous year		3,896	4,195	3,896	4,195
Total Revenue Including Accrued Revenue		16,123	16,393	16,123	16,393
Less expenses including accrued expenses		12,897	12,497	12,897	12,497
Surplus/(Deficit) for Reporting Period		3,226	3,896	3,226	3,896

Note 6.5F: Australian Research Council Grants (continued)
(d) Industrial Transformation

	Notes	Centres		Total	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)		873	-	873	-
Revenue for the Period	1.1A(e)(iv)	873	-	873	-
Surplus/(deficit) from the previous year		-	-	-	-
Total Revenue Including Accrued Revenue		873	-	873	-
Less expenses including accrued expenses		-	-	-	-
Surplus/(Deficit) for Reporting Period		873	-	873	-

Note 6.5G: OS-HELP

	2018 \$'000	2017 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	3,361	3,356
Less expenses including accrued expenses	3,358	2,858
Net accrual adjustments	-	(531)
Revenue for the Period	3	1,029
Surplus/(deficit) from the previous year	(205)	(1,234)
Surplus/(Deficit) for Reporting Period	(202)	(205)

Note 6.5H: Student Services and Amenities Fee

	Notes	2018 \$'000	2017 \$'000
Unspent/(overspent) revenue from previous period		3,801	2,467
SA-HELP revenue earned	1.1A(b)	1,910	1,664
Student services fees direct from Students	1.1C	4,711	3,854
Total Revenue Expendable in the Period		10,422	7,985
Student services expenses during period		5,848	4,184
Surplus/(Deficit) for Reporting Period		4,574	3,801

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Annual Report requirements

Under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), section 46, corporate Commonwealth entities are required to prepare an annual report in accordance with subdivision B, sections 17BA to 17BF of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) *Compilation 19*. This index lists where specific requirements are covered.

Contents	Available
Production of the Annual Report every twelve months. The annual report must be provided to the responsible Minister by the 15th day of the fourth month after the end of the reporting period – ie April for ANU – note for 2019 this will mean Monday 15 April. (PGPA Act Section 46).	This document
Details of how the ANU Annual Report (ie this report) was approved and when approval was given (this annual report must be approved by the ANU Council and provided to the responsible Minister in accordance with section 46 of the PGPA Act – PGPA Rule 17BB	Page 5 Letter of Transmittal.
The Annual Report must comply with the presentation and printing standards required for documents which are to be presented to Parliament. PGPA Rule 17BC	The ANU Annual Report 2018 is produced to meet the standards.
The ANU Annual Report must be presented in plain English and clear design to accommodate the needs and interests of both Parliament and other persons potentially interested in the University's report (which in specific terms means this report must be constructed in an accessible manner, with the information presented in relevant, reliable, concise, understandable and balanced way, using appropriate headings and adequate spacing, a glossary to define acronyms and technical terms, and tables, graphs, charts and diagrams instead of text wherever possible. PGPA Rule 17BD	This requirement is met through the production of this report. It will be made available from the ANU website as a pdf and a word document. This list of requirements, the index and the list of abbreviations are provided.
Contents of the annual report – 17BE	
(a) Information on the legislation establishing ANU	1, 77
(b) (i) Summary of the objects and functions of ANU as set out in the legislation	77,78
(ii) The purposes of ANU as included in the University's corporate plan for 2017	1, 21, 77

Contents	Available
(c) The names and titles of the persons holding the position of responsible Minister during the period	The Responsible Minister for 2018 was: Senator the Hon Simon Birmingham, Senator for South Australia, Minister for Education and Training (until 28.8.2018) The Hon Dan Tehan MP, Minister for Education (from 28.8.2018)
(d) Any directions given to ANU by a Minister under an Act or instrument during 2018	Not applicable
(e) Any government policy orders that applied in relation to ANU during the period under section 22 of the Act	Not applicable
(f) Explanation for any non-compliance with a direction or order listed above	Not applicable
(g) The Annual performance statements for ANU during 2017, in accordance with paragraph 39(1)(b) of the Act and section 16F of the PGPA Rule 2014	20 - 57
(h) (i) A statement of any significant issue reported to the responsible Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with the finance law in relation to ANU. If this exists an outline of remedial actions to be undertaken must be provided.	95
(j) Information on the accountable authority or member or each member of the accountable authority, of ANU during 2017; including the name of the accountable member, qualifications and experience, the number of meetings attended by the member, and the kind of membership – ie executive or non-executive member.	77 - 103
(k) Outline of the organisational structure of ANU (including any subsidiaries of ANU).	The organisational chart is available on pages 16 – 17 University officers 97 – 102. The Academic Structure on page 103.
(l) An outline of the location of major activities (whether or not in Australia) or facilities of the entity.	102
(m) Information in relation to the main corporate governance practices used by ANU during the period	77 - 96

