



Australian  
National  
University

# ANNUAL REPORT 2017

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](http://www.anu.edu.au)

## Annual Report available online at

<http://www.anu.edu.au/about/plans-reviews>

## Course and other academic information

Student Recruitment

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Canberra ACT 2600

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

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**PROFESSOR THE HON GARETH EVANS AC QC FASSA FAIIA**  
Chancellor

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6 April 2018

Senator the Hon Simon Birmingham  
Minister for Education and Training  
Parliament House  
CANBERRA ACT 2600

Dear Minister,

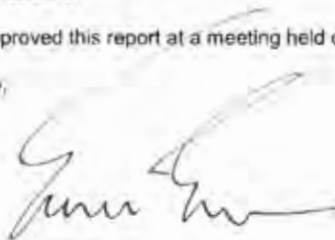
**Report of the Council for the period 1 January 2017 to 31 December 2017**

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 2017 to 31 December 2017.

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 6 April 2018.

Yours sincerely,



**Professor The Hon Gareth Evans AC QC**  
**Chancellor**



**Professor Brian P Schmidt AC**  
**Vice-Chancellor and President**

# Vice-Chancellor's introduction

2017 was a significant year in the life of The Australian National University, as we launched our ambitious new Strategic Plan. The plan was produced after extensive consultation with the ANU community, and it outlines a bold vision and strategy for ANU as a contemporary national university.

We will serve Australia and the world by delivering tertiary education of the highest quality, undertaking excellent research that has impact, and engaging with the societies we serve. This will include setting the national standard in gender equity, through our commitment to the values and principles of SAGE Athena SWAN, and delivering on our ambitious new Reconciliation Action Plan in partnership with Australia's Indigenous peoples.

To achieve our goals, we have redefined our vision and values, determined our new direction and outlined the actions we must take together. Our vision, values and strategy belong to every member of the University, and we each have a responsibility to deliver on them.

ANU has always been a distinctive university. The University attracts excellent researchers and teachers, receives high international rankings, and is ranked top in Australia for producing employable graduates. We are renowned for our engagement in public policy, an aspect of our work we seek to grow. The University has consistently proven its value to Australia over the seven decades since its inception, and it lives up to the vision that led to its creation. The presentation of one of the top academic prizes in the world, the 2017 Kyoto prize, to Professor Graham Farquhar, exemplifies the quality of the University's academic output.

We set in place a plan to multiply our impact by strengthening our relationships with business, industry and government, and other organisations such as CSIRO. To this end we established a new Vice-Chancellor's Business and Industry Advisory Board, chaired by Brian Hartzler of Westpac, and drawn from leaders across a range of sectors. We also made some significant appointments to carry our capability into the areas society will need in the future, including artificial intelligence, cyber security, energy and space.

Professor Genevieve Bell, a globally renowned anthropologist, is one such appointment. She joined the University as a Vice-Chancellor's Entrepreneurial Professor, having been Vice President at Intel, and in 2017 she achieved exceptional national impact as the ABC's Boyer Lecturer. This year, Professor Bell also established the ANU Institute for Autonomy, Agency and Assurance (known as the 3A Institute), a joint venture between ANU and CSIRO's Data61.

We are reinvigorating the ANU School of Music with the appointment of Professor Ken Lampl as Head of School, a composer who has written music for more than 70 films, TV shows and video games. He has a vision to develop fine musicians who are also musical entrepreneurs, building careers in music and also taking their artistry to a more diverse audience than ever before.

Of course, ANU should not only strive to set the national benchmark academically. Our organisation will invest in attracting, retaining, and mentoring outstanding talent from all walks of life, staff and students.

As part of this broad ambition, in addition to prioritising gender equity and growing the number of Indigenous staff and students, we will change our admissions process to bring to the University students who supplement academic achievements with successes in other domains.



We plan that every part of our campus will reflect the high quality of what we do here. To that end, a major regeneration project will deliver renewal at the very heart of our campus – including student accommodation, retail spaces and state-of-the-art teaching and learning rooms. In addition, we substantially upgraded our IT infrastructure throughout the campus.

In 2017 we have also had to confront our shortcomings. The release of the Australian Human Rights Commission report into sexual assault and harassment at universities across the country shone a light on troubling behaviour that has caused distress to many. I have apologised unreservedly to victims of sexual misconduct at ANU, and have taken steps to urgently improve our culture, our policy framework, and the way we respond to incidents. Our campus and community must be a safe and respectful place for all.

As I reflect on a remarkable year for ANU I am clear that, with the right strategy and people, our future can be even better. Our new Strategic Plan has placed us on course to being the truly great institution that Australians are entitled to expect of their national university.



**Professor Brian P. Schmidt AC FAA FRS**  
Vice-Chancellor and President



# 2017 Snapshot



ANU was ranked 20th in the world and number 1 Australian university in the 2018 QS World University Rankings

(2018 QS World University Rankings released 21 July 2017.)

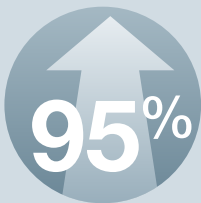


25,000 students with nearly 50% enrolled at postgraduate level in 2016



Ranked top in Australia for producing the most employable graduates

(The Global Employability Ranking 2017)



95% of ANU research is rated 'above world standard'

(2015 Australian Government's Excellence in Research for Australia Report - 2 Digit FoRs)



5 star (maximum) student-staff ratio and staff qualifications rating from 2018 Good Universities Guide

(2018 Good Universities Guide)



108,043

Total number of alumni  
(as at 31 December 2017)



ANU was ranked 1st in Australia and  
7th in the world in the 2017 World's  
Most International University

(THE 2017 World's Most International University)



6 Nobel laureates amongst  
our staff and alumni



ANU received over \$282 million  
in research income in 2016



Ranked 2nd in Australia  
for International Outlook

(2017-18 Times Higher Education International  
Outlook indicator)



Canberra has the highest quality  
of life index rate in the world

(Numbeo Quality of Life Index)

# ANU Executive



## Professor Brian P. Schmidt AC FAA FRS SFHEA

### **Vice-Chancellor and President**

BSc *Arizona*, MSc PhD *Harvard*, FAA FRS

Professor Brian P. Schmidt took up the position of Vice-Chancellor and President of ANU in January 2016. Professor Schmidt is the 12th Vice-Chancellor of The Australian National University (ANU).

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 Master degree (1992) and PhD (1993) at Harvard University. Under his leadership, in 1998, the High-Z Supernova Search team made the discovery that the expansion rate of the Universe is accelerating.

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



## Professor Margaret Harding

### **Deputy Vice-Chancellor (Research and Innovation)**

BSc PhD DSc *Syd*, CChem, FRACI

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

Professor Harding held the positions of Pro Vice-Chancellor (Research) at the University of New South Wales (UNSW) 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, 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 Marnie Hughes-Warrington PFHEA

### **Deputy Vice-Chancellor (Academic)**

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

Professor Marnie Hughes-Warrington holds executive responsibility for academic standards at ANU, including the delivery of an exceptional educational and student experience.

Professor Hughes-Warrington is an active researcher. She has published six 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 and hate histories. Professor Hughes-Warrington, a Principal Fellow of the Higher Education Academy, was a Rhodes Scholar from Tasmania, and currently serves as National Secretary of Rhodes Australia.



## Professor Shirley Leitch

### **Deputy Vice-Chancellor (Global Engagement) (from 10.05.17, previously Professor Leitch was Pro Vice-Chancellor Education and Global Engagement)**

BA, MA (Hons), 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. She provides 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. Prior to 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.



## Ms Karen Hill

### **Chief Operating Officer (acting from 21.07.17 to 29.10.17)**

BMgt *UC*, MMgt *ANU*

Ms Karen Hill is currently the Director of Information Technology Services, managing the strategic planning and operational aspects of the University's technological landscape. From July to November 2017, Karen acted as the Chief Operating Officer, during a period of leave for Mr Chris Grange.

Ms Hill joined ANU in 2000. Since then, she has worked in Executive Officer roles, General Manager positions, and as a senior manager in the corporate portfolio in both Facilities and Services, and the Service Improvement Group. Karen is a member of the Australian Institute of Management and the Australian Institute of Company Directors.



## Professor Richard Baker

### **Pro Vice-Chancellor (University Experience)**

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

Professor Richard Baker provides strategic leadership to the University's broad equity agenda, ensuring ANU is accessible to people of talent, focusing on Indigenous Reconciliation and improving the engagement between the University and its students.

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.



## Professor Michael Cardew-Hall

### **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 and 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.



## Ms Jane O'Dwyer

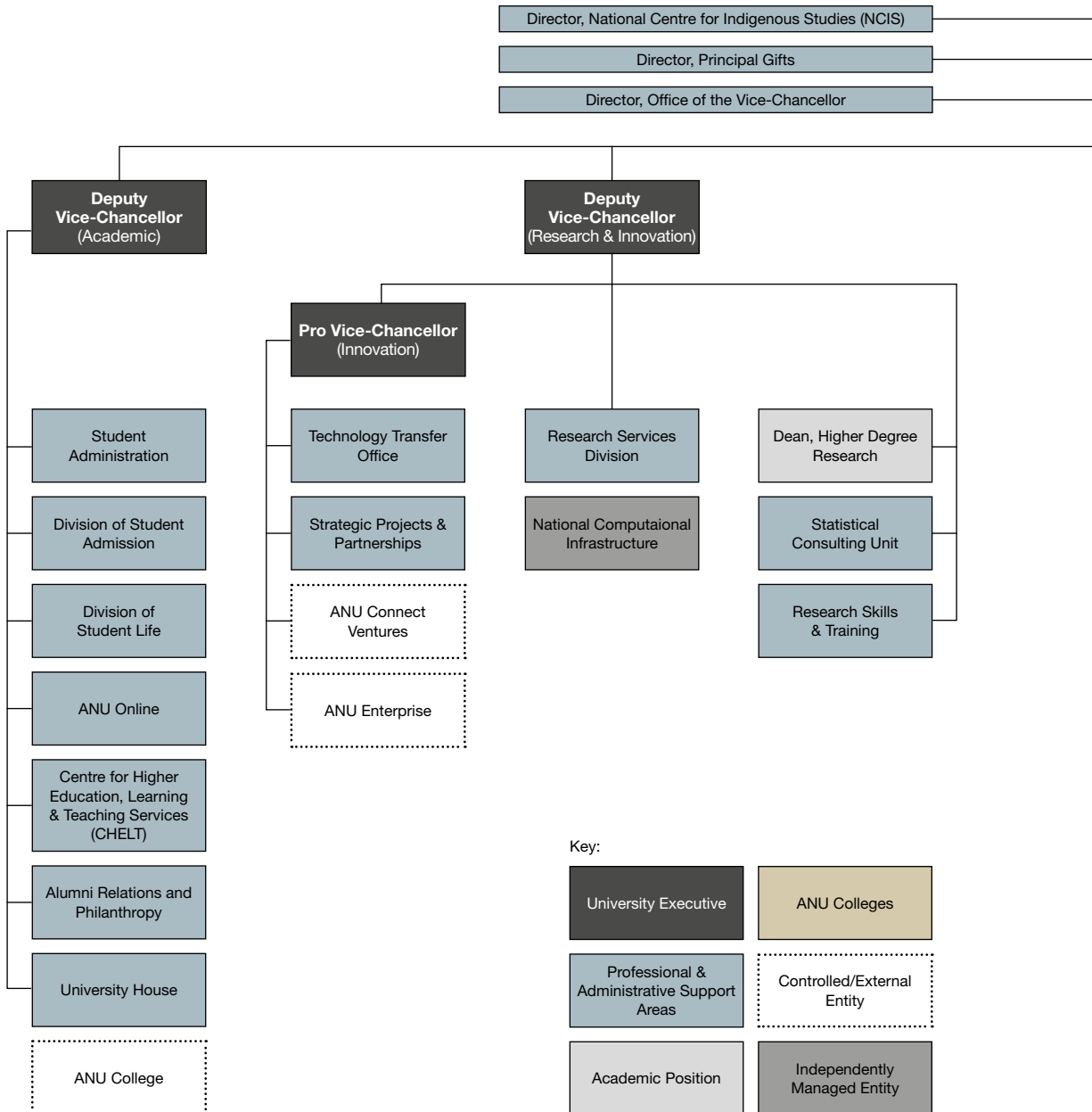
### **Vice-President Engagement and Corporate Affairs (acting from 13.10.17, appointed 4.12.17)**

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 as standing deputy to the Deputy Vice-Chancellor (Global Engagement). The Strategic Communications and Public Affairs (SCAPA) Division, International Strategy and Partnerships (ISP), and overseas liaison offices in China and North America 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 stretching across politics, media, peak bodies and corporate affairs. Jane was previously the inaugural Counsellor (ANU) at Australian Embassy in Washington DC where she established the North America Liaison Office, Director of ANU Strategic Communications and Public Affairs, and is a founding member of the Canberra Writers Festival Board.

# University organisational chart





# VICE-CHANCELLOR and PRESIDENT

**Pro Vice-Chancellor**  
(University Experience)

Dean of Students

Tjabal Indigenous  
Higher Education  
Centre

**Deputy  
Vice-Chancellor**  
(Global Engagement)

**Vice-President**  
(Engagement &  
Corporate Affairs)

Strategic Comms. &  
Public Affairs

Intl. Strategy  
& Partnerships

North American Liaison  
Office

China Liaison Office

Marketing & Student  
Recruitment

Public Policy & Societal  
Impact Hub

Sir Roland  
Wilson Foundation

**Chief Operating  
Officer**

Finance & Business  
Services

Human Resources

Facilities & Services

Information Technology  
Services

Planning & Performance  
Measurement

Service Improvement  
Group

Corporate Governance  
& Risk Office

Scholarly Information  
Services

Legal Office

Drill Hall Gallery

College Leadership

Dean, ANU College of  
Arts & Social Sciences

Dean, ANU College of  
Asia & the Pacific

Dean, ANU College of  
Business & Economics

Dean, ANU College  
of Engineering &  
Computer Science

Dean, ANU College  
of Law

Dean, ANU College of  
Health & Medicine

Dean, ANU College of  
Science

# 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 \$169.2 million in 2017. This compares with the reported surplus of \$74.1 million in 2016.

**TABLE 1: Underlying operating result**

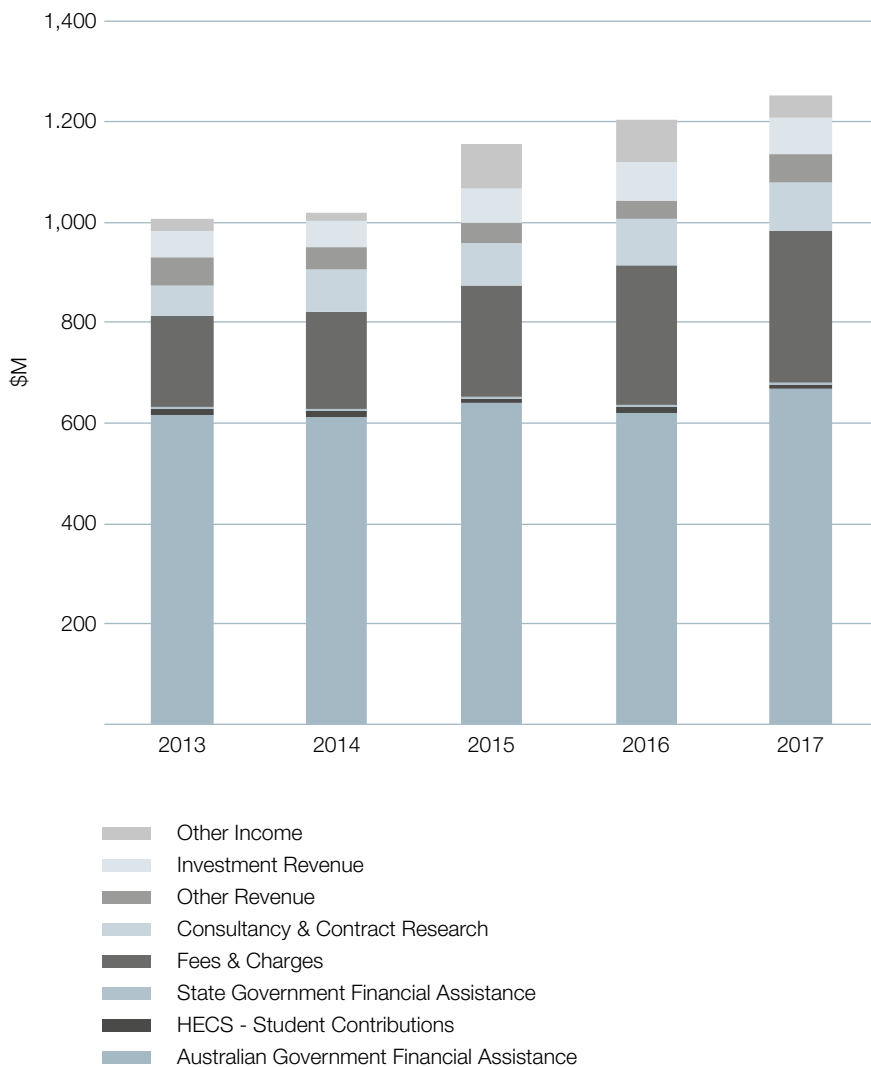
	Consolidated		University	
	2017 \$'000's	2016 \$'000's	2017 \$'000's	2016 \$'000's
Operating revenue	1,256,279	1,204,030	1,225,585	1,181,635
Operating expenses	1,087,057	1,129,919	1,056,868	1,114,605
<b>Operating result - surplus/(deficit)</b>	<b>169,222</b>	<b>74,111</b>	<b>168,717</b>	<b>67,030</b>
<b>Adjusted for -</b>				
Philanthropic funds (donations & bequests)	(11,176)	(6,977)	(11,176)	(6,977)
Investment funds <sup>1</sup>	(57,788)	(64,121)	(57,649)	(70,840)
Capital grants received	(12,000)	0	(12,000)	0
Restricted specific purpose funds movement	4,656	7,281	4,656	7,281
Other Items <sup>2</sup>	(1,779)	19,393	(2,304)	40,139
<b>Underlying operating result - surplus/(deficit)</b>	<b>91,135</b>	<b>29,687</b>	<b>90,244</b>	<b>36,633</b>

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 \$2.39 billion with Financial Assets totalling \$1.92 billion. The University's Total Income, on a consolidated basis, has increased to \$1.256 billion from \$1.204 billion in 2016. Figure 1 shows the distribution of, and changes to, source of the University's income.

**FIGURE 1: 2017 Sources of income**



# PERFORMANCE STATEMENTS 2017



Dr Charles Le Losq pours silicate melt on a graphite plate to make glass. This research could lead to the development of shatter-proof mobile phone screens and will also shed light on the crucial role that lava oceans and volcanoes played in the geological evolution of Earth. Image credit: Stuart Hay, ANU

# Statement of preparation

We, the ANU Council, as the accountable authority of ANU, present the 2017 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 2017–2021.

The Strategic Plan, which is our Corporate Plan, outlines how the University delivers on its commitment to the Australian parliament and people, as set out in the *Australian National University Act 1991* and in support of the Portfolio Budget Statements for the Department of Education and Training (PBS) 2017–18, Outcome 2, to contribute to the delivery of world-class tertiary education and research.

The Plan was launched in early 2017, and regular 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 2017 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 continuously meet the challenges the nation 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 Plan has been designed to ensure that the University will continue to 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 2017 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.

## Results highlights

### New admissions process

In 2017 the University commenced development of a sector-leading project to align our admissions, scholarships and accommodation processes. Future undergraduate students will be able to apply just once for all these services, replacing three separate processes.

Our new model for admissions embeds our role in Australian society as the national university, providing opportunities for students from a range of backgrounds as diverse as that of the Australian population. By providing the top students from every high school in Australia with the opportunity to see themselves as a member of The Australian National University, we will ensure access to transformative education from a world-leading university is based on a student's capacity to succeed, rather than their backgrounds and identities.

Change on this scale takes time, and we are ensuring that the vision is balanced through careful consideration of the risks. Our first cohort admitted to ANU under the new model will commence in 2020 and we will be very proud to welcome them.

### ANU Futures Scheme

Announced at the Vice-Chancellor's State of the University Address in February 2017, the ANU Futures Scheme is a bold new initiative to support the brightest minds at ANU, fast-tracking research impact for our world-class academic staff. "The ANU Futures Scheme will attract new world-leading early and mid-career researchers to ANU – at least 50 per cent of whom will be women – providing them with start-up grants to support their research and help leverage external support," Professor Brian Schmidt said.

Start-up and project funding for key research infrastructure, equipment and support was provided to 16 researchers in 2017 under this Scheme – nine female and seven male. This represents a strategic investment of over \$7 million on top of the salary costs of these permanent or tenure-track positions. The Vice-Chancellor has committed to ensuring outstanding female researchers receive at least half the support available through this scheme.

### Redefining the ANU PhD

In 2017 the ANU initiated community discussions about redefining the ANU PhD program. The end result will be a refreshed contemporary doctoral program that will set the benchmark in preparing graduates to make the most impactful possible contribution to their world. The ANU community has engaged in a consultation process, and a Green Paper, 'Redefining the ANU PhD', to be published in 2018, will help shape the future of doctoral studies at ANU.

### Regenerating our approaches to curriculum, teaching and digital and physical learning space design

ANU led the sector a decade ago with the introduction of online student evaluations of learning and teaching for all of our courses. We are now looking to do it again, through reimagining the compilation of learning and satisfaction information. Rather than focusing solely on the consumers of education – our students – we are examining how our curriculum and digital and physical learning space and design impact, influence and constrain the producers

of teaching and learning, over time, through introducing regular staff evaluations of learning and teaching. This is alongside a refreshed suite of student evaluations.

Based on feedback from the University community on our teaching spaces, we have designed our new Collaborative Learning Environments and Culture and Events Buildings taking into consideration the needs of the lecturers of our largest classes. These staff reach over 90 per cent of our students at some stage in their degrees, and information on learning and satisfaction of these lecturers and their students has been used to inform how our infrastructure can enable our curriculum rather than constrain it. Construction has commenced and these buildings will be ready for world-class teaching delivery from Semester 1, 2019.

## **Providing public policy advice**

ANU played a key role in broadening public policy-related research and offering solutions to the challenges facing the Australian nation and the world. Throughout the year many of our experts led commentary on domestic and international issues of importance to Australia, including citizenship, national security, relations with North Korea, the role of the United States, relations with China and the impact of climate change. Our ANU Crawford Australian Leadership Forum in June brought together 150 of Australia's top leaders from business, the public sector and politics to address the major public policy issues confronting Australian policymakers today.

We hosted high profile colleagues from around the world, such as Vice-Chancellor's Distinguished Professor James R Clapper, the former US Director of National Intelligence.

## **Engaging Australia**

We have drawn thousands of people to campus for our activities – including a major stargazing event at Mount Stromlo co-hosted by the ABC and our own experts, and a sell-out live podcast event in partnership with Annabel Crabb and Leigh Sales.

## **Gender equity**

The Australian Academy of Science established the Science in Australia Gender Equity (SAGE) initiative in 2014. The aim is to advance gender equity in Australian STEM disciplines.

Institutions participating in SAGE collect, analyse and present data on gender equity policies and practices with a view to identifying gaps and opportunities for improvement. Participants will work towards a submission for an Athena SWAN Award at the Institutional Bronze level. This is a mandatory requirement for future Silver and Gold awards. The submission will undergo peer review and will be valid for four years.

A SAGE project support team has been established to prepare project governance documentation, gather qualitative and quantitative data and liaise with school and college equity committees and human resources teams. In 2017 the data collection has focused on background institution data, key career transition points, career development, flexible work, and managing career breaks.

The SAGE Self-Assessment Team (SAT) has evaluated the data to identify gaps and new data collections that are required to understand the issues around gender equity at ANU.

A draft submission will be released around August 2018 with the final submission due in March 2019.

## **The Reconciliation Action Plan**

The University's new Reconciliation Action Plan (RAP), developed through 2017, contains important and ambitious targets in relation to student and staff recruitment and retention

- > Currently, 0.95 per cent of ANU students are Indigenous. The target is 1.8 per cent by 2021.
- > 0.7 per cent of ANU staff are Indigenous. The target is two per cent by 2021.

The RAP contains other initiatives intended to increase student and staff recruitment and retention:

- > Develop mentoring programs for Indigenous staff and students
- > Review recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace
- > Implement Aboriginal and Torres Strait Islander postdoctoral fellowships, to provide employment opportunities for recent Aboriginal and Torres Strait Islander Higher Degree Research graduates, and use this and other strategies to build up an Indigenous professoriate
- > Create more Aboriginal and Torres Strait Islander identified positions
- > Establish an undergraduate research support program specifically for Aboriginal and Torres Strait Islander students
- > Establish a fund to provide support for Aboriginal and Torres Strait Islander Higher Degree Research students and which has the flexibility to meet the varied needs of Aboriginal and Torres Strait Islander students
- > Ensure Aboriginal and Torres Strait Islander perspectives are included in the curricula.

### **\$70 million boost for high performance research capacity**

The National Computational Infrastructure facility, based at ANU, will receive \$70 million from the Australian Government to replace the highest performance research supercomputer, Raijin.

The supercomputer is a valuable resource for Australian researchers and industry, and is used for scientific development in medical research, climate and weather, engineering and fields that require analysis of big-data, including astronomy.

## **ANU Leads \$200 million Venture Capital landmark deal with IP Group plc**

In 2015 ANU led the formation of the National Universities Innovation Group (NUIG) syndicate which includes the Group of Eight universities and Auckland University. Since then ANU has been working with NUIG and UK-based IP Group towards a collaborative commercialisation funding model to support and create high growth companies from IP rich universities.

In May 2017 following extensive negotiation, NUIG formally reached agreement with the IP Group regarding the new Investment vehicle and mode of operations. All nine universities in the syndicate (the Go8 plus Auckland) have now signed a Principle Framework Agreement with IP Group.

IP Group has committed to invest at least \$200 million over a 10-year period to find and develop spin-out companies from the intellectual property (IP) developed by academics at the nine NUIG universities.

The establishment of IP Group Australia represents major international recognition of the strength of the Go8 universities in research and commercialisation and places Australia at the Asia apex of IP Group's international strategy alongside the UK and US. The IP Group believes that the nine universities represent a significant source of world-class and potentially disruptive research.





Martine Cosgrove, Talia Avrahamzon, Gemma Carey and Michael McKenzie at the forum.

## Future Shapers Forum

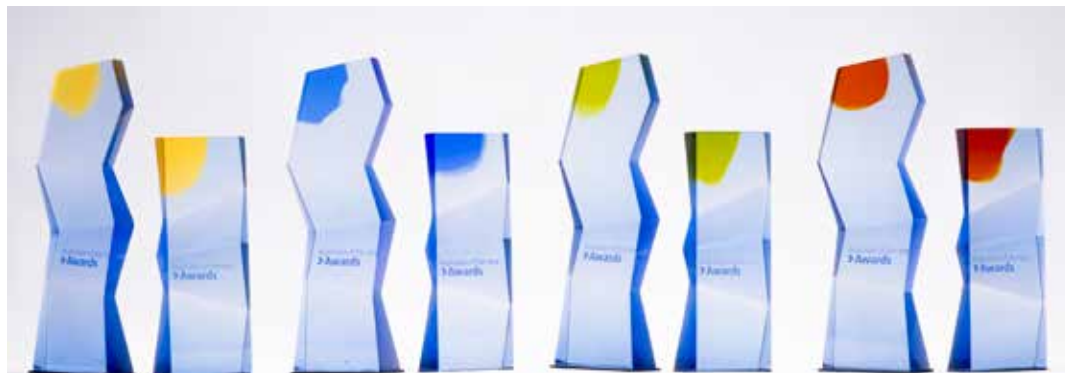
In June 2017 the inaugural Future Shapers Forum was hosted by the Sir Roland Wilson Foundation. The Forum gathered 50 of Australia's most capable, innovative and engaged next generation leaders, and provided them with opportunities to develop professionally and to build networks.

The Forum featured over 40 unique activities across two days, with no two delegates having the same program of events. These activities were tailored for each individual participant and focused on their area of interest and expertise. Highlights included:

- > Networking activities such as:
  - the professional 'speed date' breakfast, dinners and small group meetings
  - listening to and engaging with experts during panel discussions
  - taking part in professional development seminars
  - small group dinners and bespoke meetings with the opportunity to talk to senior leaders about serious issues
  - the Public Forum 'Who will shape the future in an era of distrust in democracy and rules based order?'

The Forum also included a number of innovations, setting the standard for future events at ANU. The Forum was designed to be waste free, achieved by:

- > providing delegates with KeepCups, therefore preventing over 550 paper cups from going into landfill
- > considered catering choices, with less than <10kg of food waste collected and taken to be composted
- > a conference app was developed, eliminating paper waste
- > lanyards were sourced from previous conferences and collected at the end of the forum.
- > native seed paper was used for name tags.



## ANU and NADC unveil Australian of the Year Award trophies

The Australian National University and the National Australia Day Council (NADC) unveiled a set of iconic glass trophies – designed and produced at ANU – to be awarded to the national, state and territory recipients of the 2018 Australian of the Year Awards.

The trophies were commissioned in a special partnership between the NADC and the ANU School of Art and Design for the Australian of the Year Awards, while the ANU School of Music was commissioned to compose the awards' fanfare and theme music.

Students and lecturers from the School of Art and Design's glassworks studios designed the trophies, cast into solid slabs of shaped glass diffused with a blue colour to symbolise the Australian sky. Each trophy was hand-worked and polished.

The trophies for the state and territory recipients for Australian of the Year, Senior Australian of the Year, Young Australian of the Year and Australia's Local Hero were awarded in ceremonies in the latter part of the year, leading up to the presentation of the national awards in January 2018.

## Our place in Australia and the world

Research excellence is at the heart of ANU, and the University is a key resource for Australia. We undertake research to address challenges facing the nation, and we aim to provide evidence-based public policy solutions.

The standing of the University is reflected in the international rankings ANU achieves, and the research grants and fellowships ANU attracts. Table 3 demonstrates year-on-year growth of research grant income and in particular shows increasing engagement with industry and international research partners made possible by an outstanding reputation.

In mid-2017 ANU reaffirmed its position as Australia's top university and among the top 20 universities in the world in the QS World University Rankings for 2018. The result placed ANU among the top 0.1 percent of the 26,000 universities around the world, and as the top-ranked university in Australia.

Our researchers also received an outstanding number of awards and we were delighted to see this year the presentation of the Kyoto Prize to one of the University's distinguished scientists, Dr Graham Farquhar AO. He was the first Australian to win this most prestigious international award, which is the key global award for fields not covered by the Nobel Prize.

**TABLE 2: Summary of ARC and NHMRC activity for 2012 – 2016**

Award Year	2012	2013	2014	2015	2016
Number of ARC grants & fellowships	592	587	601	513	573
Number of NHMRC grants & fellowships	104	91	96	102	126
Total academic staff (FTE) <sup>2</sup>	1,616	1,634	1599	1607	1601
Total academic staff (FTE) <sup>2</sup> Level C+	862	880	834	864	884
ARC & NHMRC grants/staff (FTE, level C+)	0.81	0.77	0.84	0.71	0.79

Based on the Department of Education and Training 31 March submissions

**TABLE 3: Research grants for 2012 – 2016<sup>1, 2</sup>**

▶ KPI 2

	2012	2013	2014	2015	2016
RESEARCH GRANTS (\$'000)					
<b>Australian competitive grants</b>	<b>101,151</b>	<b>101,680</b>	<b>104,405</b>	<b>88,560</b>	<b>84,682</b>
ARC	76,753	76,262	81,473	66,966	60,618
NHMRC	14,593	14,299	14,003	11,512	12,998
Other ACGR	9,806	11,119	8,928	10,082	11,066
<b>Other public sector research funding</b>	<b>92,735</b>	<b>119,677</b>	<b>132,759</b>	<b>147,327</b>	<b>160,448</b>
<b>Industry and other funding for research<sup>2</sup></b>	<b>18,865</b>	<b>25,062</b>	<b>29,696</b>	<b>32,899</b>	<b>36,862</b>
Australian Industry & other	8,626	10,760	14,601	14,381	16,008
International Industry & other	10,239	14,301	15,096	18,518	20,854
<b>CRC funding</b>	<b>1,093</b>	<b>1,302</b>	<b>1,783</b>	<b>1,426</b>	<b>938</b>
<b>TOTAL RESEARCH GRANTS</b>	<b>213,844</b>	<b>247,721</b>	<b>268,643</b>	<b>270,212</b>	<b>282,930</b>

<sup>1</sup> 2017 data not available until 30 Jun 2018

<sup>2</sup> Excludes Higher Degree Research Fees

Research Grants Source: ANU returns to Department of Education and Training Higher Education Research Data Collections

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

## Purpose 1A: Building on a culture of academic excellence

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021, Key Initiative 1.1, p. 15

Result: Partially achieved, and ongoing

Discussions were held with the University Leadership Group to establish the best approaches to attracting, nurturing and retaining talent.

An Academic Performance Indicator Working Group to regenerate academic recruitment policies and procedures was established to reflect the performance expectations of the world's best universities.

An assessment of resources required to ensure all staff with teaching responsibilities meet the requirements of the ANU Higher Education Academy Fellowship was undertaken.

An Academic Leadership Development Program Steering Group was established to ensure all staff recruited to the role of Dean and School Director complete a leadership and management education course as part of their appointment.

A leadership paper was presented to the University Leadership Group on the design and implementation of a national consortium for the professional recognition of educators in higher education. On 18 May 2017 a briefing was held at Universities Australia on "An Australian Higher Education Academy".

Terms and conditions for staff were improved as part of the newly adopted ANU Enterprise Agreement for 2017–2021.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021, Key Initiative 1.2, p. 15

Result: Partially achieved, and ongoing

A refreshed suite of teaching and learning survey instruments for both students, and in a sector first, for staff, has been produced and are currently in consultation with the University community. In association with these, new thresholds to trigger the review of a course and its delivery have been agreed in consultation across the academic colleges.

The development of discipline-specific indicators for research is underway and currently feedback is being sought from the University's research schools.

A Higher Degree Supervision Framework was endorsed to ensure researchers are provided with high quality training. It will be implemented in 2018.

## 2017 QS Subject Rankings for ANU

ANU is ranked 20th in the world and top in Australia.

ANU also ranked 1st in Australia for 12 subjects, and in the top 25 for 15 subjects.

### Top 25 in the world

Subject	World	National
<b>Politics &amp; International Studies</b>	6	<b>1</b>
<b>Social Policy &amp; Administration</b>	8	<b>1</b>
<b>Geography</b>	10	<b>1</b>
<b>Development Studies</b>	11	<b>1</b>
<b>Anthropology</b>	13	<b>1</b>
<b>Archaeology</b>	13	<b>1</b>
<b>Earth &amp; Marine Sciences</b>	13	<b>1</b>
<b>History</b>	14	<b>1</b>
<b>Law and Legal Studies</b>	16	4
<b>Sociology</b>	18	<b>1</b>
<b>Anatomy &amp; Physiology</b>	18	4
<b>Philosophy</b>	21	<b>1</b>
<b>Agriculture &amp; Forestry</b>	21	2
<b>Accounting &amp; Finance</b>	23	4
<b>Environmental Sciences</b>	24	4

### Top 10 countries where ANU had Research Collaboration in 2017<sup>1</sup>

<b>USA</b>	805	<b>Canada</b>	209
<b>United Kingdom</b>	539	<b>Netherlands</b>	186
<b>China</b>	505	<b>Italy</b>	171
<b>Germany</b>	381	<b>Spain</b>	146
<b>France</b>	237	<b>Japan</b>	142

<sup>1</sup> Source: Number of Web of Science documents, Clarivate InCites as of 22 February 2018

Performance criterion:

**1.3 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.**

Source: ANU Strategic Plan 2017–2021, Key Initiative 1.3, p. 15

Result: Partially achieved, and ongoing

The *ANU Futures Scheme* was launched early in 2017, recruiting a total of 16 early and mid-career researchers (seven male and nine female) to ANU over five years. Total funds awarded through the scheme were \$7,137,311.

The *Translational Fellowship Program* (part of the *Entrepreneurial Academic Scheme*) was launched in November 2017. This program aims to advance promising early and mid-career researchers, and is designed to allow and support researchers to move seamlessly between industry, government, business and academic settings.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.4 (p.15)

Result: Partially achieved and ongoing

In 2017 the University commenced a sector leading project to align our admissions, scholarships, and accommodation processes. Undergraduate students will in future use one process for all three services.

We are bringing in a new model for admissions that embeds our role in Australian society as the national university, providing opportunities for students from a range of backgrounds as diverse as that of the Australian population, whilst maintaining our demanding entry standards.

From 2020 all students will be required to have undertaken co-curricular activities or service alongside their secondary studies.

From 2021 all students admitted to ANU will be required to have taken English and Maths in their senior secondary studies.

Our first cohort under the new model will commence in 2020.

## Purpose 1B: To achieve excellence in research and innovation

Performance criterion:

**1.5 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.5 (p.16)

Result: Partially achieved and ongoing

The ANU Grand Challenges Scheme was launched in July 2017 with an invitation to all members of the University to submit their Grand Challenge ideas in video format. 37 videos were received. The 2018 inaugural ANU Grand Challenge winner was announced on 3 November as *Your Health in Your Hands: Future Personalised Medical Technologies for a Sustainable and Effective Healthcare*. This project aims

to revolutionise personalised medicine through wearable sensor technologies with genomics, tailored to individual need, irrespective of geographical location or social circumstances, to ensure that healthcare can be provided equally and effectively. The team will now work with members of the new Strategic Projects and Partnerships team to develop a full work plan, to be awarded up to \$10 million over the next five years.

New seed funding was launched in 2017 for significant global partnerships to build scale and excellence consistent with our commitment to be ranked globally in research in the top 20, 50 and 100.

Performance criterion:

**1.6 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.6 (p.16)

Result: Partially achieved and ongoing

The Innovation Institutes framework was approved by the University Executive in September 2017. By adopting flexibility around a unique organisational structure that encourages and facilitates progressive thinking and entrepreneurial action, Innovation Institutes will support engagement with a broader range of funding bodies and potential partners than is currently being achieved.

Institutes will be established by invitation of the Vice Chancellor. It is anticipated that 3 – 4 Institutes in total will be established over the life of the current Strategic Plan. Each Institute will have its own funding model (including external funding) and must be financially sustainable. Leadership may be provided by one of the VC's Entrepreneurial Fellow hires, and Deans are encouraged to consider whether they might bring someone into the University for this purpose.

The first ANU Innovation Institute, the Institute of Autonomy, Agency and Assurance, was launched on 4 September with a public lecture by its inaugural Director, Professor Genevieve Bell. Discussions are currently underway regarding two other potential institutes.

The Vice-Chancellor's Entrepreneurial Academic Scheme was launched in May 2017 and encompasses three programmes aimed at attracting leaders who bring industry, business or equivalent external experience to join the University, and to reward ANU researchers who engage with industry and undertake entrepreneurial activities.

The Entrepreneurial Fellowship (EF) Programme, aimed at attracting a limited number of high profile leaders to ANU over the next five years, was officially launched in September 2017. Professor Genevieve Bell was the first Entrepreneurial Fellow to be appointed, and by the Vice-Chancellor, and joined ANU from Intel where she was Vice-President.

A framework for the *Translational Fellowships (TF) Programme*, aimed at retaining early and mid-career ANU researchers and helping them achieve innovation outcomes, was launched in December 2017. The TF Programme will provide grants of up to \$200,000 per year over three years toward salary and project costs.

The Vice-Chancellor's Business and Industry Advisory Board provided input into the development of a SME Strategy supported by Strategic Research Funds. The SME Engagement Scheme aims to make a significant contribution to the competitiveness of SMEs nationwide by providing a mechanism for ANU researchers to build relationships with external business and industry partners. A Corporate Partners Program is to commence in 2018.

Performance criterion:

**1.7 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.7 (p.16)

Result: Partially achieved and ongoing

In 2017 ANU initiated community discussions about redefining the ANU PhD program to explore the development of refreshed contemporary doctoral programs to better deliver a program of the highest quality to a new generation of graduates. Following open forums, where the ANU community was invited to submit written statements for consideration and review, the Dean, Higher Degree Research convened a Committee of Inquiry, including academic and student membership. The Committee will co-author a Green Paper, 'Redefining the ANU PhD', for broad consultation in early 2018, which in turn will contribute to the development of a White Paper including recommendations and advice to the ANU Senior Executive.

Consultation with key external and internal stakeholders has been carried out to improve graduate outcomes and student satisfaction for Indigenous PhD students.

## Purpose 1C: Excellence in education and student experience.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.8 (p.17)

Result: Partially achieved and ongoing

Construction commenced in 2017 on the regeneration of the University's core teaching spaces as part of the Union Court redevelopment. Additionally, design principles are being developed by the Associate Deans (Education) on future teaching approaches.

The new teaching and learning spaces will be designed in alignment with the ANU Audio Visual (AV) Strategy, which is currently being developed in close consultation with professional educators across the University.

An ANU Online review to improve our digital teaching space capacity and curriculum, and ensure alignment between our digital and physical activities has been completed. The next stage is consideration of recommendations and implementation actions which is scheduled for 2018.

Design and implementation of an instrument that captures student learning and teaching sentiment, and teaching and staff sentiment of learners and the learning environment is on track for delivery in 2018.

Longer term planning through identification of future student accommodation sites has commenced to enable year-on-year development.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.9 (p.17)

Result: Partially achieved and ongoing



The redevelopment of Bruce Hall has commenced. It will accommodate an additional 800 students and the new Fenner Hall within the Union Court precinct will create another 450 beds, also available at the beginning of 2019. This will allow the reopening of 80 beds in the Packard Wing of Bruce Hall, currently closed because of its proximity to the redevelopment site.

The site selection and configuration of the next student residence development, now scheduled for delivery in 2021, is currently being evaluated, and it is expected that this development will commence during 2018.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.10 (p.17)

Result: Partially achieved and ongoing

In 2017 the University commenced a sector leading project to align our admissions, scholarships, and accommodation processes. We will require undergraduate students to apply just once for all three processes.

We are bringing in a new model for admissions that embeds our role in Australian society as the national university, providing opportunities for students from a range of backgrounds as diverse as that of the Australian population, whilst maintaining our demanding entry standards.

Our first cohort under the new model will commence in 2020.

Performance criterion:

**1.11 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 1.11 (p.17)

Result: Partially achieved and ongoing

Within Union Court, there will be a major new Collaborative Learning Environments building. Construction commenced in 2017 with expected completion for the beginning of the academic year 2019.

A Future of Teaching and Learning vision has been developed collaboratively by the Associate Deans to provide a framework within which to revitalise the University's teaching and learning infrastructure.

A review of ANU Online to support and align our physical and digital spaces has been completed with recommendations out for consultation.

Following the demolition of the Union Court precinct, and in response to the need for ongoing upgrades of our critical Teaching and Learning spaces, 47 key teaching and learning spaces have received AV equipment upgrades in 2017; innovations were introduced, such as the streaming of lectures between rooms, enhanced learning through the new Active Learning Platform (which includes higher definition capture and additional features); and WiFi coverage was increased in both teaching and learning spaces and outdoor spaces.

The first of a major building program for the ANU College of Engineering and Computer Science, Building 145, will be delivered in 2018 to advance the College in a refocus of its curricula and research. The building will also house the Mathematical Sciences Institute and the Australian Signals Directorate.

A project has commenced for a full refurbishment and development to the ANU College of Law. The project includes the construction of a new purpose built moot court.

In 2017 the RN Robertson Building was fully refurbished and redeveloped for the Research School of Biology and Fenner School of Environment and Society.

## Purpose 2A: Delivering on our unique national responsibilities

Performance criterion:

▶ KPI 6

**2.1 We will embed public servants at ANU and our academics within government, emphasising co-creation of policy and broadening policy-related research.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.1 (p.18)

Result: In progress

A University-wide promotion of the criticality of public policy impact is underway and will be a key objective for College Deans in 2018.

Revisions to promotion and reward criteria that recognise impactful engagement and academic performance indicators was considered. The final report and recommendations are due in early 2018.

An evaluation of existing two-way exchanges for academics and public policy practitioners to support partnerships between government and the University is underway, and includes the Sir Roland Wilson Foundation and the scheme of Public Policy Fellowships.

An audit of existing regulations that support partnerships with government and recommendations on simplification will be undertaken by the Public Policy and Societal Impact Hub in the first half of 2018.

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

Performance criterion:

**2.2 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.2 (p.18)

Result: In progress

Extensive engagement has been undertaken with stakeholders to define the purpose, foundations and governance arrangements for the Public Policy and Societal Impact Hub. Additional analysis of existing models across comparable universities was undertaken.

The Director of the Public Policy and Societal Impact Hub was appointed and is to commence in January 2018.

A new Executive-level role of Vice-President (Engagement and Corporate Affairs) was established. One of the responsibilities of this new role will be to work with the Hub's Director to develop a 'digital front door' to the University to improve access to our researchers and highlight the value of ANU research.

Planning commenced to develop an annual index of key challenges facing Australia based on a survey of senior stakeholders across government, business and civil society. The University will use this data when developing research priorities and in the development of an 'impact network.'

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.3 (p.18)

Result: In progress

A CSIRO/ANU strategic partnering workshop was held in August 2017 focusing on cybersecurity, health sector initiatives, food and digital agriculture. The development of a Master Plan for the ANU Innovation Precinct connecting CSIRO and the University is in progress and will be a priority for the newly appointed Head of Strategic Research Initiatives, who was appointed in October 2017. The incumbent will manage the ANU CSIRO relationship.

ANU and CSIRO strengthened their relationship in 2017, and will continue working together on joint projects. A partnership on the new 3A Institute (the first of the ANU Innovation Institutes) through Data61 was announced in September 2017. ANU is also in discussions around alignment of the successful Grand Challenge with the CSIRO personalised health initiative. Both ANU and CSIRO continue to provide joint support for the Canberra Innovation Network.

## Purpose 2B: Our responsibility to Indigenous Australia

Performance criterion:

**2.4 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.4 (p.19)

Result: Partially achieved and ongoing

ANU developed a new, ambitious Reconciliation Action Plan, which Reconciliation Australia conditionally endorsed in 2017. The University's ambition is to lead the university sector and the nation in Indigenous reconciliation. Final approval is expected in January 2018.

ANU has maintained enthusiastic participation in the Indigenous Technology Traineeship program initiated in 2011, with two staff nominated for Aboriginal and Torres Strait Islander Student of the Year in the 2017 ACT Trainee of the Year Awards.

A review of existing support systems for Indigenous undergraduate students has been completed. An implementation plan is to be developed in Quarter 1 of 2018.

An Indigenous Staff and Higher Degree Research Student Network has been established. Staff have been encouraged to develop further networking activities through 2018.

The First Indigenous Postdoctoral Fellow commenced October 2017. A second Fellow will be recruited in 2018.

The late Kate Guy, an ANU alumna, friend and donor to ANU, bequeathed a total of \$383,333 to ANU for supporting art history and classics, and to assist disadvantaged students to study medicine or engineering, with a preference to support those with Indigenous Australian heritage. This bequest will enable the ANU Tjabal Centre to establish the Bill and Kate Guy Indigenous Scholarship to perpetually support Indigenous Australian students studying medicine or engineering.

Strategies to recruit and support Indigenous staff have been included in Reconciliation Action Plan.



Professor Richard Baker, Nimmo and Jack Napier-Rowney, Matilda House.

## ANU Aboriginal and Torres Strait Islander Heritage Trail

ANU Heritage worked with the local Aboriginal community to develop the ANU Aboriginal and Torres Strait Islander Heritage Trail on the ANU campus. Following the receipt of a generous grant from the ACT Government in late 2015, the trail was developed in close collaboration with members from all four of the local Representative Aboriginal Organisations: Ngunnawal, Ngunawal, Ngambri, and Ngarigu groups who generously shared their knowledge and stories. ANU staff, students, alumni and academics also contributed to the project, with student intern Ted Johnston providing valuable research and content development; alumnus Dave Johnston facilitating consultation; and esteemed academic and Emeritus Professor Bill Gammage sharing his research on Aboriginal land management and uncovering the former uses of several areas on the campus.

The project was launched in July 2017 and has become a valuable learning resource for the ANU and local ACT community. In September, the project was presented the award for Outstanding Contribution to Heritage in the ACT by the National Trust of Australia (ACT). These annual awards encourage nominations from all areas of heritage conservation and management including Aboriginal heritage, natural heritage and historic heritage. The 2017 awards were presented by ACT Member for Brindabella and Minister for the Environment and Heritage Mick Gentleman, which was symbolic as the Minister also provided ANU Heritage with the ACT Heritage Grant that made this project possible in 2015.

The trail starts near the former Union Court, and follows Sullivans Creek downstream towards the lake.

Performance criterion:

► KPI 7

**2.5 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.5 (p.19)

Result: Partially achieved and ongoing

An Indigenous Health and Wellbeing workshop with external partners was held in July 2017, with a report delivered in September 2017. Indigenous Health and Wellbeing Research was discussed as a strategic topic at the University Research Committee in November 2017.

Strategic research funding has been budgeted to focus on a final proposal addressing these issues, which is currently under development.

An audit of research capability across all relevant disciplines took place in Quarter 3 2017.

The University's new Reconciliation Action Plan, developed in 2017 identified a number of deliverables that will enhance strong performance against this criterion. The Plan commits the University to 'Establish a community fund and facilitate partnerships with Aboriginal and Torres Strait Islander communities and enable the development of Aboriginal and Torres Strait Islander-led research projects,' by June 2018. Strategic funding will be used to support a competitive internal research grant scheme to be implemented in Quarter 2 2018.