Contents	Available
<p>(n) (o) The decision-making process undertaken by Council (accountable authority) for making a decision if:</p> <ul style="list-style-type: none"> > the decision is to approve the entity paying for a good or service from another Commonwealth entity or a company, or providing a grant to another Commonwealth entity or a company; and > ANU, and the other Commonwealth entity or the company, are related entities; and > the value of the transaction, or if there is more than one transaction, the aggregate value of those transactions, is more than \$10 000 (inclusive of GST); > if the annual report includes information under this paragraph <ul style="list-style-type: none"> (i) if there is only one transaction—the value of the transaction; and (ii) if there is more than one transaction—the number of transactions and the aggregate of value of the transactions; 	173
<p>(p) Any significant activities and changes that affected the operations or structure of ANU during the period;</p> <ul style="list-style-type: none"> > significant events, such as forming or participating in the formation of a company, significant partnership or trust > operational and financial results of the University > key changes to the University's state of affairs or principal activities > amendments to the University's enabling legislation and to any other legislation directly relevant to its operation. 	<p>The implementation of the Strategic Plan, and consequent reporting structure is available from the Overview, and the Performance Statements at pages 21 - 57.</p> <p>The ANU Enterprise Agreement 2017–2021 was approved by the Fair Work Commission, and came into effect in March 2018, the details are in the People section on page 107.</p> <p>The current Chancellor, Professor the Hon. Gareth Evans AC QC will retire on 31 December 2019. The process to search for, and appoint, his successor was agreed by Council on 5 October 2018 – see page 83.</p>
<p>(q) Particulars of judicial decisions/administrative tribunals made during the period that have had, or may have a significant impact on the operations of ANU.</p>	No judicial or administrative tribunal decisions had a significant effect – see page 95.

Contents	Available
(r) Particulars of any report on ANU given in 2018 by the Auditor General (other than a report under section 43 of the <i>PGPA Act</i> which deals with the Auditor General's audit of annual financial statements); or a Committee of either House of Parliament; or the Commonwealth Ombudsman; or the Office of the Australian Information Commissioner.	95
(s) If the accountable authority has been unable to obtain information from a subsidiary of ANU required to be included in the annual report – an explanation of the information that was not obtained and the effect of not having this information on the report.	A report on subsidiaries is provided on page 94. The financial reports for the subsidiaries are also provided to the Minister for Education separately.
(t) Details of any indemnity that applied in 2018 to the accountable authority, any member of the accountable authority or officer of ANU against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs).	96
A copy of the annual financial statements and the Auditor General's report must be included in each department's annual report tabled in the Parliament. The annual report must include audited financial statements prepared in accordance with the PGPA (Financial Reporting) Rule 2015 and Section 43(4) of the <i>PGPA Act</i> .	123
(u) An index identifying where the requirements of this section are to be found.	205
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Abbreviations

3AI	Autonomy, Agency & Assurance Institute
AAT	Anglo-Australian Telescope
ACT	Australian Capital Territory
AHRC	Australian Human Rights Commission
AMD	age-related macular degeneration
ANAO	Australian National Audit Office
ANIP	Australian National Internship Program
ANU	Australian National University
APF	Australian Phenomics Facility
APS	Australian Public Service
ARC	Australian Research Council
ARPANSA	Australian Radiation Protection and Nuclear Safety Agency
ASA	Admissions, Scholarships and Accommodation
ATAR	Australian Tertiary Admission Rank
ATSIHP	Aboriginal and Torres Strait Islander Health Program
AV	audio-visual
CAEPR	Centre for Aboriginal Economic Policy Research
CAM	Centre for Advanced Microscopy
CCI	Climate Change Institute
CEAT	Centre for Entrepreneurial Agri-Technology
CECS	ANU College of Engineering and Computer Science
CEO	chief executive officer
CPI	Centre for Personalised Medicine
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CVD	cardiovascular disease
DFAT	Department of Foreign Affairs and Trade
DNA	deoxyribonucleic acid
DVC	Deputy Vice-Chancellor
ECA	Engagement and Corporate Affairs
EMP	ANU Environmental Management Plan
ENU	(mutagen <i>N</i> -ethyl- <i>N</i> -nitrosourea)
EPBC Act	Environment Protection and Biodiversity Conservation Act 1999 (Cth)
FTE	full time equivalent

Go8	the Group of Eight universities
GPS	global positioning system
HASS	humanities and social services
HDR	higher degree by research
HEA	Higher Education Academy
IARU	International Alliance of Research Universities
ICH	Institute for Communication in Healthcare
IDEA	Inclusion, Diversity, Equity and Access
iLEAP	Interactive Learning Project
IPCC	Intergovernmental Panel on Climate Change
IPS	Information Publication Scheme
ITS	Information Technology Services
JCSMR	John Curtin School of Medical Research
LGBTIQ	lesbian, gay, bisexual, transgender, intersex and queer
LTI and LTIFR	lost time injuries and Lost Time Injury Frequency Rate
MATE	Moving Australia Towards Equality
MODIS	moderate resolution imaging spectroradiometer
NCIS	National Centre for Indigenous Studies
NECTAR	Network of Early Career Academics
NHMRC	National Health and Medical Research Council
NTT DATA Figtree Systems	NTT DATA Figtree Systems is a global leader in claims and risk management software services
OCCAMS	Online Cultural Collections Analysis and Management System
PGPA Act	Public Governance, Performance and Accountability Act 2013 (Cth)
PM&C	Department of the Prime Minister and Cabinet
PNG	Papua New Guinea
PRP	Pacific Research Program
SAGE	Science in Australia Gender Equity
SPSF	Student Planning and Selection Framework
STEMM	science, technology, engineering, mathematics and medicine
SWOT	strengths, weaknesses, opportunities, threats
UAC	Universities Admissions Centre
UBRI	University Blockchain Research Initiative
UN	United Nations
WCSI	Workers Compensation Self-Insurance
WHS	work health and safety

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CONTACT

Further information about ANU

www.anu.edu.au

Annual Report available online at

<http://www.anu.edu.au/about/strategic-planning>

Course and other academic information

Student Recruitment

The Australian National University

Canberra ACT 2600

T +61 2 6125 3466

<http://www.anu.edu.au/study>

General information

Director, Strategic Communications and Public Affairs

The Australian National University

Canberra ACT 2600

T +61 2 6125 8399

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CRICOS # 00120C MO_SCAPA181976