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

Performance criterion:

**2.6 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.6 (p.19)

Result: Partially achieved and ongoing

A Strategic Steering Committee was formed to plan a Forum on First Nations Governance Reform in July 2018 to consider Indigenous autonomy in decision making and models in other jurisdictions including New Zealand, Canada, USA and Scandinavia. The Forum will be held in partnership with Australia's Indigenous federal parliamentarians, the Hon. Ken Wyatt AM MP, Minister for Indigenous Health, the Hon. Linda Burney MP, Shadow Minister for Human Services, Senator Patrick Dodson and Senator Malarndirri McCarthy.

## Purpose 2C: Our responsibility regarding Asia and the Pacific

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.7 (p.19)

Result: Partially achieved and ongoing

ANU demonstrated leadership through a number of events including the Vice-Chancellor's address to China Matters in October. The audience for the China Matters forum included six Commonwealth Departmental secretaries and the speech was published in the *East Asia Forum Quarterly*.

Other events included the appointment of an ANU Vice-Chancellor's Distinguished Professorship to former Director of National Intelligence in the United States, James Clapper; the ANU Crawford Leadership Forum; and an event at the National Press Club to mark 100 Days of the Trump Presidency.

Development commenced on plans to appoint additional VC's Distinguished Professors, including high profile figures with expertise/background in political leadership in the Pacific.

A review of the University's Indo-Asia Pacific expertise against a skills matrix was undertaken in consultation with the Department of Foreign Affairs and Trade.

A review of China studies at ANU was undertaken during 2017, and an external review panel was identified. Recruitment for a new Director for the Australian Centre on China in the World will take place in 2018.

Development commenced on a strategy to focus on diversified recruitment of future leaders in the region to ANU Masters and PhD programs.

**Performance criterion:**

**2.8 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.**

**Source:** ANU Strategic Plan 2017–2021: Key Initiative 2.8 (p.19)

**Result:** Partially achieved and ongoing

A number of projects have either commenced, or been undertaken to progress this Initiative. They include:

- > A Director, Public Policy and Societal Impact Hub has been recruited, to commence January 2018.
- > The Australia in the World initiative – in progress:
  - Bi-lateral negotiations have commenced with King's College, Georgetown, Peking University, Renmin, Jindal Global, Nanjing and Beijing Foreign Studies universities.
  - ANU has established contact to promote the creation of the Institute with Australian Diplomatic missions in Beijing and Shanghai, November 2017.
  - With assistance from the Russian Foreign Affairs Council, an MOU is in progress with Russian Higher Education University, Moscow.
  - ANU has contributed the Transformation Map for Australia to the World Economic Forum in 2018.
  - A plan for annual cross-College Visiting Fellowships and an annual signature lecture on 'Australia and the World' is under development.
- > Completed projects under the Australia in the World initiative:
  - An ANU Centre for Australian Studies has been established.
  - A global database of Australian Studies centres has been compiled.
  - A MOU with Peking University has been signed.
  - ANU has concluded an agreement with the National Library of Australia and the Commonwealth Parliamentary Library to co-sponsor an annual public lecture series and associated exhibition (2018–20) to commemorate the 100th anniversary of the deaths of Prime Ministers George Reid, Edmund Barton and Alfred Deakin.
- > The University has negotiated a trial graduate student exchange with Beijing Foreign Studies University for 2018.

Performance criterion:

**2.9 ANU will promote a narrative about the centrality of Asia Pacific studies to the humanities and social sciences and more broadly to society and the world.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 2.9 (p.19)

Result: Delivery is ongoing

ANU is scoping the delivery of public policy forums and events focused on Asia and the Pacific to commence in 2018.

A University-wide definition for 'Asia and Pacific' was approved.

### Purpose 3: Achieving equity – within ANU and in society

Performance criterion:

► KPI 8

**3.1 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 3.1 (p.20)

Result: Partially achieved and ongoing

The Science in Australia Gender Equity (SAGE) project is in progress. The Self-Assessment team meets every six weeks to progress the development of an application for Bronze status.

Engagement continues with the Male Champions of Change process to promote cultural change in gender equity issues.

The University Access and Equity Committee has established monitoring mechanisms to assess the effectiveness of College governance structures to:

- > develop plans in relation to equity issues (including gender equity, disability and Indigenous reconciliation)
- > formally consider, monitor and report on performance in relation to equity issues
- > have processes in place to regularly report this performance to College Deans and the University Executive.

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

Performance criterion:

**3.2 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 3.2 (p.20)

Result: Partially achieved and ongoing

We are bringing in a new model for admissions, scholarships and accommodation that embeds our role in Australian society as the national university, providing opportunities for students from a range of backgrounds as diverse as that of the Australian population, whilst maintaining entry standards consistent with the best universities in the world. Our first cohort admitted under the new model will commence in 2020.

In 2018 there will be a pilot program involving 20 existing staff, who will each mentor a group of seven undergraduates.

Based on a review of this program, in 2018 a pilot roll-out of the 2019 extended scheme to all commencing undergraduate students will be undertaken. What this means is that if there are 3500 students, the University will need 500 staff to volunteer.

## Purpose 4: Building a culture of collegiality and engagement – across and beyond ANU

Performance criterion:

**4.1 The University will prioritise collegiality and cross-unit collaboration in funding and promotion decisions.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 4.1 (p.21)

Result: Partially achieved and ongoing

To promote collegiality and cross-disciplinary engagement, ANU has made changes to the Research Support Program to improve external partnership collaboration.

The University consulted on and designed a new National Institute Grant allocation model, which will include a goal-based component that promotes cross-unit collaboration.

The newly created Research Infrastructure Fund will also promote collaboration on equipment and infrastructure planning and acquisition.

Performance criterion:

**4.2 New alumni opportunities will be developed as part of an enhanced Alumni Strategy.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 4.2 (p.21)

Result: Partially achieved and ongoing

A new Divisional Plan for Alumni Relations and Philanthropy was established in 2017, and is being implemented.

An Alumni Strategy Group has been formed to create a community of practice for alumni relations and assist with the implementation of a university-wide alumni strategy.

A dedicated staff member to support ANU alumni network activity was appointed.

Outreach was extended to regional alumni cohorts (domestically and internationally) to facilitate activities.

### The ANU Alumni community continues to grow

With the ANU Alumni community continuing to grow nationally and globally, nurturing connections and engagement remains a priority. New domestic and international alumni networks were established during 2017, including a new Sydney alumni network and an LGBTIQ alumni network. The UK Network introduced new alumni-led activities to expand graduate engagement with the University. These included informal gatherings, seminars to develop professional skills, an alumni reception hosted by the Vice-Chancellor and an end-of-year Christmas function.

In 2017 educational aspects were included in most events, reflecting the ANU global academic reputation. The UK Alumni Network hosted an event with Dr Gaye Sculthorpe, the inaugural ANU Indigenous Alumna of the Year, presenting on her work as Curator and Section Head of Oceania at the British Museum. In New York, alumni attended an in-conversation event between the Vice-Chancellor and ANU Alumnus Professor Geoff Garrett, Dean of the Wharton School. In Melbourne, the Melbourne Alumni Network Gala Dinner included an in-conversation between the Chancellor Professor The Honourable Gareth Evans AC QC and The Right Honourable Lord Patten of Barnes, Chancellor of the University of Oxford.



## Alumni and Philanthropy at a glance

► KPI 11



\$13,756,917.10 = total amount raised in 2017

\$141,929 = total amount raised in Annual Giving



2071 = total number of donors in 2017

1133 = total number of Annual Giving Donors in 2017  
(55% of all donors)



3,656 = total number of gifts received in 2017

12 = total number of realised bequests in 2017



331 = total number of alumni volunteers in 2017  
(mentoring 213, networks and other 118)

**KPI 11:** Increase number of engaged alumni year-on-year.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 4.3 (p.21)

Result: Partially achieved and ongoing

ANU Press titles achieved more than 2.3 million downloads in 2017, enabling ANU research to reach the world.

Approximately 3,000 theses were digitised in 2017 supporting PhD students in making their research publicly available to start their careers.

The ANU Archives Collections and ANU Library Collections were made more accessible through popular public lectures, held in December 2017, each of which was fully booked.

A draft Culture and Events Strategy was scoped, and a consultation process started.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 4.4 (p.21)

Result: Partially achieved and ongoing

In 2017 the University conducted a global search for a newly created Executive role, Vice-President (Advancement). The new VP, Barbara Miles, will join ANU in May 2018 from the University of British Columbia, where she led a campaign that raised \$1.6 billion.

An institutional fundraising 'case for support' and the development of individual College 'cases for support' in alignment with the Strategic Plan was finalised.

Key philanthropic themes were identified: Advancing our Nation, Leading in our Region and Transforming our World.

Fundraising professionals across all Colleges were recruited, increasing engagement activity and philanthropic potential.

A Principal Giving program focused on transformational philanthropic giving was established.

## The Student Managed Fund (SMF)

In August 2017 ANU Alumnus Russell Clark BEd/BA Asian Studies (2000) made a generous donation of \$250,000 to establish the ANU Student Managed Fund (SMF).

This fund has been incorporated into a course administered by the Research School of Finance, Actuarial Studies and Statistics in the ANU College of Business and Economics (CBE).

Students will receive training in the management of the SMF enabling them to provide support in formulating investment recommendations. An Investment Advisory Committee that includes industry practitioners and ANU staff, reviewed and endorsed all student recommendations. The students will also be responsible for assisting in the day-to-day functions typical of a managed fund.

It is hoped that the SMF will create a virtuous feedback loop, whereby some of the University's best students become successful alumni who are more inclined to give back to the University.

Mr Clark's donation will be matched by CBE and has already inspired a number of others to contribute generously to the fund. It is expected that the value of this fund will soon exceed \$600,000 and provide a remarkable and engaging experience for a select group of students.

This is an exciting and innovative example of philanthropy at ANU.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 4.5 (p.21)

Result: Partially achieved and ongoing

An international plan has been developed and approved which has international student diversification as the key area of focus. Country plans are under development to attract more students from India, Indonesia and Southeast Asia.

A new Associate Director, International Liaison and Development, was appointed to lead establishment of the International Liaison Offices, with an immediate focus on Singapore as a Hub for Southeast Asian engagement.

A China Liaison Office opened in February 2017. A feasibility study commenced for a Singapore Office and the University commenced negotiations about the possible location of the office with the Singapore High Commission.

Scoping is to commence in 2018 for an India Office.

University Excellence Scholarships were launched in India and Indonesia in May, and this activity has now been completed.



## **ANU offices abroad**

In March 2017 the University opened the China Liaison Office in order to better manage and mitigate risk, build brand profile, and manage relationships with government agencies and partner institutions. The ANU China Liaison Office is located at the Australian Chamber of Commerce, which is adjacent to the central business district of Beijing. Dr Amanda Barry was appointed as Director of the China Liaison Office.

The office gives ANU new capability to further develop relationships for research, for student mobility in both directions, for alumni engagement and for engagement with industry and government in China.

Later in the year ANU appointed a new Director, Mr Paul Harris, to the ANU North American Liaison Office in the Australian Embassy in Washington, DC. This office helps develop key partnerships in research and education with North American organisations.

## Purpose 5: Creating an unrivalled campus environment

▶ KPI 12

### The ANU Capital Development Program

In 2014 the University Council agreed that many of the buildings and facilities on the ANU campus were in need of replacement or refurbishment, and consequently approved a new capital management planning process for the University. This plan is now delivering the largest transformation ever undertaken across ANU. The underlying principle of the program is to deliver a transformation in the quality of facilities available to ANU students and staff.

Over \$600 million of construction activity is underway. 2017 saw the completion of SA5, a new accommodation block for 500 students, as well as the commencement of the Union Court redevelopment, the Bruce Hall redevelopment (funded philanthropically by Graham and Louise Tuckwell), a refurbishment of the Coombs Building, a refurbishment of the Law building, a refurbishment of the Robertson Building (for Biology), a new building for Mathematics and Computer Science which will also co-locate parts of the Australian Signals Directorate, and a new building for the Research School of Social Sciences.

In addition to those projects already underway, a further \$200 million of additional projects are scheduled, including the first stage redevelopment of the Physics precinct, further buildings for the ANU College of Engineering and Computer Science, an extension to the ANU College of Business and Economics and a further new building for the ANU College of Arts and Social Sciences.

More than 1,300 additional students will be accommodated on the campus at the beginning of 2019, and work is already underway to accommodate a further 1,000 students, which the University aims to deliver by the beginning of 2021.

The program also includes major improvements to information technology with a complete refresh of the University network completed in 2017, thousands of new wireless access points installed and a complete refresh of storage infrastructure.

### Union Court

The Union Court redevelopment commenced in 2017 and will be completed at the beginning of 2019. It is the most ambitious redevelopment undertaken by the University, including in its scope a complete redevelopment of the heart of the campus. The new Union Court will encompass events spaces, teaching facilities, a new student service hub, informal learning spaces, additional student accommodation, new health services, retail outlets, car parking and a swimming pool.

The redevelopment is more than just a building project, incorporating as it does major innovations in service delivery for students and staff on campus. There has also been extensive consultation with local Indigenous representatives with the aim of recognising the cultural significance of the site and the details of significant new recognition measures will be announced in 2018.

The redevelopment zone also incorporates a major refurbishment of University Avenue through to Childers Street and changes to Sullivans Creek to create a more beautiful and functional public environment.

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



Performance criterion:

**5.1 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 5.1 (p.22)

Result: Partially achieved and ongoing

The Union Court redevelopment is on program and on budget. It is scheduled to open at the beginning of 2019. Selection of tenants for the new precinct is progressing well with a significant number of tenants already signed and major agreements for health services, swimming pool and car park concluded successfully by the end of 2017.

Consultation was undertaken with senior local Indigenous elders to understand an appropriate name for the new space.

Fit out discussions for each of the spaces was approaching final resolution as 2017 closed.

Performance criterion:

**5.2 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.**

Source: ANU Strategic Plan 2017–2021: Key Initiative 5.2 (p.22)

Result: Partially achieved and ongoing

A complete review of the Campus Master Plan has commenced with built environment consultants, the Arup group, appointed to undertake the work. It will take a year to finalise but will encompass many major campus planning elements including student accommodation sites, energy use planning, heritage considerations, transport and accessibility.

The National Capital Authority provided approval for the Acton Ridge pedestrian thoroughfare. This project will see amenity and safety between the Crawford School and the Chifley Library improved with new paths, lights, Wi-Fi and security features included. Works will commence on site early in 2018 and will take approximately nine months to complete.

The digital campus experience for students, staff and alumni was substantially upgraded through:

- > a data network refresh
- > Wi-Fi and AV refresh
- > implementation of new enterprise storage facilities, and
- > completed digital solutions for the Student Evaluation Learning and Teaching process.

Information technology condition assessments were conducted and consolidated for audio visual within teaching and learning rooms.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 5.3 (p.22)

Result: Partially achieved and ongoing

An Environment Management Plan was completed and the development of an Energy Master Plan commenced in 2017 to continue to reduce our overall consumption of energy.

New electricity usage monitoring systems were finalised at the end of 2017 to provide on line and ongoing reporting on electricity usage.

## Responsible investment

ANU adopted a Socially Responsible Investment (SRI) policy in July 2013. The University seeks to balance a strong commitment to socially responsible investment with a fiduciary responsibility to meet its obligations in respect of both superannuation liabilities and endowments. We are committed to improving the implementation of our SRI policy, and a report issued to the University in May 2017 showed that since ANU implemented a new investment structure for domestic equities, the CO2 intensity of its domestic portfolio has decreased from 276 tonnes/\$1 million sales (in September 2015) to 203.2 tonnes/\$1 million sales (in December 2016), a reduction of 26 per cent.

Performance criterion:

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

Source: ANU Strategic Plan 2017–2021: Key Initiative 5.4 (p.22)

Result: Partially achieved and ongoing

In the 2018 budget, a new research infrastructure fund was created to drive strategic investment in research infrastructure.

New teaching infrastructure was provided for within the Union Court redevelopment and planning commenced on further enhancements to teaching infrastructure.

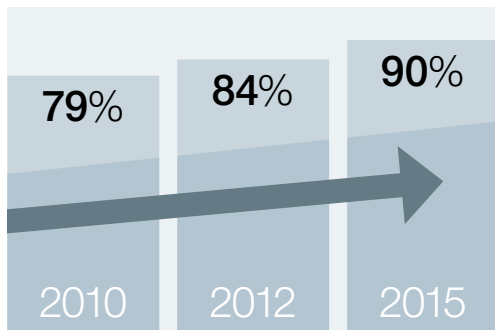
A Capital Management Plan bidding process for 2017 was completed, approving \$120 million of new projects.

A ten-year Information Technology Infrastructure Plan was implemented to ensure the University's facilities are world class by 2025.

The University's workshops infrastructure was re-evaluated to create a unified operating service model with implementation scheduled for Quarter 1 2018.

# Key Performance Indicators

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

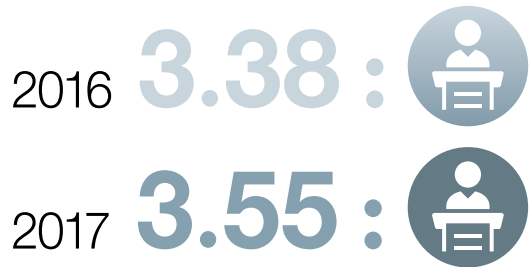
▶ See page 25

## 3. KPI Increase in citations normalised to subject areas

	2017
Arts & Humanities	1.06
Clinical, Pre-Clinical & Health	1.44
Engineering & Technology	1.53
Life Sciences	1.75
Physical Sciences	2.2
Social Sciences	0.93

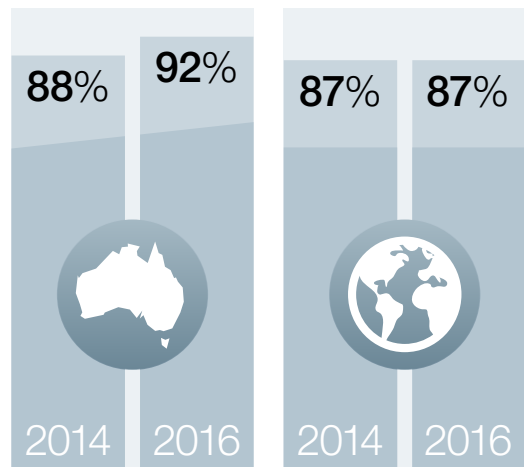
Note: An Category Normalised Citation Impact value of 1 represents performance at par with world average. Date source InCites using the GIPP scheme based on an aggregation of the Web of Science subject categories.

## 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 32

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

▶ See page 35

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

▶ See page 37

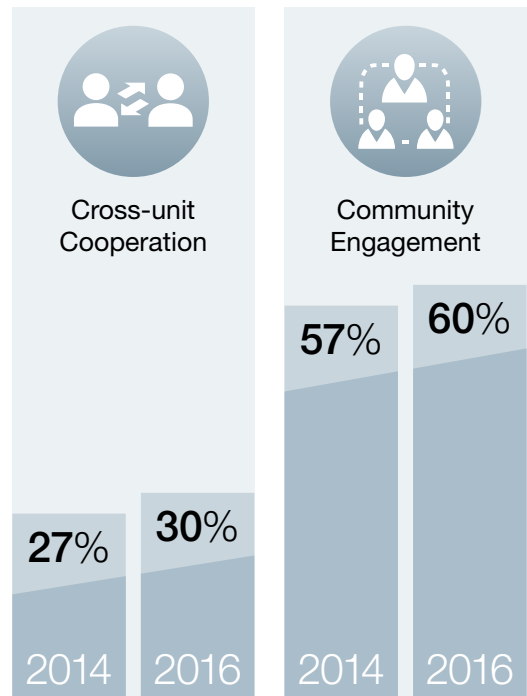
**9. Increase in the proportion of commencing domestic undergraduate students from low SES, Indigenous, regional, and remote backgrounds so that it equals the national population share**

	2015	2016
Indigenous students	0.9%	0.9%
Low SES (postcode measure 2011 SEIFA)	5.6%	4.8%
Regional (2011 ASGS)	12.2%	12.3%
Remote (2011 ASGS)	0.4%	0.3%

Note: Department of Education and Training

Appendix 2: equity groups – domestic undergraduate  
(Source: Department of Education and Training)

**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 39

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

▶ See page 42

# NATIONAL INSTITUTES GRANT REPORT



Minister for Health, the Honourable Greg Hunt MP meets with researchers from the John Curtin School of Medical Research as part of an event to announce NHMRC funding in December 2017.

The Australian National University was set up in 1946 with a special charter – to give the nation a university that would ‘advance the cause of learning and research in general, and take its rightful place among the great universities of the world.’

The allocation of the National Institutes Grant (NIG) gives the University the ability to deliver on this momentous responsibility and to contribute to a world class tertiary sector.

It is the means by which ANU is able to maintain and enhance crucial concentrations of excellence in research in critical areas of national importance to Australia and its future.

It supports the development of Australia’s national unity and identity, of understanding the history, and culture of its Indigenous peoples, its neighbours in the Asia-Pacific region and how it fits into the world.

It allows the University to act as a national, regional and international public policy resource to address major issues confronting governments, business and communities. And it also allows ANU to be a nexus to maintain and further develop long-term strategic relationships with government, business, other universities, institutions and the public, both within Australia and internationally.

The NIG has enabled long-term and blue-sky research and has played a significant role in the University’s capacity to undertake research of strategic value to the nation.

It has provided the security and stability that has enabled ANU to make the discoveries that have proved transformational for Australian and global industries and has given business the confidence to engage with ANU over the long term.

The grant is what gives ANU the opportunity to live up to its unique charter – to create and keep creating a reservoir of great basic research, ideas, knowledge and expertise that will drive the development of this century and beyond.



Courtesy of Inamori Foundation

### Case Study

## ANU scientist Graham Farquhar first Australian to win Kyoto Prize

ANU distinguished scientist Dr Graham Farquhar AO is the first Australian to win a Kyoto Prize – the most prestigious internal award for fields not traditionally honoured with a Nobel Prize. Dr Farquhar won the 2017 Kyoto Prize in Basic Sciences for his life’s work in plant biophysics and photosynthesis, which has involved research on water-efficient crops and the impacts of climate change. With support of the National Institutes Grant funding, Dr Farquhar has helped develop new water-efficient varieties of wheat, improved global food security, and found evaporation and wind speeds are slowing as the climate changes. The prize is the latest in a string of accolades, including the Prime Minister’s Prize for Science in 2015 and Britain’s prestigious Rank Prize, which he shared in 2014 with CSIRO colleague Dr Richard Richards.

Dr Farquhar was appointed an Officer in the Order of Australia (AO) in 2013, and won the 2016 Australian Academy of Science Macfarlane Burnett Medal and Lecture. He was elected a Foreign Associate of the US National Academy of Sciences in 2013, and was a member of the United Nations Intergovernmental Panel on Climate Change which won a Nobel Prize in 2007.

Dr Farquhar first came to ANU as an undergraduate, completing his Bachelor of Science in 1968. He returned to the University to complete his PhD in Environmental Biology in 1973. He was appointed a Distinguished Professor at the ANU Research School of Biology in 2004, and he is a Chief Investigator at the Australian Research Council Centre of Excellence for Translational Photosynthesis, which is based at ANU.

## Improving Australia's understanding of itself and the history and culture of its Indigenous peoples

- > Aboriginal and Torres Strait Islander Health Program
- > Indigenous Australian Dictionary of Biography
- > Songlines: Tracking the Seven Sisters
- > First Nation's Forum



Jack Dale painting, used with kind permission from Malcolm Allbrook.

### Aboriginal and Torres Strait Islander Health Program

The Aboriginal and Torres Strait Islander Health Program conducts cutting-edge innovative and multidisciplinary large-scale research in areas across the social and cultural determinants of Aboriginal and Torres Strait Islander health and wellbeing. The Program has a strong focus on collaborating closely with policymakers, and generating policy-relevant evidence. The Program is rapidly growing and currently comprises more than 10 staff members within the Research School of Population Health, the majority of whom identify as Aboriginal and/or Torres Strait Islander. The program was influential in the establishment of the Indigenous Alumni Association and is the convener of the Indigenous Data Sovereignty Network for Australia. In 2017 the program conducted research into reducing cardiovascular disease (CVD) in Aboriginal and Torres Strait Islander people through increasing absolute CVD assessment and management.

### Indigenous Australian Dictionary of Biography Project

The Indigenous Australian Dictionary of Biography Project will add 190 new Aboriginal and Torres Strait Islander biographies to the ADB which, although it has published nearly 13,000 biographies since its first volume in 1966, has tended to under-recognise the contribution of Indigenous people to the Australian story. A special stand-alone Indigenous ADB will be published at the end of the project.

### Songlines: Tracking the Seven Sisters

The Centre for Heritage and Museum Studies delivered a public research outcome of a major exhibition at the National Museum of Australia *Songlines: Tracking the Seven Sisters*. This exhibition provides a national platform on which to present the research outcomes of Indigenous and scholarly essays, films, installations and curated artworks that communicated to the wider public the importance of Aboriginal songlines.

### First Nations Forum 2018

As a result of the extensive work already done by the ANU National Centre for Indigenous Studies, ANU will host a major forum in July 2018 on national Indigenous policies and governance, taking in the lessons from First Nations around the world and including participation from Aboriginal and Torres Strait Islander federal politicians. The First

Nations Forum will provide solid policy options to help Australia advance Indigenous governance, recognition and policies. The Forum will be a significant opportunity to examine what's important for First Nations. As the national university, ANU is in a unique position to convene this debate.

## Indigenous Justice

The Centre for Aboriginal Economic Policy Research (CAEPR), a multidisciplinary Indigenous policy research team is a unique national and international centre and leading research think-tank on Indigenous policy issues. It has an unrivalled reputation and track record in difficult public policy debates of national significance. CAEPR engages with the Indigenous welfare reform agenda with published analysis of welfare reform initiatives, directly impacting Indigenous employment and welfare policy debate. In 2017 CAEPR hosted an international workshop on Indigenous Justice attracting both government and academic attendees and international visitors from the USA and New Zealand.

## National Centre for Indigenous Genomics

Study of the human DNA code is leading to breakthroughs in our understanding of health and disease at the level of specific population groups. The National Centre for Indigenous Genomics aims to create a repository of Indigenous bio specimens, genomic data and documents for research and other uses that benefit Indigenous donors, their communities and descendants, the broader Indigenous community and the general Australian community. ANU established the National Centre for Indigenous Genomics in 2013 on the recommendation of an external committee of Indigenous Australians. In 2014 NCIG commenced a process of consultation with Indigenous communities, families and individuals represented in the collection. Since late 2016, a framework is being created to ensure that Indigenous Australians are included, in ways that they decide, in the health, economic, educational and social benefits of advances in genome science. ANU Council approved the *National Centre for Indigenous Genomics Statute*, acknowledging the University's respect for the principle of Indigenous decision making with regard to the collection. Extensive policy and protocol development and review has been undertaken in 2017. Consultation with the Indigenous community on the NCIG was ongoing in 2017, with discussions in the Tiwi Islands and Cape York undertaken to date.

## Indigenous Admissions Pathway

In 2017, following extensive consultation and engagement with Indigenous people from the community and medical student body, ANU academics and ACT Health representatives, the ANU Medical School successfully implemented an Indigenous Admissions Pathway into the Doctor of Medicine and Surgery (MChD). As a result, the number of Indigenous applicants increased more than three-fold in 2017. The Indigenous Admissions Pathway was implemented to provide greater opportunity and access to medical education for Indigenous persons who may not have otherwise thought it possible to gain entry into postgraduate medicine, given the increasingly high entry requirements.

## Summer School for Indigenous Science Students

The Tjabal Indigenous Higher Education Centre, the ANU Joint Colleges of Science and the ANU College of Engineering and Computer Science run a Summer School for Indigenous Science students to provide learning experiences to help inform education and career aspirations and goals.

## Repatriations

The School of Culture, History and Language supported the repatriation of language recordings to the Kaiadilt community of Northern Australian and ancestral remains to the Barkindij people. The ancestral remains were reburied in the Kinchega National Park and an apology to the Barkindij people was delivered.

## Improving Australia's understanding of its Asia-Pacific neighbours and its place in the international community

- > ANU Asian languages that are rarely taught nationally will be made available online
- > Launch of the Pacific Research Program
- > 21st Century Regulation and Governance Challenges
- > Challenging accepted development models in Southeast Asia



### Asian languages available online

ANU Asian languages that are rarely taught nationally will be made available online through Open Universities Australia (OUA) from 2018. This will help build on the University's position as Australia's primary tertiary education provider of less commonly taught Asian languages. Making the courses available to more students through OUA is a positive step which will help Australia better understand the unique history, language and culture of our geographic neighbourhood.

### Pacific Research Program

The Pacific Research Program (PRP), started on 1 October 2017, is designed to be a globally pre-eminent centre of excellence for research on the Pacific. ANU would not have received the PRP funding without the University's continued investment in Pacific research, utilising NIG funding as a primary source to build critical mass in this area. The PRP provides five core research programs addressing key policy issues in the region across research themes, economic development in the Pacific including research capacity building such as the research colloquium, fellowships and broad outreach and engagement through media and MPs.

### Expertise in Asia and Pacific Affairs

- > ANU became a member of the Non-Traditional Security Consortium based at RSIS Singapore.
- > ANU continues to host the Australian arm of the Council for Security Cooperation in the Asia Pacific.
- > ANU commenced a new multi-constituency study to examine the operation of Constituency Development Funds in the Solomon Islands.



- > Academic staff of the University participated in a roundtable with officials from Singaporean intelligence agencies to discuss the implications of the Trump presidency for Asia.
- > The School of Regulation and Global Governance held the 21st Century Regulation and Governance Challenges event, where the former President of Kiribati spoke and took part in a radio panel recorded by ABC Radio National.
- > Academic staff from the ANU College of Asia and the Pacific took part in a delegation to the University of the South Pacific (USP) to renew and strengthen collaborations with the University. A delegation from the USP met scholars and officials of the College at ANU in April 2017. The two universities are collaborating in a number of research areas including climate change, sustainable development and marine governance.
- > A new collaboration agreement with the Mongolian Ministry of Education, Culture and Science will promote and teach the Mongolian language and culture.
- > Professor Robert Cribb of Coral Bell School of Asia Pacific Affairs won the prestigious General History Prize at the NSW Premier's History Awards.

### **Southeast Asian Resources Project**

The Southeast Asian Resources Project, commenced in 2017, is a collaboration between the School of Culture, History and Languages and ANU Archives to systematically document the vast collection of materials collected by staff and students in recent decades to develop a resource for future generations.

### **Challenging accepted development models in Southeast Asia**

Research on water and agricultural development in the Mekong region has quantified the trade-offs among hydropower development, fishery production and food security in the Mekong region and found considerable perverse food security, livelihood and environmental impacts from intensification of rice production, challenging accepted development models in SE Asia. This has sparked academic and policy debates over better models for sustainable development in SE Asia in the energy, water and food sectors given unexpected cross-sectoral trade-offs. The import of replacement foods to increase the protein supply (given the loss of wild fish) has caused the Vietnamese Government to revise its agricultural policy away from further intensification of rice production.

### **Contributions to the Indonesian national seismic hazard map**

An earthquake hazard research project in Indonesia is supporting research and education in earthquakes and active tectonics and made important contributions to the 2017 update of the Indonesian national seismic hazard map. In Timor-Leste, an ANU collaboration with Geoscientists Without Borders is establishing earthquake monitoring with the Institute of Petroleum and Geology in Dili.

### **Shaping the global climate change research agenda**

Research from the Fenner School of Environment and Society has established that urbanisation, together with air pollution, is the main contributor to the increased heavy rainfall and its spatial distribution at regional and subcontinental level in China, meaning the way we build our cities is contributing to and responsible for the increasing flooding in these cities. The outcomes of this research is shaping the global research agenda, including the scoping of the next round IPCC report, a highly influential assessment in shaping climate change policy internationally.



## 4D tectonic plate reconstruction

Computer software for 4D tectonic plate reconstruction has been developed allowing the systematic reconstruction of subducted lithospheric plates revealing jigsaw patterns of torn and disrupted tectonic plates. This gives an empirical ability to predict the location of the largest mineral deposits found to date in Indonesia and provides a new approach to aid in the process of targeting locations for mineral exploration.

## Warramunga seismic and infrasound Earth monitoring arrays

Operational support for the Warramunga seismic and infrasound Earth monitoring arrays has provided structural information on the Australian continental lithosphere and characterisation of earthquakes on the Australian plate boundary relevant to quantifying earthquake and tsunami hazard in our region. This unique facility, in terms of its ability to accurately locate and monitor illicit global nuclear weapons testing, has obtained additional funding support from the United Nations Comprehensive Test Ban Treaty Organisation (CTBTO) for data recording and delivery into the International Monitoring System on behalf of the Australian Government.

## Science for publics with disability

The Australian Centre for the Public Awareness of Science's (CPAS) 'Science for publics with disability' initiative uses science to engage students with intellectual disabilities, helping them observe what is happening around them, evaluate what it means, and then help them provide a reasoned response. The program is now being implemented across Africa with a specific focus on intellectual disability and trauma. Several countries in the southern part of Africa have used CPAS's model and are now looking to extend the program and make it sustainable at a local level. To date, over the past six months, they have trained 370 teacher/trainers who are currently impacting 3,500 intellectually disabled students in these countries.

### **Providing a regional, national and international public policy resource that addresses major issues confronting governments, industry and communities**

- > James R Clapper in conversation with Kim Beazley
- > Inaugural Myanmar – Australia Strategic Dialogue
- > DFAT Foreign Policy White Paper
- > Consultation to Referendum Council regarding Indigenous peoples recognition in the Constitution





## Asia and the Pacific's leading graduate public policy school

The ANU Crawford School of Public Policy continues to be Asia and the Pacific's leading graduate public policy school and is ranked fifth in the world, playing an essential role in shaping public policy through research, education and policy engagement. Crawford School is home to influential publications including the journal *Asia and the Pacific Policy Studies*, and publications such as *East Asia Forum*, *Dev Policy Blog*, *Policy Forum*, *Solutions and Advance*.

The 2017 ANU Crawford Leadership Forum, opened by the Foreign Minister, the Honourable Julie Bishop, was attended by influential leaders in business, politics, public service and academia from Australia and around the world. ANU also hosted the Honourable James R Clapper AO, former US Director of National Intelligence, and the Honourable Kim Beazley AC, former Ambassador to the United States, for a public lecture 'The future of Australia's American alliance'.

The Development Policy Centre (DevPol) hosted the fourth annual Australasian Aid Conference in partnership with The Asia Foundation, bringing together researchers from across Australia, the Pacific, Asia and beyond who are working on aid and international development policy to share insights, promote collaboration, and help develop the research community. The Conference attracted some 500 participants, policymakers, practitioners and academics to discuss and debate the latest development issues. DevPol has carved out the leading role in this country in terms of fostering and stimulating debate on development issues, continuing to impact stakeholders in Australia and Asia through research, events and their blog.

The East Asian Bureau of Economic Research (EABER) and the Australia-Japan Research Centre (AJRC) are both supported by the National Institutes Grant. EABER has a program of collaborative research and policy influential activities that encompass 46 of the top economic policy think tanks across Asia. It has recently been the base for the most far-reaching study of the Australia–China economic relationship with the engagement of both governments, for presentation to the Australian Prime Minister and the Chinese Premier. AJRC is supporting major higher educational reform in Japan involving participation of a succession of Japanese ministers and education.

Commencing in mid-2016, the Individual Deprivation Measure (IDM) is a new, gender-sensitive and multidimensional measure of poverty. The IDM Program is resulting in increased international collaboration with a number of Asian and African institutions, with the aim of having the IDM ready for global use as an individual measure of deprivation and a tool for tracking how development is changing the lives of the most deprived by 2020.

## Inaugural Myanmar – Australia Strategic Dialogue

A team from the Coral Bell School of Asia Pacific Affairs was deployed to Myanmar to organise the inaugural Myanmar – Australia Strategic Dialogue, an event which included senior participants from the Australian and Myanmar governments. The Dialogue was the first event of its kind drawing in government representatives, military officers, business figures, think tank leaders, and academics from the two countries.

## Bespoke policy work

There was a significant amount of bespoke policy work undertaken by staff of the University in 2017. For example:

- > Consultation was undertaken with the Referendum Council to plan out Indigenous language translations of a plain-language discussion paper on issues of recognising Aboriginal and Torres Strait Islander peoples in the Constitution.
- > Staff from the Coral Bell School of Asia Pacific Affairs participated in a meeting with DFAT officials to provide advice on DFAT's foreign policy white paper.
- > The *2017 East Asia Forum Quarterly on Japan* was distributed to over 8,500 print subscribers internationally and domestically and was received by all Australian parliamentarians with articles cross-posted online and in the *Australian Financial Review*.

- > New Mandala – the world’s pre-eminent website devoted to Southeast Asian Studies – provided cutting-edge commentary on major issues across the region.
- > Staff represented the Public Health Association of Australia at the DFAT Trade Division’s stakeholder meeting for peak bodies on international trade negotiations.
- > Advice was provided in best practice in regulatory design and enforcement with the US Government Accountability Office.
- > A keynote speech was delivered to the European Health Ministers Forum in Austria which facilitated the establishment of a framework for advising and developing European health policy.
- > Headed the 2017 review of the National Vocational Education and Training Act 2011.
- > Provided cross-college contribution to scoping opportunities for integration of gas and electricity networks in the ACT, developing frameworks of operational and market integration models to guide related policy.
- > Designed the Northern Territory Education Department Curriculum on Indigenous Language of 2017.
- > Undertook work for the Queensland Government that is credited with the re-establishment of a Queensland Drugs Court.
- > An academic staff member is currently appointed the Visiting Cabinet Historian of the National Archives of Australia, advising on the selection and presentation of the Cabinet records released by the Archives each year.
- > Led a number of major commissioned works by the Victorian Government to inform the Forest Industry Task Force.

## **Enhancing Australia’s prosperity through research in areas of national importance to Australia**

- > ANU Grand Challenges Scheme
- > Understanding how the Southern Ocean responds to climate change
- > Sustainable Farming Initiative: to improve farm productivity and farmer wellbeing
- > Recovery and management of endangered and iconic Australian birds
- > Future Engineering Research Leaders



## **New discoveries in the dynamics of Southern Ocean circulation**

The ANU Marine Science Initiative has produced a new understanding of how the Southern Ocean responds to climate change, specifically that the Southern Ocean can only be modelled correctly when turbulent eddies are resolved. This has created new discoveries in the dynamics of Southern Ocean circulation and feedback between the Southern Ocean and Antarctic coastal waters and has resulted in widespread adoption of high-resolution ocean models, including development of a fully coupled version of Australia's climate model. ANU is #1 in Australia for Earth and Marine Sciences and #13 in the world (*QS World University Rankings 2017/2018*).

## **World-leading research capability on management of agro-ecological landscapes for human wellbeing and environment outcomes**

The Sustainable Farming Initiative is a unique environmental economic and mental health initiative that has major national rural and regional implications for the agricultural sector and is partnering with key philanthropic foundations as well as important industry bodies such as Meat and Livestock Australia. The long-term objective is to catalyse major changes in farming practices and management behaviour that leads to agricultural production that is ecologically sustainable and at the same time leads to better farm productivity and profitability as well as significantly improved farmer wellbeing.

## **Recovery and management of endangered and iconic Australian birds**

In 2017 research on recovery and management of endangered and iconic Australian birds identified the characteristics of ideal Superb Parrot nest hollows, nest tree fidelity, competition with other species and mapping of foraging areas in urban Canberra. On-ground interventions to save the world's most endangered bird species, the Orange-Bellied Parrot, from extinction have been undertaken. Results from the Superb Parrot research have been incorporated into decisions by the ACT Government, and a specialist ANU-based group Difficult Bird Research Group has been formed to research recovery actions on highly challenging critically endangered species. As a result of the Superb Parrot research, the NSW Government has now funded long-distance GPS trackers that will, for the first time, allow us to establish where Superb Parrots migrate to in the winter. The Difficult Bird Research Group has become the 'go-to' group for difficult critically endangered bird species.

## **Australasian Pollen and Spore Atlas**

The Australasian Pollen and Spore Atlas is a unique national project. Following on from the 2016 National Institutes Grant Report, ANU researchers are now part of the AusPollen Network that is providing data to government departments to assist in developing a forecasting and warning system for future severe weather events. Further, in collaboration with the University of Tasmania a new respiratory health app, AirRater.org has been rolled out and trialled in the ACT and Tasmania, with the intention of making it available across the country.

## **Doubling the efficiency of solar cells**

The computer-aided chemical design group in the Research School of Chemistry uses state-of-the-art quantum chemistry calculations to identify and explain the mechanism, kinetics and thermodynamics of complicated multistep chemical processes. The group have been using modelling and simulations done on the National Computational Infrastructure's Raijin to develop a method for doubling the efficiency of solar cells. The team modelled the performance of different molecules' interaction with the dye in dye-sensitised solar cells, and developed several compounds with potential to improve the efficiency of these solar cells. A solar cell was manufactured using one of the new compounds, resulting in the efficiency of the solar cell doubling.

## New discoveries in biodiversity change and responses to management interventions

Researchers from the Fenner School of Environment and Society (FSES) are monitoring and understanding environmental change in Australia, with many key new discoveries about biodiversity change and responses to management interventions made in 2017, for example weed control and revegetation. Empirical analyses from the long-term datasets associated with this research produced several ecological and management surprises in 2017. One of many was the discovery that replanted vegetation acts as a drought refuge for many species during extreme temperatures and extreme rainfall depression. FSES produces an annual Australia's Environment Report, which is widely referred to and used, particularly by local governments and bodies.

## Future Engineering Research Leaders

The Future Engineering Research Leader (FERL) PhD Scheme was launched in 2017. This scheme will provide up to ten 50 per cent scholarships for jointly awarded PhDs with other Go8 Universities and top international universities. The FERL PhD Scheme can also be used by researchers to attract PhD candidates from top institutions who would normally not come to Australia to do their PhD. The FERL PhD Scheme is raising the profile of Australian research training and enhancing sector collaboration.

## Research outcomes in physics and engineering

Benefits from a number of long-term initiatives in physics and engineering, supported by the National Institutes Grant, were realised in 2017, including:

- > New miniature sensors developed at ANU could be the key to future safer medical imaging and security scans. The team developed a detector for terahertz radiation made from nanowires one hundredth the diameter of a human hair, a million times smaller than the current technology. The devices have great potential for compact imaging and spectroscopy systems because of their nanoscale resolution and broad detection bandwidth. It is the first time that nanowires have been used for terahertz time-domain spectroscopy.
- > Quantum internet is a step closer after ANU scientists have found a new way to store quantum data long enough to share the information around a next-generation internet. The improved storage is an important part of a viable quantum internet, allowing a global network to be built to connect quantum computers. The team used a rare earth element, called erbium, in a crystal to increase the storage time of telecom-compatible quantum memory by 10,000 times compared to previous efforts.
- > Research has discovered the most efficient packing of objects such as grains and pharmaceutical drugs. The knowledge could be vital for building skyscrapers on sand, understanding how grains were stored in silos, or how drugs were packed and delivered to specific targets in the body. The team used high-resolution CT scans to reveal how spherical particles in a disordered arrangement settle and compact themselves into ordered patterns. The team used the relatively new field of mathematics known as homology to interpret 3D X-ray microscope images and large-scale computer simulations.
- > A team of physicists at ANU have used a technique known as 'ghost imaging' to create an image of an object from atoms that never interact with it. This is the first time that ghost imaging has been achieved using atoms, leading to applications being developed for imaging and remote sensing through turbulent environments and may lead to a new method for quality control of nanoscale manufacturing, including atomic scale 3D printing.
- > A suitable material to allow brain cells to grow and form predictable circuits has been developed as part of a multidisciplinary collaboration at ANU, which could lead to the development of prosthetics for the brain. The study is the first to show the neuronal circuits grown on the nanowire scaffolds were functional and highly interconnected, opening the potential to apply their scaffold design for neuro-prosthetics.

## Case Study

# ANU Grand Challenges Scheme

In 2017 the ANU Grand Challenges Scheme, fully funded by the National Institutes Grant, was established to fund transformative research with the potential to radically change our understanding of, and responses to, the world's most intractable problems. The Grand Challenges Scheme addresses objectives of the ANU Strategic Plan 2017–2021 to ensure the University delivers on its unique national responsibilities and to conduct research with global relevance and impact.

Five Grand Challenges will be identified between 2017 and 2021, with the expectation that one Grand Challenge will be announced each year. Following an extensive assessment and selection process culminating in a public pitch by the three Grand Challenge finalists on 31 October 2017, the first ANU Grand Challenge has been awarded.

*Your Health in Your Hands: Future Personalised Medical Technologies for a Sustainable and Effective Healthcare* aims to revolutionise personalised medicine through wearable sensor technologies with genomics, tailored to individual need, irrespective of geographical location or social circumstances, to ensure that healthcare can be provided equally and effectively.

The unprecedented technological and medical achievements of the 20th century have significantly contributed to improving quality of life, yet inequality in healthcare is one of the major challenges for our time. In many cases, the current standard of care is a 'one size fits all' model, but this personalised medicine model promises to revolutionise our understanding of health.

It will enable people to get a holistic picture of their health, prevent the development of disease, or monitor and better manage an existing condition. This multi-stage approach includes developing wearable technologies to monitor the onset of disease, identifying key mechanisms of the disease through genome sequencing, and analysing big data sets through machine learning to detect disease early and provide new insights into their mechanisms. The project aims to enable patients to treat and manage disease through personalised treatment programs.

What is truly remarkable about this project is its capacity to assist people living in vulnerable communities, in rural and remote locations who often have the highest rates of disease. Through wearable sensors monitoring, for example, breath and sweat, ANU researchers will be able to tackle these diseases head on before they become expensive to treat – thereby improving the lives of many.

The project team will start by focusing on two global health priorities – diabetes and multiple sclerosis. Ultimately, this research could be applied to other critical diseases like asthma and cancer.

## Enhancing distinctive concentration of excellence in research

- > Enhancing critical mass in seismology and mathematical geophysics
- > Australian Dictionary of Biography
- > Establishment of the Digital Humanities Lab
- > Launch of the Target and Drug Discovery Platform
- > Ongoing investment in the Southern hemisphere's most powerful supercomputer
- > Leading the Consortium for Ocean-Sea Ice Modelling in Australia



ANU is home to world-class, unique infrastructure and facilities and runs distinctive national programs. A number of facilities maintained by the University through the support of the National Institutes Grant are national facilities, available for the benefit of the entire nation. This section of the National Institutes Grant Report provides an overview of the distinctive infrastructure, facilities and programs of the University and the benefits arising from them.

## Enhancing critical mass

In 2017 ANU enhanced critical mass and distinctive concentration of excellence in research in seismology and mathematical geophysics. The aim was to expand capacity in solid-Earth geophysics research unique within Australia, enhancing the national capacity to image deep crust and mantle of the Australian continent and surrounding regions as a basis to understanding earthquake and tsunami risk, contribute to the growing need to explore under sedimentary cover to discover hidden mineral wealth, and to gain an understanding of Earth's deep interior, together with an ability to participate in and influence leading international research programs and address gender balance in an under-represented STEM area. The School of Demography is also building research strength and depth in the areas of mortality, longevity and ageing; and the John Curtin School of Medical Research is expanding the use of clinical suites to include obstetric research and neurological research.

## Australian Dictionary of Biography

The Australian Dictionary of Biography (ADB) is the largest and longest running social science research project in Australia. The ADB, Australia's pre-eminent dictionary of national biography is a national, cooperative enterprise, founded and maintained by ANU. It contains concise, informative and fascinating descriptions of the lives of



significant and representative persons in Australian history. The ADB has drawn on an extensive national network of researchers (over 4500 authors) and editorial and advisory boards (nearly 500 members) to produce the most authoritative reference source in Australian history and biography. In 2017 the ADB launched three new innovative research projects involving network analysis: Indigenous Australian Dictionary of Biography, First Three Fleets Project and Colonial Women in the ADB. Building on the established resources and networks of the ADB, these programs reflect a commitment to ensure relevance and national engagement.

The Indigenous Australian Dictionary of Biography Project will add 190 new Aboriginal and Torres Strait Islander biographies to the ADB which, although it has published nearly 13,000 biographies since its first volume in 1966, has tended to under-recognise the contribution of Indigenous people to the Australian story. A special stand-alone Indigenous ADB will be published at the end of the project.

The First Three Fleets Project is examining how those, who survived the journey from England to New South Wales in 1787–91 'remade' their lives in the infant colony, and how their children and grandchildren fared. It is anticipated that about 100,000 new records will be added to Obituaries Australia and People Australia as a result of this project.

The Colonial Women in the ADB Project aims to improve the gender balance of women in the ADB. Previously, women accounted for only 4 per cent of people in the ADB who flourished during the colonial period. An additional 1,500 new entries are being added about women who flourished during that time.

### **Establishment of the Digital Humanities Lab**

The Centre for Digital Humanities Research at ANU has established a Digital Humanities Lab for research collaboration, outreach and training in digital methods. The Digital Humanities Lab is the first of its kind in Australia, providing a first-class facility from which to conduct the next generation of object-based digital research. The Digital Humanities Lab also allows new opportunities for research collaboration and industry engagement with the national cultural and collecting institutions. For example, existing projects with the National Museum of Australia and internal collaborations within ANU, such as 'Skullbook', which will produce the first digital bone library in Australia. These digital 3D models will be disseminated globally as an Open Access resource hosted on a dedicated webpage.

### **ANU to host peak body for Humanities Centres and Institutes in Australia and New Zealand**

From November 2017 the Humanities Research Centre at ANU will host and coordinate the Australasian Consortium of Humanities Research Centres – the peak body for Humanities Centres and Institutes in Australia and New Zealand and the Australian Chapter of the global Consortium of Humanities Centres and Institutes based in the USA.

### **Enhancing health and medical research infrastructure through the new Target and Drug Discovery Platform**

The infrastructure to support the University's health and medical research is fundamental to the University's success in this field. Key infrastructure and facilities include the National Computational Infrastructure, The Australian Cancer Research Foundation Biomolecular Resource Facility, The Advanced Imaging Precinct, Australian Phenomics Facility, the National Centre for Indigenous Genomics and many others, such as the new Target and Drug Discovery Platform (TDDP). The TDDP is a new purpose built facility to discover new drugs and treat diseases which is also utilised by the University of Canberra, ACT Health, CSIRO and a number of local biotech companies. The facility is dedicated to enabling drug discovery research and development of new therapies to treat disease together with developing partnerships with pharmaceutical companies to follow up these discoveries, generating significant investment in Australian drug discovery research.



## The Southern hemisphere's most powerful supercomputer

The ongoing investment in the National Computational Infrastructure (NCI) enables a collaborator's share of the resources provided by the NCI including approximately 15 per cent of the peak national research supercomputer, Raijin – the most powerful system in the Southern hemisphere, storage in the NCI filesystems, access to high-performance cloud computing infrastructure, access to national reference data collections and access to a data science platform providing software infrastructure for in-situ data analytics. A major impact of NCI is the manner in which it rapidly and easily facilitates collaboration between researchers from ANU and those from across Australia and the world. In the year to 30 September 2017, research projects undertaken on Raijin involved the participation of over 480 ANU researchers as well as over 137 of the research collaborators from Australia and overseas, including other Australian and international universities, government departments or agencies and Australian and international commercial organisations. In 2017 the NCI has also made an impact in public policy and the region, advising the Australian Government on the development of a design and transition plan for a National Research Data Cloud, providing briefings and tours of the NCI facility for Australian Government officers, representatives from Australian Research Council and Geoscience and further afield for delegations from Bavarian, Canadian and American universities and government representatives from Taiwan. In December 2017, the Government announced \$70 million to replace Raijin.

Further examples of the benefits of the NCI include:

- > The development of nanowires by the Research School of Physics and Engineering, which was supported by extensive modelling of potential designs using Raijin. Nanowires will be used in next generation optical and electrical devices.
- > Genome sequencing looking into the genetic causes of complex immune diseases, such as lupus, type 1 diabetes and rheumatoid arthritis by the team at the John Curtin School of Medical Research.
- > The Department of Genome Science is undertaking research to understand the functioning of the protein Rubisco, which is at the centre of photosynthesis in all plants and how they form sugars from carbon dioxide. The modelling is feeding directly into laboratory experiments and plant-growth trials, and the results have led to licensing agreements and the formation of a start-up company to commercialise and deliver improved crops to farmers over the next five to ten years.

## Consortium for Ocean-Sea Ice Modelling in Australia

2017 was the first full year of the Consortium for Ocean-Sea Ice Modelling in Australia (COSIMA). This consortium is led through the Research School of Earth Sciences at ANU and includes partners in the Bureau of Meteorology (BoM), Australian Antarctic Division (AAD), CSIRO, University of New South Wales and University of Tasmania. COSIMA aims to develop a systematic framework for ocean-sea ice model configurations that is used nationwide. By pooling their resources, partners in COSIMA are able to push to higher resolution, more comprehensive models with greater confidence in the optimisation, fidelity and performance of the models. COSIMA has output a pre-release version of Australia's highest resolution, full global ocean-sea ice model. This model configuration will be adopted by BoM and CSIRO for their Bluelink forecasting and reanalysis operational product in their next upgrade, and is intended to provide AAD with the capacity to forecast sea ice conditions around Antarctica.

## Conversation sanctuary upgraded as part of the Mulligans Flat-Goorooyarroo Experiment

The Mulligans Flat-Goorooyarroo Experiment is a long-term ecological research project of national and international significance. The project aims to understand ways of restoring the structure and function of temperate woodlands to increase biodiversity and involves collaboration of scientists from multiple institutions. The innovative partnership with the ACT Government and Woodland Wetlands Trust demonstrates a new model for conservation, research and science communications. In 2017 the conservation sanctuary was upgraded with a new predator-proof fence which enlarges the conservation sanctuary and enhances researchers' ability to conduct innovative biodiversity and conservation research.



## Enhancing unique capabilities in optical astronomy

The NIG supports the ongoing operation of the Siding Spring Observatory, a unique capability providing the basic infrastructure for optical astronomy to the nation. The observatory's telescopes are open for access to all Australian astronomers. Observations with the University's telescopes at the Observatory included the SkyMapper's role in identifying and observing the afterglow of the first-ever binary neutron star merger detected as a gravitational wave event by LIGO. Another highlight in 2017 was the first data release from the SkyMapper survey of the southern sky.

By providing the site and infrastructure for the observatory, ANU also supports the 4-metre Anglo-Australian Telescope (AAT), the largest optical telescope in Australia, which is currently operated as a national facility by the Australian Astronomical Observatory. In the 2017/2018 Budget the Australian Government committed close to \$120 million over a ten year period to the new European Southern Observatory strategic partnership and related rearrangement of the national astronomy capabilities formerly provided by the Australian Astronomical Observatory. ANU took a leading role in the consultations, and as part of this re-arrangement ANU will be operating the AAT as a national facility for all Australian astronomers (along with the other SSO telescopes) for the next seven years.

## Portable geophysical Earth monitoring facility

2017 saw upgrades to portable geophysical Earth monitoring equipment including broadband seismometers and GPS instrumentation, for use on research projects through national sharing mechanisms by 11 research institutions comprising ANSIR membership. It is the only facility of its kind in the Southern hemisphere and is made available to the Australian geoscience community.

## Upgrading the Heavy Ion Accelerator Facility

The Heavy Ion Accelerator Facility (HIAF) was upgraded in 2017 through the refurbishment of high voltage isolators and the development of a new ion source. The HIAF is used for creating extremely high energy beams of particles used for experiments ranging from studying the fundamental building blocks of atoms to radio isotope dating, supporting Australia's only experimental nuclear physics program. The HIAF accelerators provide important infrastructure for the Australian research community.

## MakerSpace

An open-access digital design and fabrication space, MakerSpace, was launched in 2017. The space contains 3D printers, a laser cutter, mills and electronic benches. MakerSpace played a key role in designing and producing the new Australian of the Year trophies.

## Independent science podcasting

The Centre for Public Awareness of Science launched a national platform for independent science podcasting to enable authentic, science-driven storytelling of high quality, producing additional audiences for science research.

## Commencing the development of a National Argon Map

In conjunction with Geoscience Australia, the National Argon Map, an interactive map and archive of Argon geochronology dates of mineral and rocks spanning the entire continent has commenced development.

## Continuing development of the Regional Photovoltaic Simulation System

2017 saw ongoing development of the Regional Photovoltaic Simulation System (RPSS) that will provide Australian electricity network service providers with real-time distributed solar photovoltaic simulations mapped to their electricity networks. Since the update provided in the 2016 Annual Report, more of Australia's Distribution Network Service Providers have signed on as partners on the project and a new version of the RPSS that can incorporate satellite data has been developed.

### Further developing long-term strategic relationships with government, industry and the public, both nationally and internationally

- > Provision of China's first Stellarator device
- > Canada – Australia Roundtable on Indigenous Health and Wellness
- > Launch of the nation's first interdisciplinary Cyber Institute
- > Establishment of the 3A Institute (Autonomy, Agency, Assurance)
- > Australia – Iran Dialogue resumed
- > Enhancing ability of national parks policymakers and managers to adapt to climate change in Colombia



### Provision of China's first Stellarator device

ANU is providing China with its first Stellarator device, which enables experimental research on magnetically confined plasma that is vital for developing fusion energy. ANU will work with the University of South China on fusion energy research, including providing it with the plasma Stellarator device and exchanging technical and academic personnel between the two institutions. Nuclear fusion powers our sun and all stars in the Universe and has the potential to provide sustainable, zero-emission and relatively cheap power to grids. The partnership is an important step towards developing a future energy source for the world.

The 25-year-old H1 Stellarator has been replaced with a high-power linear magnetised plasma machine called MAGPIE II, which supports research in advanced fusion materials, basic plasma physics and instrumentation development.

## Australia's first interdisciplinary Cyber Institute

The University's new Cyber Institute combines expertise from across a range of disciplines to conduct leading research that will help shape the nation's future in the increasingly vital fields of cyber security and innovation, building on the Australian Government's 2016 Cyber Security Strategy and its International Cyber Engagement Strategy.

## Expansion of engineering and computer science program

ANU has commenced a 10-year plan to drive the expansion of its program in engineering and computer science.

The expansion will transform the ANU College of Engineering and Computer Science and strengthen the capacity of ANU to respond to major challenges around the rising power of technology. By building on our capacity in engineering and computer science and attracting new talent, particularly women, ANU can drive and deliver Australia's response to our changing world.

The expansion is being led by the Dean of the ANU College of Engineering and Computer Science, Professor Elanor Huntington. The College will create new disciplinary foci, led by outstanding new talent, delivering cutting-edge research and education, and establishing a new role for engineering and computing at the core of ANU interdisciplinary discovery and impact in the world.

Under the expansion, ANU will be seeking outstanding talent from around the world, with a focus on championing diversity and inclusion in engineering and computer science.

This will build on the high-profile appointment of Professor Genevieve Bell as the inaugural ANU Vice-Chancellor's Entrepreneurial Fellow. Professor Bell recently joined ANU from Intel and has also been appointed the inaugural Florence Violet McKenzie Chair at ANU, named in honour of Australia's first female electrical engineer. Under the expansion, Professor Bell will lead a new Autonomy, Agency and Assurance Institute, to be known as the 3A Institute, co-founded with CSIRO's Data61, Australia's largest data innovation network. The 3A Institute will bring together the best researchers from around the world and a range of disciplines to tackle complex problems around artificial intelligence, data and technology and manage their impact on humanity.

## Resumption of the Australia – Iran Dialogue

The Australia – Iran Dialogue was held in September 2017, resumed after 12 years of a series of exchange meetings that began in 2005. Discussions focused on global, regional and bilateral relations between the Islamic Republic of Iran and Australia, with special reference to political, cultural and economic development. The delegation came away with a greater understanding of Iran's role as a pivotal actor in the highly complex regional and international settings. Both sides agreed to continue the Dialogue as a valuable means to foster a mutual understanding of each other's position on various issues, and to foster wider educational, cultural and social relations between the two sides.

## Proving the existence of gravitational waves

Thirteen ANU Scientists were part of a global scientific collaboration that proved the existence of gravitational waves for the first time, 100 years after their existence was predicted by Albert Einstein in his Theory of General Relativity, leading to the 2017 Nobel Prize in Physics. When two black holes collided 1.3 billion years ago it was one of the most violent events in the Universe, yet completely invisible. The tiny ripples in spacetime from the collision reached Earth in 2015 and moved the twin gravitational wave detectors of the Laser Interferometer Gravitational-wave Observatory (LIGO) a fraction of the radius of a proton. ANU led the Australian Partnership in Advanced LIGO.

## **International research collaborations**

A new research collaboration commenced in 2017 with PetroChina, China's giant state petroleum exploration company. The collaboration aims to explore for unusual hydrocarbon (oil/gas) sources that possess similar characteristics in Australia and China.

ANU continued its collaboration with 27 European research institutions and agencies, through COMPARE – tracking zoonotic diseases through Europe with Whole Genome Sequencing and epidemiology. ANU is the only non-EU partner in this project that will continue until 2020. The project has resulted in strategic linkages with other Australian institutions, and findings from the research have been incorporated into teaching modules for the new Master of Philosophy in Applied Epidemiology to assist with incorporation of whole genome sequencing information into public health surveillance.

## **Influencing enhancements in bushfire management**

Since 2001 the Fenner School of Environment and Society has co-led an international group of landscape bushfire simulation modelers with US and Canadian involvement. The research achieved its objective of contrasting the relative importance of fuel treatment effort, ignition management effort and weather for simulated total area burned and area burned by moderate-to-high intensity fire, and to determine the level of consensus among independent simulation models. Research from this project continues to influence decision makers dealing with bushfire management. For example, the research has been recognised as a factor that the ACT Parks and Conservation Service can point to that contributed to positive outcomes during the 2012–13 bushfire season.

## **Supporting the Department of the Prime Minister and Cabinet**

The Centre for Aboriginal Economic Policy Research (CAEPR) has a longstanding collaborative research partnership with the Department of the Prime Minister and Cabinet that is enabled by the National Institutes Grant. In 2017 the primary focus of that research was on a broad range of topics related to changes in the Indigenous population including the analysis of repeated cross-sectional data, longitudinal data, administrative and by-product data, labour market outcomes and transitions, school and post-school outcomes, welfare dependency and intergenerational transmission, incarceration and community violence and community functioning, presenting findings to the Department on six occasions and publishing two papers.

# 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 2017 year are outlined in this section.

In December 2017 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 Governance of Australian Universities*

Information about the governance of the University is also available at: <http://www.anu.edu.au/about/governance>.

## Council's strategic focus

Following approval by the Council, the *ANU Strategic Plan 2017–2021* was released in February 2017 by Vice-Chancellor Professor Brian P. Schmidt AC. The release of the strategic plan was the culmination of many months of deliberations between the Council and University Executive, and extensive engagement and consultation with the campus community. The strategic plan gives effect to the University's Vision Statement (adopted in May 2016). The Strategic Plan 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 new strategic plan constitutes the University's corporate plan for the purposes of the *Public Governance, Performance and Accountability Act 2013*. The Council has been focused on working with the Vice-Chancellor to ensure the delivery of the strategic goals it has set for the University, with performance being regularly monitored against key performance indicators.

The Council deliberated on a range of significant issues and initiatives for the University in 2017, including a proposed expansion of the University's presence in engineering and computer science; new investment in academic buildings as part of the University's capital management plan, and development of plans for a substantial expansion of student accommodation capacity; approval of final designs for the massive redevelopment of the Union Court precinct; continual monitoring of the University's work health and safety performance – for staff and students; overseeing the University's response to the Australian Human Rights Commission survey: *Change the course: National report on sexual assault and sexual harassment at Australian universities* (2017); adoption of an ANU Council Charter to guide the work of the Council and the University Executive; and further maturation of the University's strategic management of risk through a program of work to define risk appetite.

The Council maintains a program of strategic discussion topics at all of its meetings, seeking to guide 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 2017 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 the 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 are articulated in the *ANU Council Charter* and are as follows:

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 either appointment, election or their office. The following table details the membership of the Council throughout 2016:

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 Robin Hughes AO (Pro-Chancellor)	External	1 July 2004	30 June 2017
	Ms Naomi Flutter (Pro-Chancellor)	External	1 July 2014	30 June 2018
	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 2018
	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
Elected Academic Staff Member (The Faculties)	Professor Jan Provis	Internal	21 July 2015	29 September 2018
Elected Academic Staff Member (IAS)	Professor Tim Senden	Internal	30 September 2012	29 September 2018
Elected General Staff Member	Ms Deborah Veness	Internal	26 May 2016	25 May 2018
Elected Postgraduate Student Member	Ms Alyssa Shaw	Internal	17 August 2016	18 August 2018
Elected Undergraduate Student Member	Mr James Connolly	Internal	1 December 2016	30 November 2017
	Ms Eleanor Kay	Internal	1 December 2017	30 November 2018

## Current Council members

Council members as at 31 December 2017.



### Chancellor – Professor the Hon. Gareth Evans AC QC

BA LLB (Hons) *Melb*, MA *Oxon*, HonLLD *Melb, Syd, Carleton, Queen's Ont*, FASSA, FAIIA

Gareth Evans is a former Cabinet Minister in the Hawke and Keating Governments from 1983–96 (Attorney-General, Minister for Resources and Energy, Minister for Transport and Communications, and Foreign Minister); former Leader of the Government in the Senate, and Deputy Opposition Leader; President Emeritus of the Brussels-based International Crisis Group, of which he was President from 2000–2009; Co-Chair of the International

Commissions on Intervention and State Sovereignty (2001) and Nuclear Non-Proliferation and Disarmament (2010); and is an Honorary Professorial Fellow at ANU. He has been a member of many other international panels, commissions and advisory boards, has written or edited thirteen books – most recently *Incorrigible Optimist: A Political Memoir* (MUP, 2017) – and won a number of international awards, including the 2010 Roosevelt Institute award for Freedom from Fear.



### Vice-Chancellor – Professor Brian P. Schmidt AC

BSc *Arizona*, MSc PhD *Harvard*, FAA, FRS

Brian P. Schmidt is the 12th Vice-Chancellor of The Australian National University (ANU). Winner of the 2011 Nobel Prize in Physics, he was an astrophysicist at the ANU Mount Stromlo Observatory and Research School of Astronomy and Astrophysics before becoming Vice-Chancellor. He received undergraduate degrees in Astronomy and Physics from the University of Arizona in 1989, and completed his Master of Astronomy 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 Academy of Science, and the Royal Society, and was made a Companion of the Order of Australia in 2013.



### Pro-Chancellor – Ms Naomi Flutter

MPP *Harvard*, LLB (Hons) *ANU*, BEc (Hons) *ANU*, GDLP *ANU*

Naomi Flutter is the head of Deutsche Bank's Trust and Agency Services business for the Asia Pacific region, and the head of the Bank's Global Transaction Banking division for Australia and New Zealand. In this capacity she is responsible for the delivery of certain wholesale and commercial banking products and services to clients across Asia and in Australia and New Zealand. She has worked for Deutsche Bank for 19 years, and previously

worked for the United Nations High Commissioner for Refugees including in refugee camps in Kenya and Nepal. In 1994 she was awarded the ANU Tillyard Prize for outstanding contributions to University life.



### Professor Suzanne Cory AC

BSc, MSc *Melb*, PhD *Cambridge*, HonDSc *Syd*, HonDSc *Oxon*, HonDLaws *Melb*, FAA, FRS

Suzanne Cory is one of Australia's most distinguished molecular biologists. She was Director of the Walter and Eliza Hall Institute of Medical Research (1996–2009), where she remains an active cancer researcher. She was the first elected female President of the Australian Academy of Science (2010–2014). She is an elected member of the Australian Academy of Science, the Royal Society, the US National Academy of Science, the French Academy of

Sciences and the Japan Academy. In 2009 she was awarded the French decoration of Chevalier de l'Ordre de la Legion d'Honneur.



### **Mr Graeme Samuel AC**

*LLB Melb, LLM Monash, FAICD*

Graeme Samuel is a Professorial Fellow in Monash University's Business School and School of Public Health and Preventative Medicine. He is also President of Dementia Australia, Council Member of the National Health and Medical Research Council and Chair of its Health Innovation Advisory Committee and the National Institute for Dementia Research, Chair of the South East Melbourne Primary Health Network, Chair of Lorica Health Pty Ltd (a CMCRC company), Member of CEDA's Council of Economic Policy and Chair of Airlines for Australia and New Zealand. He is a member of the APRA Panel to conduct a Prudential Inquiry into Commonwealth Bank of Australia. He was Chair of the Commonwealth Government's Panel of Review of Australia's Independent Medical Research Institutes. He has held a number of roles in public life including former Chairman of the Australian Competition and Consumer Commission, Associate Member of the Australian Communications and Media Authority and President of the National Competition Council. In 2010 he was made a Companion of the Order of Australia for eminent service to public administration through contributions in economic reform and competition law, and to the community through leadership roles with sporting and cultural organisations.



### **Dr Doug McTaggart**

*BEC (Hons) ANU, MA PhD Chicago, HonDUniv QUT, FAICD, SF Fin*

Dr Doug McTaggart is an independent non-executive director. He sits on the board of the Suncorp Group and chairs its Audit Committee. He is also Chairman of Spark Infrastructure, Suncentral Maroochydore, and the QIMR Berghofer Institute of Medical Research. He was recently as a member of the Prime Minister's Expert Advisory Panel on the Reform of the Federation. He advises governments on economic development, recently NT and currently NSW, and is currently advising the Indigenous Land Council on investment strategy. He was Chairman of the Queensland Public Service Commission (2012–2015) and was a Commissioner on the Queensland Independent Commission of Audit. In June 2012 Dr McTaggart retired as CEO of QIC. Prior to this appointment, Dr McTaggart held roles including Professor of Economics and Associate Dean at Bond University (1989–1996), and then Under Treasurer, Queensland Department of Treasury (1996–1998). He was a member of the Council of Australian Governments (COAG) Reform Council (2007–2013) and Councillor on the National Competition Council (2000–2013).



### **Mr Peter Yu**

Peter Yu is a Yawuru man from Broome in the Kimberley region in North West Australia with over 35 years' experience in Indigenous development and advocacy in the Kimberley and at the state, national and international level. He was Executive Director of the Kimberley Land Council during the 1990s and had a national leadership role negotiating the Australian nation's response to the High Court's 1992 Mabo decision. Peter was a key negotiator in the landmark Yawuru Native Title global negotiations between the WA State Government and the Shire of Broome and is the current Chief Executive Officer of the Yawuru Corporate Group. He is a Chair of the North Australian Indigenous Land and Sea Management Alliance Ltd (NAILSMA Ltd), Deputy Chair of the AFL Aboriginal Advisory Committee, Deputy Chair of Broome Future Ltd, and a Trustee of the Princes Trust Australia (PTA).



### **Ms Natasha Stott Despoja AM**

*BA Adelaide*

Natasha Stott Despoja is Australia's former Ambassador for Women and Girls. She is the founding Chairperson of Our Watch (the Foundation to Prevent Violence Against Women and their Children). As a diplomat she represented Australia internationally to promote women's leadership, economic empowerment and an end to violence against women and girls. She is a former Senator for South Australia (1995–2008) and former Leader of the Australian

Democrats. She was a recent member the Referendum Council on constitutional recognition of Aboriginal and Torres Strait Islander peoples. She is a member of The World Bank's Gender Advisory Board and the UN Working Group on Health and Human Rights of Women, Children and Adolescents. She is an Honorary Research Fellow at The University of Adelaide. She is a former Deputy Chair of Beyond Blue, a former non-executive Board member of The Burnet Institute, and has served on the boards of the South Australian Museum, the Advertising Standards Board and the Museum of Australian Democracy. She was an Ambassador for Ovarian Cancer Australia, and is an Ambassador for The Orangutan Project and the HIV/AIDS anti-stigma campaign, ENUF. She is an occasional columnist for *The Advertiser* and has been a regular on Sunrise and The Project.



**Ms Anne-Marie Schwirtlich AM**

BA (Hons) *Macquarie*, DipIM *UNSW*, FAHA, FIPAA

Anne-Marie Schwirtlich served as the Director-General of the National Library of Australia between 2011 and 2017. Previous positions she has held have included Chief Executive Officer and State Librarian at the State Library of Victoria (2003–2011); Acting Director-General at the National Archives of Australia (2000–2003); and Assistant Director-General, Public and Reader Services at the National Archives of Australia (1998–2000). She served as a Member (2003–2017) and as Chair (2004–2006) of the National and State Libraries Australasia; and as President of the Australian Society of Archivists (1989–1990). She serves as a member of the Selection Panel for the ANU Tuckwell Scholarship. In 2008 she was made a Fellow of the Institute of Public Administration Australia, Victoria. She was made a Member of the Order of Australia in 2015 for significant service to the library and archives sector through leadership roles at state and national levels, and to professional information management organisations. In 2016 she was also elected as an Honorary Fellow of the Australian Academy of the Humanities.



**Professor Catherine Waldby**

BA *Queensland*, MA (Hons) *Sydney*, PhD *Murdoch*

Catherine Waldby is Director of the ANU Research School of Social Sciences and Visiting Professor at the Department of Social Science and Medicine at King's College London. Prior to that she was Professorial Future Fellow in the Department of Sociology and Social Policy, Sydney University. She researches and publishes in social studies of biomedicine and the life sciences. Her recent books include *Clinical Labour: Tissue donors and Research Subjects in the Global Bioeconomy* (with Melinda Cooper, Duke University Press 2014) and *The Global Politics of Human Embryonic Stem Cell Science: Regenerative Medicine in Transition*, (with Herbert Gottweis and Brian Salter, Palgrave 2009). With Nikolas Rose and Ilina Singh, she is the editor of *BioSocieties: an interdisciplinary journal for the social studies of life sciences*. She is a Fellow of the Academy of Social Sciences in Australia, a member of the History and Philosophy Committee of the Academy of Science and of the ACOLA Expert Working Group on Synthetic Biology. She has received national and international research grants for her work on embryonic stem cells, blood donation and biobanking.



**Professor Jan Provis**

BSc (Hons), PhD *UNSW*

Jan Provis is a Professor of Anatomy and Associate Dean (Research, Teaching and learning) in the ANU Medical School, Chair of the Early Career Academic Development Committee for the College of Medicine Biology and Environment, and is an honorary Professor at the University of Sydney. She leads a research group based in the John Curtin School of Medical Research, and is recognised internationally for her work on retinal development and the blinding disease age-related macular degeneration. She is Chair of the grants advisory committee for Retina Australia, a stakeholder group supporting research into retinal degenerative diseases.



### **Professor Tim Senden**

BSc (Hons), PhD ANU

Tim Senden is the Director of the ANU Research School of Physics and Engineering. His research expertise is in experimental surface science, which he uses to teach undergraduate chemistry and to investigate surface phenomena at the nanometre scale, covering topics including the stretching of single polymer chains, mechanical deformations in biological membranes, ceramics processing and measuring forces on nanoparticles. He has also been involved in developing novel uses of nanoparticles in medical diagnoses and therapies, notably the use of graphene encapsulated radioisotopes. Over the past decade he has commercially developed some of this research as co-founder of the ANU spin-off Lithicon. Professor Senden also serves as Chair of the ANU Kioloa Advisory Board and Chair of the ANU Centre for Advanced Microscopy.



### **Ms Deborah Veness**

BA Qld, BEd JCU, CMALT, SFHEA

Deborah Veness has worked in educational and academic development support roles in Australian universities since 1994. In her current role as the Manager, Student & Education Office and Senior Education Developer for the ANU College of Arts & Social Sciences, she supports the scholarly community of the University, working with both staff and students to improve opportunities for high quality teaching and learning in face-to-face and online learning environments. Since Deborah joined ANU in 2007, she has also worked in the Office of the Vice-Chancellor and for the ANU College of Business Economics. She has served on the Academic Board for four years and as a member of the Academic Board Steering Committee. She has also held posts previously at the University of Canberra, Western Sydney University, Central Queensland University, a variety of publishing houses and for the Queensland Department of Education.



### **Ms Alyssa Shaw**

BCom ANU

Alyssa is the President of the ANU Postgraduate and Research Students' Association (PARSA) for 2016–17 and 2017–18. Prior to this, Alyssa was elected as the inaugural Women's Officer for PARSA in 2015, and served as Acting Vice President for PARSA in 2016. She is also the 2017 Women's Officer for the Council of Australian Postgraduate Associations (CAPA) and previously served as the Vice-President (Equity) for 2016. In these roles Alyssa advocates for inclusive policy and outcomes for postgraduate students, and works to ensure postgraduate rights and welfare both locally and nationally. Alyssa completed her Bachelor of Commerce at the Australian National University, majoring in management and marketing. Currently she is studying an interdisciplinary Masters by coursework and research, focusing on feminist theory and gender. Alyssa has worked for the Australian Public Service and for the community sector with a focus on women's rights. She has also interned with the Australian Human Rights Commission and the World YWCA and continues to volunteer for women's and community organisations. Alyssa was recognised for her work at PARSA in the community as a finalist for the ACT Young Woman of the Year 2016.



### **Ms Eleanor Kay**

BPPE, DipLang ANU

Eleanor Kay is the 2017–2018 President of the ANU Students' Association (ANUSA), and the Undergraduate Council Member. She completed a Bachelor of Politics, Philosophy and Economics (PPE) and a Diploma of Languages (Arabic) at ANU in 2016. She is currently completing her Honours in Philosophy, exploring the territorial rights of states, an interest prompted by her research internship at the General Delegation of Palestine in Canberra. Prior to her commencement as President, Eleanor was the 2016–17 ANUSA Vice President. During her undergraduate studies, Eleanor has acted in student welfare and student advocacy capacities including as the founding Secretary of the ANU PPE Society, the Treasurer for the Fellowship of Christian University Students and a Senior Resident at UniLodge. Her experience demonstrates a passion for facilitating structures that support the voices of all people and enhance student welfare. After graduating, she hopes to pursue a career in foreign relations in the not-for-profit sector.



## Non-current Council members

Council members whose term concluded in 2017.

### **Pro-Chancellor – Ms Robin Hughes AO**

BA, MA *Syd*

Robin Hughes is an independent film-maker and currently Managing Director of Chequerboard Productions. She has worked for the BBC, ABC, and commercial television as a producer, writer and director and freelancer in the film and broadcasting industry. Her work has been characterised by innovation and has won many awards. As CEO of Film Australia, she undertook a major, successful restructuring of that organisation. She has served as Chair of the Council of the Australian Film Television and Radio School, Convener of the ABC's Independent Complaints Review Panel, a director of the Bangarra Dance Company and Chair of Performing Lines.

### **Mr James Connolly**

James Connolly was the 2016–17 President of the ANU Students' Association (ANUSA). He is currently completing a Bachelor of Laws and Asia-Pacific Studies, majoring in Asia-Pacific Politics and minoring in Indonesian language. Prior to his commencement as President, James was the ANUSA Education Officer in 2016. In 2015 he was the President of the ANU College of Asia and the Pacific Students' Society (CAPSS) and a member of CAP Board as well as a Council member of Burgmann College. James has been involved in queer advocacy, having focused on queer inclusion in residential Colleges and acting as Queer Officer at Burgmann College in 2015. His Asia-Pacific Studies majors and minors reflect his interest in the surrounding region and in making universities accessible spaces for international students. Upon completion of his bachelor's degree James is looking to pursue his interest in industrial relations and labour law.

## Council Committee members

Council Committee members (who are not members of the Council) who served during 2017.

An (\*) indicates they retired during 2017.

### **Mr Geoff Knuckey**

BEC *ANU*, FICA, GAICD, IIAM, AIMM

Geoff Knuckey had a 32-year career with major accounting firm Ernst & Young and retired as a Partner in December 2009 to pursue a new career comprising board non-executive director and Audit Committee positions in the private and public sectors. His career has included specialising in financial statements' auditing of entities of all sizes ranging from ASX-listed companies through to medium-sized and small businesses across all types of industries, including the financial services sector. His role also included advising in internal audit, corporate governance, risk management and financial statements auditing and reporting. He is currently Chairman or non-executive director of six private-sector companies and is also Chair or Independent Member of the Audit and Risk Committees for 15 government departments.

Committee: Chair, Audit and Risk Management Committee; Finance Committee

### **Ms Merran Kelsall**

BCom (Hons), MBA *Melb*, FCA, FAICD, FCPA

Merran Kelsall is a professional independent company director, originally qualified as a chartered accountant. She has considerable experience of audit, risk and compliance committees. She has a particular interest in aligning performance management with corporate strategy and has significant expertise in organisations with a strong focus on stakeholder engagement, particularly large mutuals. She also gained experience in resolving customer complaints and alternative dispute resolution as the inaugural chairman of Public Transport Ombudsman

(Victoria). She is a director of RACV Limited, Vic Super, Melbourne Water Corporation and director and Deputy President of CPA Australia Ltd. She has held many directorships including of Colonial Limited and the National Gallery of Victoria.

Committee: Finance Committee

### **Mr Tony McGrath**

BBus *UTS*, CA

Tony McGrath has more than 30 years experience in business, particularly in re-shaping companies and providing high-level strategic advice. A former partner at KPMG, he is the co-founder, partner and Co-Chairman of McGrathNicol, one of the country's most highly respected restructuring and advisory firms, which was established mid-2004. He has advised on a number of high profile corporate restructures including Pan Pharmaceuticals Group as well as HIH. He has a range of experience in advising boards on governance issues, assisting boards in undertaking restructuring, undertaking transactions, chairing audit committee roles and understanding regulatory requirements. He is a Commissioner of the National Rugby League, a Director of QBE Insurance Australia Limited and a Trustee of the National Foundation for Medical Research.

Committee: Finance Committee

### **Mr Darren Keogh**

BComm, LLB *ANU*

Darren Keogh is an Executive Director with Macquarie Capital, the investment banking division of Macquarie Group. Darren is currently the global head of Macquarie Capital's telecom, media, entertainment and technology (TMET) investment banking business as well as a member of Macquarie Capital's Global Operating Committee. Darren has over 20 years of investment banking experience having worked in Sydney as well as having spent 10 years in London.

Committee: Finance Committee

### **Mr Jeremy Chandler**

BA *Canberra*, FCPA, FIML, ACC

Mr Jeremy Chandler is Principal of Business Wide. For the past 10 years he has provided management consulting and executive coaching services to a wide range of public and private sector organisations. Previously, Jeremy had 40 years working primarily in senior roles in the Australian Public Service. His particular expertise is in financial management and in high level strategic leadership and delivery of corporate and governance functions. Until late 2007 Jeremy was the Chief Operating Officer for the Department of Infrastructure, Transport, Regional Development and Local Government. He occupied the same role for the former Australian Communications Authority and was also Chief Financial Officer for three Australian Government agencies.

Committee: Audit and Risk Management Committee

### **Mr Mark Ridley**

BAcc, BComm *Witwatersrand*, FCA, GAICD

Mark Ridley is currently the chairman of the audit committee for the Department of Immigration and Border Protection, the Clean Energy Regulator and the Royal Australian Mint; chairman of the finance, audit and risk committee for CO2CRC Ltd; and a member of the audit committees for the Australian Financial Security Authority and the National Health Funding Body. He was chairman of the audit committee for the Department of Human Services from 2011–2016. He was formerly a senior partner with PricewaterhouseCoopers over a period of 20 years in Canberra, Melbourne, Adelaide and Perth. He held a number of leadership roles with the firm in risk management and assurance, with a particular focus on complex ICT environments and projects in financial services and government organisations.

Committee: Audit and Risk Management Committee



### **Ms Janine McMinn**

BA (Computing, Statistics) *ANU*, FAICD, CISA, CISM

Janine retired in 2012 after five years as a Partner with Acumen Alliance and six years as a Partner with Oakton. Her career over 32 years encompassed running a business, management, governance, information technology security, risk management and internal audit. As a consulting Partner, Janine was responsible for all aspects of running a consulting business including financial management relating to her business unit, recruitment, managing professional consulting teams, providing quality assurance on both technical and non-technical jobs, and liaising with PS Senior Executives and line management. She occasionally consults to the Federal Government on IT security and assurance matters. She also finds time to take tour groups around the Australian War Memorial and to mentor children with the ACT Schools Mentoring program.

Committee: Audit and Risk Management Committee

### **Professor Sue Holliday**

BA *Goucher College*, MPhil *University College London*, GAICD, FPIA, CPP

Sue Holliday is a City Planner and Economist. She is Managing Director, Strategies for Change, an urban strategy consultancy and Professor of Planning Practice at UNSW. She was the Director-General of Planning in NSW from 1997 to 2003. Prior to that she had a 25-year career with the NSW State Government where she implemented reform in both planning and building policy and managed several significant urban renewal projects of the 1990s including Ultimo Pyrmont, Walsh Bay, and the Olympic site. She was a member of the National Housing Supply Council, the COAG Cities expert panel and the Advisory Committee on Highspeed Rail. She chaired the Built Environment Industry Innovation Council and was President of the NSW Building Professionals Board. She is a Director of the Hume Community Housing Association and Consult Australia.

Committee: Campus Planning Committee

### **Mr Malcolm Snow**

BRTP (Hons) *Queensland*, MLA *Melb*, FAILA

Malcolm Snow took up the role as Chief Executive of the ACT City Renewal Authority following a senior executive career working with and as a member of statutory and commercial boards. His diverse positions have included Chief Executive Officer of the National Capital Authority, a decade as Head of Design with the City of Melbourne, as a Director of international consulting firm Urbis, and as CEO of South Bank Corporation in Brisbane. Mr Snow is one of Australia's leading place makers and managers. With qualifications in urban planning and landscape architecture and a career spanning more than four decades, he has led major city revitalisation programs throughout Australia, Asia and the United Kingdom both as a consultant and advisor to all spheres of government.

Committee: Campus Planning Committee

### **Mr Jure Domazet**

Jure Domazet is the Managing Director of Doma Group, with interests in property investment and development (including residential, office, hotel and car park), hotel operations and management (including all food and beverage operations) and private equity. Upon completing his professional qualifications, he worked in commercial finance with a national bank and as a commercial lawyer with a national law firm. He currently is Director and Interim Chairman of the Canberra Convention Bureau, a Board director of Canberra Girls Grammar School and Chairman of the Development and Planning Committee. He is formerly a Director of the Property Council of Australia (ACT Division) and was the President from 2011–2015. He has also has provided advisory services for Marymead and sits on the Catholic Archdiocese Property Council.

Committee: Campus Planning Committee



## **Professor Margaret Harding**

BSc (Hons), PhD, DSc, *Sydney*

Margaret Harding was appointed Deputy Vice-Chancellor (Research) at ANU in June 2012. She is responsible for the development and implementation of strategies, policies and systems to maintain and enhance achievement and the overall research performance of the University. Professor Harding held the positions of Pro Vice-Chancellor (Research) at the University of New South Wales (UNSW) from 2008 to 2012 and Dean of Graduate Research at UNSW from 2005 to 2009. Professor Harding's research in biological and medicinal chemistry has resulted in more than 110 research articles and numerous awards, including the Royal Australian Chemical Institute Rennie and Biota Medals, and Australian Academy of Science Fellowships in France, the UK and the USA.

Committee: Honorary Degrees Committee

## **Professor Marnie Hughes-Warrington**

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

Marnie Hughes-Warrington was appointed as the Deputy Vice-Chancellor (Academic) at ANU in November 2011. Her key aim is to make ANU a world-leader in education innovation, including strengthening local and global connections in curriculum, education commercialisation and philanthropy. She is an active researcher, with six books and \$18 million in grants to her name. She is the Chair of the Tuckwell Scholarships Board, the Freilich Foundation Board, Deputy National Secretary of the Rhodes Scholarships for Australia and a member of the Office for Learning and Teaching's Expert Advisory Group.

Committee: Honorary Degrees Committee

## **Professor Shirley Leitch**

BA, MA, (Hons), PhD *Auck*

Shirley Leitch was appointed as the Deputy Vice-Chancellor (Global Engagement) at ANU in May 2017. She provides leadership across a broad portfolio, including international alliances and partnerships, national and international government relations, marketing, brand management, strategic communication, and public policy. Previously, Professor Leitch was Dean of the College of Business and Economics and Pro Vice-Chancellor (Education and Global Engagement) at ANU. She has a longstanding interest in online education and currently co-chairs the Revenue Committee of edX, which offers massive open online courses (MOOCs) to millions of students. Prior to joining ANU she was Deputy Vice-Chancellor (Academic) at Swinburne University of Technology in Melbourne, where she co-founded the successful, education technology company Online Education Services Ltd (OES) in partnership with SEEK Ltd. In 2015 OES was recognised as Australia's fastest growing company in the BRW Fast 100. Her research is focused on public discourse and change, including science-society engagement in relation to controversial science and technology.

Committee: Honorary Degrees Committee

## **Professor Chennupati Jagadish AC**

BSc *Nagarjuna*, MSc (Tech) *Andhra*, MPhil, PhD *Delhi*, FAA, FTSE, FIEEE, FAPS, FMRS, FOSA, FlnstP, FAIP, Flon, FSPIE, FECS, FIET, FAAAAS, FAVS, FEMA

Chennupati Jagadish is a Distinguished Professor and Head of Semiconductor Optoelectronics and Nanotechnology Group in the ANU Research School of Physics and Engineering. His research interests are based on compound semiconductor optoelectronics, nanotechnology, photovoltaics and materials science. He has published more than 880 research papers (600 journal papers), has had five US patents assigned, co-authored a book, co-edited 10 books, guest edited 15 special issues of journals and edited 12 conference proceedings. He is serving as Editor of three journals, Associate Editor of three journals and editorial board member of 15 journals. He has received the Peter Baume Award, a Federation Fellowship (2004–2009) and a Laureate Fellowship



(2009–2014). In 2010 he received the Quantum Device Award from the ISCS, the IEEE Photonics Society 2010 Distinguished Service Award, the 2011 IEEE NTC Distinguished Service Award, the 2013 Boas Medal from the Australian Institute of Physics, the 2015 IEEE Nanotechnology Pioneer Award, the 2015 IEEE Photonics Society Engineering Achievement Award, the 2016 MRSI Silver Jubilee International Award, the 2016 OSA Nick Holonyak Award, the 2017 Welker Award and the 2017 IUMRS Somiya Award.

Committee: Honorary Degrees Committee

### **Professor Ann McGrath AM**

BA (Hons) *Qld*, PhD *LaTrobe*, HonDPhil *Linnaeus*

Ann McGrath is a Professor of History and Director of the Australian Centre for Indigenous History. Her main interests are gender, colonialism, the history of Indigenous relations and intermarriage in Australia and North America, and the themes of deep history, spatial history and scale. She was accepted as a Fellow of the Academy of Social Sciences and her work has also been recognised by the award of the Inaugural WK Hancock history prize; the Human Rights Award for non-fiction; the John Barrett Prize; the Archibald Hannah Junior Fellowship at the Beinecke Library, Yale; Membership of the Institute of Advanced Study, Durham; and Membership of the School of Social Sciences, Institute for Advanced Study, Princeton; a Rockefeller Foundation Scholarly Residency at Bellagio; the New South Wales Premier's General History Prize, and as the Kathleen Fitzpatrick Australian Laureate Fellow 2017.

Committee: Honorary Degrees Committee

### **Ms Julie Steiner**

BA (Hons) *Melb*

Julie Steiner is the Australian Chair of global executive search firm Odgers Berndtson. She leads a portfolio of practices across the Board and CEO, Education, Health, Public Sector, Research and Cultural sectors. Julie is also the global head of the Education Practice supporting the Odgers Berndtson international board and the activities across nine countries and regions. She was a founding Director of Braithwaite Steiner Pretty (BSP) in 1997 – she and her two business partners sold BSP to Odgers Berndtson in 2013. Prior to establishing BSP Julie worked in the public and private sectors at GM and CEO level. She has also been a broadcaster with the ABC and has sat on a number of listed and public sector boards.

Committee: Nominations Committee

### **Mr David Miles AM**

LLB *Melb*, HonLLD *Qld*

David Miles served as a member of the ANU Council from 2006 to 2016, and is a practising lawyer, company director and executive coach. He is a former president of the Law Institute of Victoria and the Law Council of Australia. From 1991 to 1997 he was chief executive and national managing partner of national law firm Corrs Chambers Westgarth. He is a former chair of the Industry Research & Development Board and of Innovation Australia, and a former member of the Prime Minister's Science Engineering & Innovation Council. He is chair of Uniseed Management Pty Ltd chair of Legal Super Pty Ltd, and chair of the Australian Motor Sports Appeal Court, and was a director of ASC Pty Ltd from 2010 to 2014. In 2014 he was appointed to lead the review of the Australian Government's Cooperative Research Centres Programme and delivered a report to the Minister for Industry and Science in March 2015.

Committee: Nominations Committee

### **Professor the Hon. Carmen Lawrence\***

BPsych (Hons), PhD *UWA*

After training as a research psychologist at the University of Western Australia and lecturing in a number of Australian universities, Dr Lawrence entered politics in 1986, serving for 21 years. She was at various times WA Minister for Education and Aboriginal affairs and was the first female Premier and Treasurer of a State government. She shifted to Federal politics in 1994 when she was elected as the Member for Fremantle and was appointed Minister for Health and Human Services and Minister assisting the Prime Minister on the Status of Women. She retired from politics in 2007 and is now a Professor in the School of Psychology where she is Director of the Centre for the Study of Social Change. She is currently Chair of the Australian Heritage Council.

Committee: Nominations Committee

### **Ms Hilary McPhee AO\***

BA *Melb*, HonDLitt *Monash*

Hilary McPhee is a writer and editor. She was a founding director of McPhee Gribble Publishers and Chair of the Australia Council for the Arts and of the Major Organizations Board 1994–7, a founding director and sometime editor of online political newsletter *New Matilda.com*. She was the inaugural Vice-Chancellor's Fellow at the University of Melbourne and remains a senior Fellow of the University. Her selection of recent Australian writing, *Wordlines*, was published in 2010. She annotated and edited film-maker Tim Burstall's diaries from the early 1950s, published by MUP as *Memoirs of a Young Bastard*. She is now writing a companion volume to *Other People's Words*. She was awarded an Order of Australia for service to the Arts in 2003.

Committee: Nominations Committee

### **Mr Stephen Byron\***

BCom/LLB *ANU*

Stephen Byron is the Managing Director of the Capital Airport Group, which he has led since 1998. He is Chair of the Canberra Grammar School Board and a member of the boards of The Snow Foundation and the Canberra Convention Bureau. He is also a Board Governor of ANU Endowment for Excellence.

Committee: Campus Planning Committee; Major Projects Joint Sub-Committee

### **Professor Kiaran Kirk\***

BSc (Hons), PhD *Syd*, MA DPhil *Oxon*

Kiaran Kirk is the Dean of the ANU College of Science. He carried out his PhD in the Department of Biochemistry at the University of Sydney (1985–1988), after which he relocated to the Oxford University Laboratory of Physiology where he held an Oxford Nuffield Medical Fellowship, the Staines Medical Research Fellowship (Exeter College) and a Lister Institute Senior Research Fellowship. He returned to Australia in 1996 to head the Department of Biochemistry and Molecular Biology in the ANU Faculty of Science, holding this post until taking up the role of Director of the newly created ANU Research School of Biology in June 2009. He took up the position of Dean of the ANU College of Medicine, Biology and Environment in April 2014. He has been Dean of the ANU College of Science since August 2017.

Committee: Nominations Committee

## Appointments and elections to Council

After 13 years of service to the University as a member of Council, including the last three years as Pro-Chancellor, the University farewelled Ms Robin Hughes AO mid-year. Robin Hughes was appointed to the Council by the Minister for Education and Training in 2004.

Ms Hughes was a highly respected and experienced Council member, and her counsel enormously valued by Chancellors, Vice-Chancellors and members of the Executive. She contributed much to key decision-making over her time as both a Council member and, more recently, Pro-Chancellor, bringing her own calm common sense, humour, and arts and humanities-focused perspective to many difficult issues. She will be greatly missed by Council members and staff alike.

Following the retirement of Ms Hughes from the Council, new appointments were made. At its May 2017 meeting the Council resolved to appoint Ms Naomi Flutter as the new Pro-Chancellor from 1 July for a term of three years.

Ms Flutter is the head of Deutsche Bank's Global Transaction Banking division for Australia and New Zealand and the Head of the Issuer Services business for APAC. In this capacity she is responsible for the delivery of certain wholesale and corporate banking products and services to clients across Asia. With Deutsche Bank for 18 years, she previously worked for the United Nations High Commissioner for Refugees including in refugee camps in Kenya and Nepal. She holds a Master's degree in Public Policy from Harvard University and Bachelor degrees in Law and Economics from ANU. In 1994 she was awarded the ANU Tillyard Prize for outstanding contributions to University life. Ms Flutter has served on the Council since 2014, when she was appointed by the Minister for Education and Training.

Following a recommendation from the Nomination Committee of Council, the Minister for Education and Training announced the appointment of Ms Anne-Marie Schwirtlich AM, as a new member of the Council. Ms Schwirtlich is the recently retired Director-General of the National Library of Australia, a role she was appointed to in 2011. She had previously held the senior roles of Chief Executive Officer and State Librarian at the State Library of Victoria (2003–2011) and Acting Director-General at the National Archives of Australia (2000–2003). She brings valued expertise and experience in the executive leadership of significant cultural organisations operating in the public sector in various jurisdictions, and a sound knowledge and understanding of the arts, culture and humanities in Australia. She will have particularly valuable insights into such matters as digital transformation and disruption and management of scholarly infrastructure. She will serve a term of four years from 1 July 2017.

For the first time, following the introduction of the *Council (Elections) Statute 2016*, the undergraduate and postgraduate students of the University were invited to 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. Ms Alyssa Shaw was re-elected for a further one-year term as the postgraduate member. Mr James Connolly concluded his term in November, and was succeeded by Ms Eleanor Kay as the undergraduate member on 1 December.

On 1 December 2017 the Council considered the Chancellorship of the University. Following a discussion led by the Pro-Chancellor, the Council resolved to extend the appointment of Professor the Hon. Gareth Evans AC QC as Chancellor, in accordance with the *Chancellorship Statute 2012*. The Statute provides only for a 3-year term for a Chancellor, but Professor Evans has made it clear and it is the expectation of the Council that he will retire as Chancellor on 31 December 2019.

## Council member induction and continuing education

An induction program is conducted for new Council and Council Committee members which includes one-on-one meetings with the Chancellor, Vice-Chancellor, Deputy Vice-Chancellors, Chief Operating Officer, Chief Financial Officer, and the Director, Corporate Governance and Risk Office. New Council and Committee members are provided with a comprehensive induction kit incorporating key institutional and strategic documentation, namely the Council Members Handbook, copies of relevant legislation, ANU 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 2017 a number of Council members participated in professional development programs offered by the Australian Institute of Company Directors.

## Council performance evaluation

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

The Council evaluates its own performance on a regular basis, the most recent occasion being February 2017. The evaluation occurs 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.

Subsequent to these assessments and consultations, a report is tabled at a meeting of the Council for discussion. Discussion at the Council meeting also presents an opportunity for Council to address the question of its collective effectiveness.

## Membership and succession planning

The Council has adopted a Charter for the Nominations Committee of Council, which 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 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



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- > 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

and reflect

- > the need to ensure a level of continuity within its membership such that, where possible, members' terms of office should overlap
- > the importance of achieving gender equity in Council's composition
- > the importance of representation from States and Territories in addition to New South Wales and Victoria to be factored into the balance of Council's composition
- > the imperative to have 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 2017, approximately every two months. The Chancellor presided at all meetings of the Council.

The Chair is committed to ensuring that there is free and open debate, significant issues are debated adequately, all views are canvassed, all issues are treated fairly during debate, courtesy is observed at all times and business is conducted efficiently and expeditiously.

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.

Meetings of the Council are open to observers (for non-confidential items). Meetings of the Council are attended by the Deputy Vice-Chancellors, Pro Vice-Chancellors, Chief Operating Officer, 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.

In 2017 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 the Crawford School of Public Policy, the Tjabal Indigenous Higher Education Centre and the Innovation Hub in the ANU College of Business and Economics. In addition, the Council received presentations on public policy projects across all Colleges, attended the ANU launch of National Reconciliation Week, undertook a Philanthropy training workshop and participated in an engagement event with winners of the inaugural ANU Grand Challenges Scheme.

# Senior officials of the University

## The Chancellor

The Chancellor is appointed by the 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 within each meeting.
- > Represent the views of the Council to the University community, government, business, civil society and the public.
- > Maintain a regular dialogue with the Vice-Chancellor and executive management, serving as a primary link between the Council and management and providing continuity between Council meetings.
- > Work with the Vice-Chancellor in relation to the Council's requirements for information to contribute effectively to the Council decision-making process and to monitor the effective implementation of Council decisions.
- > Preside on ceremonial occasions of the University, including at Conferring of Awards ceremonies.

For the appointment of the current Chancellor in 2010, the Council established a Committee to present and make recommendations to Council about names of persons to be considered for appointment as Chancellor. It comprised the Pro-Chancellor (Chair), Vice-Chancellor, three external members of the Council and the Council member elected by the Deans and Research School Heads. The current Chancellor, Professor the Hon. Gareth Evans AC QC will retire on 31 December 2019.

## The Pro-Chancellor

The Pro-Chancellor's principal responsibilities are to assist the Chancellor in providing appropriate leadership to the Council and ensuring the 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 the 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.

## The Vice-Chancellor

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

Under the *Vice-Chancellorship Statute 2002*, 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



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- > 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 following Committees:

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

All Council Committees comprise members of Council, supplemented with other Committee members, internal and external to the University, who bring leadership in their field of expertise. All Committees of Council operate under Charters approved by the Council.

### Finance Committee

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

During the year, the Committee had oversight of the University and subsidiary entities' budgets, monitored the University's financial projections and performance, oversaw changes in the University's investment management model and deliberated on a range of matters relating to the University's commercial activities, specifically in relation to 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 2017 the Committee's work included overseeing for Council the preparation of University and subsidiary entities annual financial statements. The Committee also reviewed audits completed as part of the Annual Internal Audit Work Plan (projects included internal audits of governance of building projects, student career and employment support services, and a post-implementation review of the Electronic Records Management System), and Management Initiated Reviews (including a review of contractor payments). The Committee advised on a significant body of work undertaken in risk management, particularly in relation to a revised Fraud Risk Management Framework and Policy and the ongoing program of work in defining the University's risk appetite, which will remain an area of focus for the Committee.

### **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 overseeing matters such as Master Plans for the Acton campus and other minor campuses, the Union Court redevelopment, major capital projects, infrastructure naming, student accommodation strategy, heritage and public art.

### **Remuneration Committee**

The Remuneration Committee determines the remuneration and conditions of employment of the Vice-Chancellor; monitors and reviews decisions of the Vice-Chancellor on matters concerning the performance and remuneration of the 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 new Vice-Chancellor, and had oversight of the Vice-Chancellor's decisions regarding 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, the Council approved the awarding of honorary degrees to:

Conferee	Honorary degree	Reason
<b>Professor Matthias Hentze</b>	Doctor of Science <i>honoris causa</i>	On the grounds of his exceptional worldwide contribution to science.
<b>Ms Matilda House</b>	Doctor of the University <i>honoris causa</i>	On the grounds of her outstanding contribution to Indigenous issues in the ACT, particularly through her ongoing support of Indigenous students, including her involvement in establishing the Tjabal Centre.
<b>The Hon Fred Chaney AO</b>	Doctor of Laws <i>honoris causa</i>	On the grounds of his exceptional contributions to public service through parliament and his life-long commitment to Indigenous issues, including in relation to reconciliation, native title and Aboriginal legal services.
<b>Ms Elizabeth Ellis</b>	Doctor of Letters <i>honoris causa</i>	On the grounds of her exceptional contributions to the study of and teaching in traditional Indigenous languages and culture.
<b>Mr John Mitchell</b>	Doctor of the University <i>honoris causa</i>	On the grounds of his exceptional contributions to the work of the University, particularly through his support of research in environmental economics, income distribution and inequality.
<b>The Hon Susan Ryan AO</b>	Doctor of Laws <i>honoris causa</i>	On the grounds of her exceptional contributions to the advancement of human rights, particularly in the areas of ageing, disability discrimination and equal opportunity.
<b>Professor John Shine AO</b>	Doctor of Science <i>honoris causa</i>	On the grounds of his outstanding contributions to biological science.
<b>Mr Dennis Richardson AO</b>	Doctor of Laws <i>honoris causa</i>	On the grounds of his exceptional contributions to public service and public policy, particularly in the areas of international affairs, security and defence.
<b>The Hon Kate Lundy</b>	Doctor of Letters <i>honoris causa</i>	On the grounds of her exceptional contributions to advocacy and policy for information communications and technology for the ACT and nationally.

## 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 three occasions during 2017 to consider nominations to the Minister for Education and Training for a single vacancy on the Council, arising from the retirement of Ms Robin Hughes AO. Following a recommendation from the Nomination Committee, the Minister for Education and Training announced the appointment of Ms Anne-Marie Schwirtlich AM. The Nominations Committee also commenced planning for potential future appointments and reappointments to the Council by the Minister.

Consistent with the recommendations of the Walker Review, and coupled with the membership succession plan developed by the Council in recent years, the Council maintained a skills register to assist the Nominations Committee with nominations to the Minister for appointments and re-appointments.

## Council and Council committees meeting attendances

For the period 1 January to 31 December 2017, the following tables detail the attendances at meetings by Council members and other Committee members:

### 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 Robin Hughes AO (to 30/06/2017)	3	3
Ms Naomi Flutter	6	6
Professor Suzanne Cory AC	6	5
Mr Graeme Samuel AC	6	5
Dr Doug McTaggart	6	5
Mr Peter Yu	6	4
Ms Natasha Stott Despoja AM	6	6
Ms Anne-Marie Schvirtlich AM (from 30/06/2017)	3	3
Professor Catherine Waldby	6	6
Professor Jan Provis	6	6
Professor Tim Senden	6	6
Ms Deborah Veness	6	6
Ms Alyssa Shaw	6	6
Mr James Connolly (to 30/11/2017)	5	5
Ms Eleanor Kay (from 01/12/2017)	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 Robin Hughes AO (to 30/06/2017)	2	2
Ms Naomi Flutter	5	4
Dr Doug McTaggart	5	2
Professor Tim Senden	5	3
Mr Geoff Knuckey	5	5
Mr Darren Keogh	5	4
Mr Tony McGrath	5	5
Ms Merran Kelsall	5	3

### Audit and Risk Management Committee

Committee member	No. of possible meetings	No. of meetings attended
Mr Geoff Knuckey	6	6
Ms Naomi Flutter (to 20/07/2017)	4	4
Ms Anne-Marie Schwirtlich AM (from 21/07/2017)	2	1
Mr Graeme Samuel AC (to 29/09/2017)	5	0
Mr Mark Ridley	6	4
Ms Janine McMinn	6	5
Mr Jeremy Chandler	6	5

### 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	5
Ms Robin Hughes AO (to 30/06/2017)	3	3
Ms Naomi Flutter	6	5
Professor Tim Senden	6	6
Ms Anne-Marie Schwirtlich AM (from 01/07/2017)	3	3
Professor Sue Holliday	6	6
Mr Malcolm Snow	6	5
Mr Stephen Byron (to 30/01/2017)	0	0
Mr Jure Domazet (from 29/09/2017)	1	1

### Remuneration Committee

Committee member	No. of possible meetings	No. of meetings attended
Professor the Hon. Gareth Evans AC QC	1	1
Ms Robin Hughes AO	1	1
Ms Naomi Flutter (from 01/07/2017)	0	0
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 Robin Hughes AO (to 30/06/2017)	1	1
Ms Naomi Flutter (from 01/07/2017)	2	2
Professor Suzanne Cory AC	3	2
Mr Peter Yu	3	2
Ms Natasha Stott Despoja AM	3	3
Professor Marnie Hughes-Warrington	3	1
Professor Margaret Harding	3	3
Professor Shirley Leitch (from 10/05/2017)	2	1
Professor Chennupati Jagadish	3	0
Professor Ann McGrath	3	3
Mr James Connolly (to 30/11/2017)	3	3
Ms Alyssa Shaw (from 01/12/2017)	0	0

## Nominations 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 Robin Hughes AO	3	3
Ms Naomi Flutter (from 01/07/2017)	1	1
Professor Carmen Lawrence (to 26/05/2017)	2	1
Ms Hilary McPhee (to 23/02/2017)	1	1
Ms Julie Steiner	3	3
Mr David Miles AM (from 24/11/2017)	1	0
Professor Kiaran Kirk (to 26/05/2017)	2	1
Professor Tim Senden (from 01/07/2017)	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, provides 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 Group of Eight 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 achievement of them are assessed early in the subsequent year.

In 2017 Council continued its policy of not remunerating Council members, but providing 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 provide a comprehensive outline of the governance arrangements of the University, 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. This information is available at: <http://www.anu.edu.au/about/governance>.

The Council also continued its regular news updates, which are communicated on the University website, to staff and students of the University following each meeting of the Council. The update provides an overview of current (non-confidential) matters under discussion by the Council, creating 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 provides a substantial level of information about the activities and processes of the University, which can be found at: <http://www.anu.edu.au/>.

### 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, Academic Board, and its Committees. The Director is the University Secretary and oversees the management of the governance frameworks of the University, covering subordinate legislation, policy and delegations of authority. The Director is the Chief Audit Executive of the University and oversees the 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.

In July 2017 the Director of the Corporate Governance and Risk Office Ms Kate Molloy retired. Ms Molloy made a major contribution over her 3.5 years in the role to enhance the standards of corporate governance within the University. Mr Chris Reid was appointed as Ms Molloy's successor.

## Conduct, ethics and disclosure of interests

The University's Code of Conduct applies to all staff and to members of the Council and is available on the University's website at: [https://policies.anu.edu.au/ppl/document/ANUP\\_000388](https://policies.anu.edu.au/ppl/document/ANUP_000388). The University also has a number of Codes of Practice in place for Teaching and Learning, Supervision in Higher Degrees by Research, and Student Academic Integrity that apply to staff and students.

Responsibilities of members of Council and Council Committees available at: [https://policies.anu.edu.au/ppl/document/ANUP\\_000457](https://policies.anu.edu.au/ppl/document/ANUP_000457)

Council and Council Committee members are required to take all reasonable steps to avoid actual, potential or perceived conflicts of interests. Each Council and Council Committee member must comply with the requirements of the *Public Governance, Performance and Accountability Act 2013* in respect of 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, this 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 the 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 that are declared by members. On an annual basis the Director, Corporate Governance and Risk Office invites members 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 the Council. The Academic Board is tasked with ensuring that the University maintains the highest standards in teaching, scholarship and research. It operates under the *Academic Board and Committees Statute 2014*, with the assistance of specialist committees on Education and Research. The Academic Board is charged with the accreditation and reaccreditation of the programs and courses of the University.

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

This reporting structure will change in 2018 with the formation of two new committees: the Teaching and Learning Development Committee and the Academic Quality Assurance Committee (the University Education Committee and Academic Board Accreditation Sub-Committee will be dissolved).

Professor Jacqueline Lo continues as Chair until March 2018. Professor Lo represented the ANU Academic Board at the 12th Annual University Governance and Regulation Forum which was held in Canberra in September. It focused on the challenges and implications of the new Higher Education Standards Framework, as well as implications of shifting federal priorities in relation to accessibility, research potential and education's ability to reign as Australia's dominant export. Professor Lo presented a paper on the University's process for developing a Student Partnership Agreement, and took part in a panel discussion on how Academic Boards can contribute to best practice governance.



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'Hot Topics' discussed by the Board in 2017 included:

- > creation of a public policy incubator (formally, the Public Policy and Societal Impact Hub)
- > strengthening student engagement
- > changes to government funding
- > beyond SELT (Student Experience and Learning Framework)
- > bullying and harassment: re-evaluation of the procedures in place for students.

The Academic Board also established the following two working parties comprised of Board members and other academics from various areas of ANU:

- > Academic Freedom Working Party
- > Academic Integrity Working Party.

The Board continues to produce the Academic Board Digest to increase internal and external communications. The newsletter is electronically circulated to subscribers and published on the Academic Board website after each Board meeting to promote engagement with the ANU community.

## Risk management

### Risk environment

The University operates in an inherently complex and dynamic risk environment, where 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 provides the appropriate frameworks and systems for risk oversight, management and reporting; and provides staff with the capability, knowledge and tools to effectively identify and manage risks. The University's Enterprise Risk Management Framework (ERMF) and Risk Management Policy draw on section 16 of the *Public Governance, Performance and Accountability Act 2013* as well as the Australian/New Zealand Standard ISO31000:2009 Risk Management.

### Creating a positive risk culture

Over 2017–18 and beyond, the University will refresh its ERMF and enhance its risk management maturity and capability through a staged roadmap. Our ERMF seeks to:

- > develop a positive risk culture where University management has a common understanding of key risks and feed 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 2017 a key aspect of risk management was to identify and effectively manage strategic risks through the development of a strategic risk register. Accountability for oversight of strategic risks and the controls and treatments in place to address them resides with the University leadership, and is reported to Council's Audit and Risk Management Committee (ARMC) on a quarterly basis. Managing these risks effectively will further support the University's leadership in its strategic decision-making.

In 2018 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. It will define the University's appetite and tolerance for key risks as we pursue our strategic objectives. Risk management at ANU is informed by the internal



audit work program that assesses the strength of our 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 and are supported by six-monthly fraud risk assessments and ongoing activities in relation to prevention, detection and reporting of fraud.

The ARMC provides independent assurance and advice in relation to the University's management of risk, the effectiveness of controls and treatments and verifies the integrity of the financial and performance reporting framework.

## Audit

### External audit

The 2017 Financial Statements audit of the University as a corporate Commonwealth entity and the consolidated entities consisting of the University and its subsidiary ANU Enterprise Pty Limited 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 the 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 relating to 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 2016-2018 provides the Council, Audit and Risk Management Committee and University management with a strategic overview of planned internal audit activity that is linked to the University's risk profile, the business environment and the directions 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. During 2017 five internal audits were undertaken with coverage across a variety of University operations and initiatives, among them being:

- > A Post-Implementation Review of the Electronic Records Management System
- > Governance of Building Projects
- > Student Life (student career and employment support services)
- > NHMRC and ARC Grants
- > Performance Management.

### 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 whether 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 2017, 15 internal and 10 external audits were conducted to audit \$65.7 million of grant funds.

## Controlled entities

In 2017 the University had two controlled entities overseen by the Finance Committee and the 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 over 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 comprising 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 provides an annual business plan and proposed budget, as well as regular reports on financial performance and other operational matters to the Finance Committee and to the 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 is constituted in England and Wales, and operates for the purpose of facilitating grants, donations and bequests that may arise in the United Kingdom on behalf of ANU, in alignment with the strategies of the University. 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 provided annually by the Foundation to the Council. The Foundation is exempted from the requirement for an ANAO audit. Accounts are prepared by an independent accountant.

## 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 in further detail matters dealt with in Statutes.

The following new legislative instruments were enacted in 2017.

### Statutes

- > *Australian National University (ANU College Governance) Statute 2017* (repealing the *ANU College Governance Statute 2013*)
- > *Australian National University (Interpretation) Statute 2017* (repealing the *Interpretation Statute (No.2) 2013*)
- > *Australian National University (Academic Board) Statute 2017* (repealing the *Academic Board and Committees Statute 2014*)

### Rules

- > *Appeals Rule 2017* (repealing the *Appeals Rule 2015*)
- > *Discipline Rule 2017* (repealing the *Discipline Rule 2015*)
- > *Academic Board Rule 2017* (repealing the *Academic Board and Committees Rule 2016*)
- > *Research Awards Rule 2017* (repealing the *Research Awards Rule 2016*)
- > *Fees Rule 2017* (repealing the *Fees Rule 2016*)

## Orders

- > *Council (Elections) Order 2017* (repealing the *Council (Elections) Order 2016 (No.2)*)
- > *Academic Board (Election of Members) Order 2017* (repealing the *Academic Board (Election of Members) Order 2015*)

## Policy governance

The University has established a Policy Governance Framework, which provides 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' (<https://policies.anu.edu.au>), and by a comprehensive training program for staff which is 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.

In 2017 the University implemented an upgraded delegations element within the HR Management System to simplify and standardise delegation assignments and reduce the administrative workload associated with the management of delegations. The new system embeds delegations into positions and includes an online request form with automated approval workflow. The University continued to implement its strategic program of review for the Delegations Framework, focusing this year on amendments to complement and support the new online delegation system in simplifying the use of delegations at the University. Work has also been undertaken to review and refresh the University's suite of investment delegations, policies and procedures in line with industry best practice.

## Disclosure of material activities and events

Section 19 of the *Public Governance, Performance and Accountability Act 2013* provides that the 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 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 keeps the Minister for Education and Training and the Finance Minister informed is through the Annual Report, which is tabled in Parliament. This includes a report on the National Institutes Grant regarding outcomes delivered.

More generally, and in accordance with section 19, the Council has resolved to delegate day-to-day responsibility for notification of significant decisions and issues to the Vice-Chancellor (noting that Council still retains ultimate accountability); and requires that a report be provided to Council at its next meeting after each notification occurs.

In 2017 the University notified the Minister of one significant decision, for the purposes of section 19. This related to a decision to further extend the appointment of Professor the Hon. Gareth Evans AC QC as the Chancellor of the University. The University also provided a copy of the *ANU Strategic Plan 2017–2021* to the Minister and the Finance Minister, in compliance with section 35 of the *Public Governance, Performance and Accountability Act 2013*.



## External scrutiny

In 2017 there were no judicial decisions involving the University, nor any decisions of administrative tribunals or the Australian Information Commissioner that have had, or may have had, a significant effect on the operations of the University. Further, during 2017, the operations of the University were not the subject of report of:

- > the Auditor-General, other than a report under section 43 of the *Public Governance, Performance and Accountability Act 2013*
- > a Committee of either House, or of both Houses, of the Parliament
- > the Commonwealth Ombudsman.

Nor was the University the subject of any capability reviews that were released during 2017.

## 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 the 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 that are 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 to 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 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. Further information regarding these policies is available at: <https://policies.anu.edu.au>.

The University has established a policy and supporting procedures in compliance with the *Public Interest Disclosure Act 2014*. This encourages staff and other eligible public officials to report suspected wrongdoing within the University. In accordance with the Act, the University has appointed three Authorised Officers to receive reports of disclosable conduct. Further information regarding the operation of this scheme is available at: <http://www.anu.edu.au/about/governance/frameworks-disclosures/public-interest-disclosure>

## 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 on its website (at <http://www.anu.edu.au/freedom-of-information>) a high volume of operational information. 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 Robin Hughes AO  
BA MA *Syd* (to 30.06.17)

Ms Naomi Flutter (from 01.07.17)  
LLB (Hons) BEcon (Hons) GDLP *ANU*, MPP *Harvard*

## Vice-Chancellor and President

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

## Deputy Vice-Chancellor (Research and Innovation)

Professor Margaret Harding  
BSc (Hons) PhD DSc *Syd*, CChem, FRACI

## Deputy Vice-Chancellor (Academic)

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

## Deputy Vice-Chancellor (Global Engagement)

Professor Shirley Leitch  
BA MA (Hons) PhD *Auck* (from 10.05.17)

## Chief Operating Officer

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

Ms Karen Hill (acting from 21.07.17 to 29.10.17)  
BMgt *UC*, MMgt *ANU*, AIMM

## Pro Vice-Chancellor (Innovation)

Professor Michael Cardew-Hall  
BSc (Hons) *Nott*, PhD *Imperial College*, CEng,  
FIMechE

## Pro Vice-Chancellor (Education and Global Engagement)

Professor Shirley Leitch  
BA MA (Hons) PhD *Auck* (to 09.05.17)

## Pro Vice-Chancellor (University Experience)

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

## Vice-President (Engagement and Corporate Affairs)

Ms Jane O'Dwyer  
BA *Curtin*, MJourn *UOW*, MMgt *ANU* (acting from  
13.10.17, confirmed from 4.12.17)

## College Dean, ANU College of Arts and Social Sciences

Professor Paul Pickering  
BA (Hons), PhD *La Trobe*, FRHistS (to 02.06.2017)

Professor Rae Frances  
BA (Hons) MA *UWA*, PhD *Monash* (from 05.06.2017)

## 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 Shirley Leitch  
BA MA (Hons) PhD *Auck* (to 22.03.17)

Professor Ian Clarke  
BA (Hons) *UWA*, PhD *ANU* (interim from 23.03.17 to  
21.07.17)

Professor Steven Roberts  
BEc (Hons) *ANU*, MS PhD *Stanford*, AIAA SFHEA  
(interim from 22.07.17)

## College Dean, ANU College of Engineering and Computer Science

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

## College Dean, ANU College of Law

Professor Stephen Bottomley  
BA LLB (Hons) *Macq*, LLM *UNSW*



### **College Dean, ANU College of Medicine, Biology and Environment**

Professor Kiaran Kirk  
BSc (Hons) PhD *Syd*, MA DPhil *Oxon* (to 17.08.17)

### **College Dean, ANU College of Science**

Professor Kiaran Kirk  
BSc (Hons) PhD *Syd*, MA DPhil *Oxon* (from 18.08.17)

### **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 (interim  
from 18.08.2017)

### **College Dean, ANU College of Physical and Mathematical Sciences**

Professor Andrew Roberts  
BSc (Hons) PhD DSc *Victoria* (to 17.08.17)

### **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*

### **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 Benjamin Penny  
BA (Hons) *Syd*, MPhil *Cambridge*, PhD *ANU*

### **Director, Australian National Centre for the Public Awareness of Science**

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

### **Director, Coral Bell School of Asia Pacific Affairs**

Dr Brendan Taylor  
BSocSci (Hons) *Waikato*, MA PhD *ANU* (acting from  
01.01.17 to 31.12.17)

### **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)*

### **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*

**Director, Research School of Engineering**

Professor Saman Halgamuge  
BScEng *Moratuwa*, Dipl-Ing, Dr-Ing *TU Darmstadt*, SMIEEE

**Director, Research School of Finance, Actuarial Studies and Statistics**

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

**Director, Research School of Humanities and the Arts**

Professor William Christie  
BA *Syd*, DPhil *Oxon*, FAHA (acting to 05.06.17)

Professor Paul Pickering  
BA (Hons) PhD *La Trobe*, FRHistS (from 05.06.17)

**Director, Research School of Management**

Professor Byron Keating  
BBus (Hons) PhD *Newcastle*

**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*

**Director, Research School of Psychology**

Professor Michael Kyrios  
BA *Melb*, DipEdPsych *Monash*, MPsych (Clinical)  
*La Trobe*, PhD *FAPS MCCC FAACBT*

**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 Ken George  
BA *Tufts*, MA *North Carolina-Chapel Hill*, MA PhD *Mich*

**Head, ANU Law School**

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

**Chief Financial Officer & Director, Finance and Business Services**

Mr Alastair Sinton  
BS (Hons) *ACA Loughborough* (to 01.09.17)

Mr Ken Picard (Interim)  
BCom (Hons) *UNSW* (interim from 31.07.17 to 15.12.17)

Mr Adam Black  
BCom *UQ*, FCPA *CA* (from 20.11.17)

**Director, Information Technology Services**

Ms Karen Hill  
BMgt *UC*, MMgt *ANU*, AImm (to 22.07.17)

Mr Darren Alexander (acting from 22.07.17)

**Director, Alumni Relations and Philanthropy**

Dr Colin Taylor  
BSc (Hons) *ANU*, PhD *UWA*, PCCP *CPI*, MBA *UNSW*  
(to 12.02.17)

**Director, Centre for Higher Education, Learning and Teaching**

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



## MANAGEMENT & ACCOUNTABILITY

### CORPORATE GOVERNANCE

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

Ms Kathleen Molloy  
BA (Hons) *LaTrobe*, MMgt (Organisational Systems)  
*Monash* (to 07.07.17)

Mr Chris Reid  
BA GradDipArts MComm/Gov Law *ANU* (from  
07.07.17)

#### **Director, Drill Hall Gallery**

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

#### **Director, Facilities and Services**

Ms Christine Allard (to 15.05.17; interim from 20.11.17)

Mr Andy Sharp  
BLA *UC*, MBA *CUT* (from 15. 05.17 to 10.11.17)

#### **Director, Human Resources**

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

#### **Director, International**

Ms Anne Baly (to 30.11.17)  
BSc *Qld*

#### **Director, Major Projects**

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

#### **Director, Marketing Office**

Mrs Elizabeth Ryley  
DipCAM *London*, BA Visual Comms *CPIT*, MBA  
*Sheffield Hallam* (to 15.09.17)

Mr Peter Murphy (acting from 01.01.17 to 18.11.17)  
BSocSci (Psychology) *UoW*, GDipCom (Marketing)  
*VUW*

Mr Bruce McCarthy (acting from 20.11.17)  
BComm *UNSW*

#### **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, Research Services**

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

#### **Director, Research Training**

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

#### **Director, Scholarly Information Services and University Librarian**

Ms Roxanne Missingham  
MPubAdmin *Canberra*, GradDipLib *CCAIE*, BSc *ANU*,  
FALIA

#### **Director, Service Improvement Group**

Dr Michael Nelson  
BSc (Hons) *UNSW*, PhD *UNSW* (to 31.03.17)

Ms Lakshmi West  
BAppSci (Information) *UTS* (from 03.04.17)

#### **Director, Strategic Communications and Public Affairs**

Ms Jane O'Dwyer  
BA *Curtin*, MJourn *UOW*, MMgt *ANU* (to 13.10.17)

Ms Penelope Cox  
BComm, *UC* (acting from 13.10.17)

#### **Director, Principal Gifts**

Dr Colin Taylor  
BSc (Hons) *ANU* PhD *UWA*, PCCP CPI, MBA *UNSW*  
(from 13.02.17)

#### **Director, Statistical Consulting Unit**

Professor Stephen Haslett  
BSc *Otago*, BA (Hons) PhD *Wellington*,  
FSS, CStat (*UK*)



### **Director, Student Recruitment and Admissions**

Ms Angela Watkins  
BA (Hons) *Birmingham*, MSc *London*  
(to 31.05.17)

### **Director, Technology Transfer Office**

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

### **Director, Tjabal Indigenous Higher Education Centre**

Ms Anne Martin  
BA *Qld*

### **Registrar, Student Administration**

Joan Angel (acting)  
BCom *UQ* (to 31.05.17)

Ms Ariel Edge (from 01.06.17)  
BSFS, *GU*

### **Registrar, Student Life**

Mrs Lynda Mathey  
BA GradDipTeach PostGradDipEd,  
PostGradCertProfStud MA Ed *OU*

### **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**

Dr Rochelle Wilkins Tate  
BS MEd *Illinois State University*,  
PhD *Capella University* (to 21.04.17)

Ms Katrina Boyd  
BA BAS *ANU* (from 22.04.17)

### **Head, Burton & Garran Hall**

Mr Jamiyl Mosley  
BA MCounselling Services *Rider University NJ*

### **Head, Fenner Hall**

Dr Jasmine Jury  
BSc (Hons) *Massey*, PhD *ANU*

### **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*

## **Officers for Ceremonial Occasions**

### **Marshal**

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)

# 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 14 of this report or at:

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

# 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 Physical and Mathematical Sciences  
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

Research School of Astronomy and Astrophysics  
ANU College of Science  
The Australian National University  
National Park Road  
Coonabarabran NSW 2357

# 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.

Staff numbers are just over 4,100, of which almost half are professional staff and just over half are academic staff. High-level appointments made during 2017 included:

- > Professor Raelene Frances (Dean, ANU College of Arts and Social Sciences)
- > Professor Anna Moore (Director, Advanced Instrumentation and Technology Centre)
- > Virginia Marshall (first Indigenous postdoc)
- > Professor Barbara Miles (Vice-President Advancement – to commence in 2018)
- > Adam Black (Chief Financial Officer)
- > Mary Fallon (Director, Investment Office)
- > Chris Reid (Director, Corporate Governance and Risk Office)
- > Professor Saul Cunningham (Director, Fenner School of the Environment and Society)
- > Paul Harris (Director, North American Liaison Office)
- > Professor Imogen Mitchell (Dean and Director ANU Medical School)
- > Professor Michael Wesley (Dean ANU College of Asia and the Pacific)
- > Ariel Edge (Registrar, Student Administration)
- > Professor Imelda Whelehan (Dean, Higher Degree Research)
- > Professor Toni Erskine (Director, Coral Bell)
- > Professor George Mailath, Goldsmith Economics Chair
- > Professor Sean Smith (Director, National Computational Infrastructure)
- > Sean Innes (Director, Public Policy and Societal Impact)
- > Professor Bob McMullan (Director, ANU Crawford Leadership Forum)
- > Professor Sally Wheeler (Dean ANU College of Law – yet to commence)
- > Professor Grady Venville (Pro Vice-Chancellor Education – yet to commence)
- > Professor Luis Salvador-Carulla (Head, Centre for Mental Health Research)
- > Professor Shirley Leitch (Deputy Vice-Chancellor Global Engagement)
- > Jane O'Dwyer (Vice-President, Engagement and Corporate Affairs)

## Remuneration and employment conditions

During 2017 the Australian National University Enterprise Agreement 2017–2021 was negotiated with unions that represent the University workforce. The Agreement was supported by the majority of staff in the vote held in October, and submitted to the Fair Work Commission in November for registration.

The University focused on reaching a sustainable agreement, which improves conditions of employment for staff, as well as improved flexibility for the University.

In addition to a range of salary increases, the Agreement provides improved parental and personal leave entitlements; broadening of first aid to capture mental health first aid; and improved domestic violence leave arrangements. The Indigenous employment provisions were updated to align with University strategy, and the career development scholarship scheme was amended to allow for improved staff access.

Existing provisions were amended to deliver some flexibility. This includes the creation of an academic staff tenure-track process, streamlining the severance arrangement, and embedding small changes to the span of hours.

## Professor Ken Lampl, Head, ANU School of Music

Internationally recognised composer and performer Ken Lampl, who has written music for more than 70 films, TV shows and video games, was appointed as Head of the ANU School of Music in February 2017.

Professor Lampl, who joined the ANU as Professor of Composition in 2016, has been trained in both classical music and jazz and is a former faculty member of the renowned Juilliard School in New York City.

Professor Lampl has strong expertise in recording and music technology.

Prior to his commencement at ANU he was Director of the Music Business and Technology Program at Hofstra University in New York, which *Billboard Magazine* ranked as one of the top music industry programs in the United States.

He has studied with legendary film composer John Williams and taught at Juilliard, the Shanghai Conservatory and the Danish National Conservatory.

Renowned tenor and early music specialist Dr Paul McMahon was appointed Deputy Head of the School at the same time.

The appointment of the new Head and Deputy Head of School follows the ANU decision in October 2016 to commit an extra \$12.5 million to the School of Music over five years to ensure a bright future for music teaching and research at the University.

## Professor Robert Breunig

Former interim Director of Crawford School of Public Policy, Professor Breunig is a leading figure in efforts to increase accessibility to and use of government data both within and beyond government. He is currently involved in initiatives to release government administrative data to government departments.

While at Crawford School he has pioneered onshore and offshore programs in economics and policy evaluation for public servants across the region improving their capability to develop and assess effective public policy.

Professor Breunig has also provided training in economic analysis, policy evaluation and data analysis to over 1,000 public servants in Australia and has had a major impact on the Australian Public Service through ongoing education.

In 2015 Professor Breunig took on the role of interim Director of Crawford School of Public Policy and led the School very successfully for 18 months during a challenging and uncertain time.

His contributions have been of great value to Australia's public policy and the engagement of the ANU with the Australian Public Service. His outstanding work behind the scenes has shaped informed policy decision on socially critical matters.

He was presented with a Staff Excellence Award in December which 'recognises University staff for outstanding contributions to public policy formulation and debate, who volunteer their work-related skills and experience, and/or facilitate valuable connections across Australia and internationally.'

**TABLE 4: Staff profile by ANU College/area and gender, 2017<sup>1</sup>**

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

<sup>1</sup> Data based on headcount

Source: ANU HR Management System, Department of Education Submission as at 31 March 2017

**TABLE 5: Academic staff holding doctorates, 2013 – 2017**

% of Total Academic Staff holding Doctorates					
	2013	2014	2015	2016	2017
The Australian National University	86	87	87	88	88
All Other Group of Eight universities	69	74	72	70	75
All Australian universities	68	69	70	69	79

Source: ANU HR System Data and Department of Education Staff data for 2017

**TABLE 6: Staff gender distribution, 2013 – 2017**

Employment Category	Gender	2013	2014	2015	2016	2017
Academic	Female	643	643	642	620	658
	Male	1156	1070	1070	1080	1052
Non-Academic	Female	1427	1319	1415	1430	1441
	Male	1102	992	999	989	953
	X					1
<b>Grand Total</b>		<b>4328</b>	<b>4024</b>	<b>4126</b>	<b>4119</b>	<b>4105</b>

Source: ANU HR Management system data as at March census 2017 based on headcount

## Awards for our excellent staff

The individual excellence of our researchers across all fields demonstrates our commitment to excellence and has been demonstrated in 2017 through numerous awards, prizes and honours.

### External awards

Name	Award	School
Dr Kai Xun Chan	2017 ACT Scientist of the Year; ACT Tall Poppy	Research School of Biology
Professor Bruce Chapman AM	2017 AFR Higher Education Lifetime Achievement Award	ANU College of Asia & the Pacific
Professor Tom Griffiths	2017 Ernest Scott Prize for History	Research School of Social Sciences
Emeritus Professor Jenny Graves AO	2017 Prime Minister's Prize for Science	Research School of Biology
Emeritus Professor Graham Farquhar AO	2018 ACT Senior Australian of the Year; Kyoto Prize for Basic Sciences	Research School of Biology
Dr Julie Banfield	ACT Tall Poppy Award for 2017	Research School of Astronomy & Astrophysics
Dr Dave Pasalich	ACT Tall Poppy Award for 2017	Research School of Psychology
Professor Helen Sullivan	National Fellow of the Institute of Public Administration Australia	ANU College of Asia and the Pacific
Professor Ken Freeman	Companion in the Order of Australia	Research School of Astronomy & Astrophysics
A/Professor Katherine Bode	ARC Future Fellow	ANU College of Arts and Social Sciences
Dr Qinian Jin	ARC Future Fellow	ANU College of Science
A/Professor Scott Morrison	ARC Future Fellow	ANU College of Science
Dr Alexander Poddubny	ARC Future Fellow	ANU College of Science
Dr Pu Xiao	ARC Future Fellow	ANU College of Science

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Name	Award	School
Dr Chunle Xiong	ARC Future Fellow	ANU College of Science
Dr Stephanie Goodhew	ARC Future Fellow	ANU College of Health and Medicine
Dr Ceridwen Fraser	ARC Future Fellow; the Australian Academy of Science 2018 Fenner Medal	ANU College of Science
Professor Ann McGrath AM	Member of the Order of Australia; Kathleen Fitzpatrick Australian Laureate Fellow; Fellow of the Australian Academy of the Humanities	Research School of Social Sciences
Professor Gottfried Otting	Australian Laureate Fellow	ANU College of Science
Professor Warwick McKibbin AO	Distinguished Public Policy Fellow Award, Economic Society of Australia	ANU College of Asia and the Pacific
Professors Emily Banks	Elected to the Australian Academy of Health and Medical Sciences	John Curtin School of Medical Research
Professor Ross Hannan	Elected to the Australian Academy of Health and Medical Sciences	ANU College of Health and Medicine
Professor Kiaran Kirk	Elected to the Australian Academy of Health and Medical Sciences	ANU College of Science
Professor Xuemei Bai	Elected to the Australian Academy of Social Sciences	Fenner School of Environment and Society
Professor Frank Bongiorno	Elected to the Australian Academy of Social Sciences	ANU College of Arts and Social Sciences
Professor Nicholas Brown	Elected to the Australian Academy of Social Sciences	ANU College of Arts and Social Sciences
The Honourable Professor John Hewson AM	Elected to the Australian Academy of Social Sciences	ANU College of Asia and the Pacific
Professor Elinor McKone	Elected to the Australian Academy of Social Sciences	ANU College of Health and Medicine
Professor Susanne von Caemmerer	Elected to the Royal Society	Research School of Biology
A/Professor Brett Lidbury	Fellow of the Faculty of Science, Royal College of Pathologists of Australasia	ANU College of Health and Medicine
Professor Christopher Parish	Fellow of the National Academy of Inventors	ANU College of Health and Medicine
Anne Martin	Honorary Doctorate by the World Indigenous Nations University	Division of Student Administration
Professor Elanor Huntington	Honorary Fellow of Engineers Australia	ANU College of Engineering & Computer Science



<b>Name</b>	<b>Award</b>	<b>School</b>
Professor Chennupati Jagadish	2017 Welker Award; Honorary Fellow of the Indian Academy of Sciences	ANU College of Science
A/Professor Mahomed Patel OAM	Medal in the Order of Australia (OAM)	Research School of Population Health
Professor Craig Moritz	Member of the American Academy of Arts and Sciences	Research School of Biology
Emeritus Professor Merle Ricklefs AM	Member of the Order of Australia	ANU College of Asia and the Pacific
Clinical A/Professor Stephen Bradshaw AM	Member of the Order of Australia	ANU College of Health and Medicine
Honorary A/Professor David Stanton	Member of the Order of Australia, elected to the Australian Academy of Social Sciences	ANU College of Asia and the Pacific
Professor Carola Vinuesa	NHMRC's Elizabeth Blackburn Fellowship for biomedical research	John Curtin School of Medical Research
Emeritus Professor Larry Sitsky AO	Officer of the Order of Australia	ANU College of Arts and Social Sciences
A/Professor Peter Brown	Officier in the Ordre des Palmes Académiques	ANU College of Arts and Social Sciences
Professor Philip Pettit AC	Appointed as a Companion in the Order of Australia	ANU College of Arts and Social Sciences
A/Professor Matthew Hole	Science Fellow at International Thermonuclear Experimental Reactor	Energy Change Institute
Dr Mohsen Rahmani	2017 IUPAP Young Scientist Prize in Laser Physics and Photonics (Fundamental Aspects)	Research School of Physics and Engineering
Professor Brian Kennett	The American Geophysical Union 2017 Inge Lehmann Medal	ANU College of Science
Dr Rhodri Davies	Australian Academy of Sciences 2018 Anton Hayes Medal	ANU College of Science
Professor Alison Booth	Distinguished Fellow Award, Economic Society of Australia	ANU College of Business and Economics
Dr Lachlan Blackhall	Elected Fellow of the Australian Academy of Technology and Engineering	ANU College of Engineering and Computer Science
Emeritus Professor Jon Altman AM	Member in the General Division (AM)	The ANU Centre for Aboriginal Economic Policy Research (CAEPR)

## Australian Awards for University Teaching (AAUT) – Citations for Outstanding Contribution to Student Learning

Name	Award	School
Professor Emily Banks	Research School of Population Health	ANU College of Health and Medicine
Dr Matthew Brookhouse	Fenner School of Environment and Society	ANU College of Science
Dr Ryan Goss		ANU College of Law
Mr Timothy Hatfield	Research School of Psychology	ANU College of Health and Medicine
Training and Inspiring Educators in Research (TIER) Program	Research School of Biology, TIER team led by Ms Estee Tee and included Dr Su Yin Phua, Dr Kai Xun Chan, Mr Diep Ganguly, Dr Peter Crisp, Dr Xin Hou and Professor Barry Pogson	ANU College of Science

AAUT Citations recipients CoS/Fenner School of Environment and Society each received \$10,000 in prize money

## Australian Awards for University Teaching (AAUT) – Awards for Teaching Excellence

Name	Award	School
A/Professor Katrina Anderson	Academic Unit of General Practice, Canberra Hospital	ANU College of Health and Medicine
Dr John Debs	Dept. of Quantum Science and Physics Education Centre, Research School of Physics and Engineering	ANU College of Science
Dr Jason Payne (Early Career Award)	Centre for Social Research and Methods, Research School of Sociology	ANU College of Arts and Social Sciences
Dr Anna von Reibnitz	Research School of Finance, Actuarial Studies and Statistics	ANU College of Business and Economics
Mr Jeremy Smith	Research School of Engineering	ANU College of Engineering and Computer Science

AAUT Awards for Teaching Excellence recipients each received \$25,000 in prize money

## Vice-Chancellor's Awards for Excellence in Education

Name	Award	School
Dr Huda Al-Tamimi	Award for Teaching Excellence	Centre for Arab and Islamic Studies, ANU College of Arts and Social Sciences
Dr Andrew Bradley	Award for Teaching Excellence	Research School of Management, ANU College of Business and Economics

<b>Name</b>	<b>Award</b>	<b>School</b>
Dr Jason Payne	Award for Teaching Excellence (Early Career)	Centre for Social Research and Methods, Research School of Sociology, ANU College of Arts and Social Sciences
Professor Michael Platow	Award for Teaching Excellence	Research School of Psychology, ANU College of Health and Medicine
Mr Gilbert Riedelbauch	Award for Programs that Enhance Student Learning	School of Art and Design, ANU College of Arts and Social Sciences
Professor Emily Banks	Award for Excellence in Supervision	Research School of Population Health, ANU College of Health and Medicine
The National Science and Engineering Summer School for Indigenous Students (team included Dr Chris Browne, Mr David Ackers, A/Prof Anna Cowan, Ms Robyn Dass, Ms Marian Irvine, Ms Anne Martin, Ms Annabel McCabe, Professor Kristen Pammer, Ms Fiona Petersen)	Award for Indigenous Education (in category of Programs that Enhance Student Learning)	Tjabal Centre, ANU College of Science, ANU College of Engineering and Computer Science
Dr Matthew Brookhouse	Citation for Outstanding Contribution to Student Learning	Fenner School of Environment and Society, ANU College of Science
Dr Shengyu Fan	Citation for Outstanding Contribution to Student Learning	School of Culture, History and Language, ANU College of Asia and the Pacific
Ms Xi-Wen (Carys) Chan	Award for Excellence in Tutoring or Demonstrating	Research School of Management, ANU College of Business and Economics
Miss Francesca Maclean	Award for Excellence in Tutoring or Demonstrating	Research School of Engineering, ANU College of Engineering and Computer Science
Ms Estee Tee	Award for Excellence in Tutoring or Demonstrating	Research School of Biology, ANU College of Science
Ms Emi Yoshida	Award for Excellence in Tutoring or Demonstrating	School of Culture, History and Language, ANU College of Asia and the Pacific

VC Awards for Teaching Excellence recipients received \$5,000 in prize money

VC Award for Programs that Enhance Learning recipient received \$5,000 in prize money

VC Award for Excellence in Supervision recipient received \$5,000 in prize money

VC Award for Indigenous Education recipient received \$5,000 in prize money

VC Citations for Outstanding Contribution to Student Learning recipients received \$2,000 in prize money

VC Awards for Excellence in Tutoring or Demonstrating recipients received \$1,000 in prize money

## Vice-Chancellor's excellence awards for staff

Name	Award	School
Professor Robert Breunig	Public Policy and Outreach	ANU College of Asia & the Pacific
Professor Andrew Macintosh	Public Policy and Outreach	ANU College of Law
Mr John Sullivan	Innovation and Excellence in Service	Facilities & Services Division
Ms Mary Spiers Williams	Reconciliation	ANU College of Law
A/Professor Penelope King	Clare Burton Award for Excellence in Equity & Diversity	ANU College of Science
ANU Centre for European Studies	Public Policy and Outreach	ANU Colleges of Arts & Social Sciences; Law; Business & Economics; Asia & the Pacific; and Science
Data Network Transformation Project	Innovation and Excellence in Service	Information Technology Services
Research Skills & Training Team	Innovation and Excellence in Service	Office of the Dean, Higher Degree Research
Upgraded Delegations Framework & System Project	Innovation and Excellence in Service	Human Resources Division, Information Technology Services and Office of the Vice-Chancellor
Digital Collection Transformation: Scholarly Portals	Innovation and Excellence in Service	Scholarly Information Services and ANU College of Asia & the Pacific
Engaged Learning Team	Innovation and Excellence in Service	ANU College of Business & Economics
Australian Phenomics Facility	Andrew Hopkins Award for Excellence in Health & Safety	ANU College of Health & Medicine

## Inspired students

### Student profile

ANU continues to attract high-achieving students and student numbers continued to grow in 2017. Total EFTSL has increased by 19 per cent from 2014 to 2017, with growth in both undergraduate and postgraduate coursework enrolments. Postgraduate enrolments represent 43.5 per cent of total EFTSL. The median ATAR for entry into undergraduate courses remains high.

The 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.

**TABLE 7: Equivalent full-time student load (EFTSL) by program career**

Total EFTSL by program career					
	2013	2014	2015	2016	2017 (18 Dec)
Higher Degree Research	2,110.5	2,118.5	2,164.0	2,066.4	1,987.6
Postgraduate Coursework	3,993.4	4,887.3	5,081.1	5,384.6	6,183.6
Undergraduate	8,500.1	8,396.6	8,740.8	9,388.7	10,403.6
Non-award	78.2	81.5	64.6	63.8	57.1
Enabling	74.7	103.0	4.6	5.0	1.0
<b>Grand Total</b>	<b>14,756.9</b>	<b>15,586.9</b>	<b>16,055.1</b>	<b>16,908.5</b>	<b>18,632.8</b>

Data for 2017 is provisional as at 18 December, 2017 Source: ANU Load data based on the Department of Education Submission

**TABLE 8: HDR (Doctorate/Masters by Research) Load to the total EFTSL, 2012 – 2016**

% of HDR load to the total EFTSL					
	2012	2013	2014	2015	2016
The Australian National University	14%	14%	14%	13%	12%
All Other Group of Eight universities	8%	8%	8%	8%	7%

Source: The Department of Education uCube

**TABLE 9: Median ATAR scores for 2012 – 2017**

	2012	2013	2014	2015	2016	2017
Median entry ATAR score	92.65	95.55	97.2	97.15	97.2	96.4

Entry ATAR of 100 and above excluded Source: 2017 Admissions Data

**TABLE 10: Gender distribution of student enrolment 2013 – 2017**

Program Career	Gender	2013	2014	2015	2016	2017
Postgraduate	Female	5,653	6,577	6,167	6,328	6,677
	Male	5,186	5,772	5,633	5,598	5,850
	Unknown	1	4	6	5	3
Undergraduate	Female	5,293	5,258	5,607	6,093	6,743
	Male	4,980	4,982	5,237	5,734	6,253
	Unknown		4	4	3	7
<b>Grand Total</b>		<b>21,113</b>	<b>22,597</b>	<b>22,654</b>	<b>23,761</b>	<b>25,533</b>

Source: ANU Enrolment data based on the Department of Education Submission as at 18 December 2017.

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

Data for 2017 is provisional as at 18 December 2017.

**TABLE 11: Enrolments**

Enrolments				
Equity Australia SES	2014	2015	2016	2017
High	12,479	12,584	12,554	12,666
Low	563	556	551	556
Medium	2,692	2,666	2,611	2,640
Unknown	769	550	620	590
<b>Grand Total</b>	<b>16,503</b>	<b>16,356</b>	<b>16,336</b>	<b>16,452</b>

Source: ANU Enrolment data based on the Department of Education Submission as at 18 December 2017  
Data for 2017 is provisional as at 18 December 2017

**TABLE 12: Domestic Indigenous student enrolments, 2014 – 2017**

Program Career	Indigenous Indicator	2013	2014	2015	2016	2017
Postgraduate	Indigenous Indicator	76	93	86	90	103
	Non-indigenous	7,214	8,231	7,641	7,081	6,556
Undergraduate	Indigenous Indicator	84	78	79	73	91
	Non-indigenous	8,149	8,101	8,550	9,092	9,702
<b>Grand Total</b>		<b>15,523</b>	<b>16,503</b>	<b>16,356</b>	<b>16,336</b>	<b>16,452</b>

Source: ANU Enrolment data based on the Department of Education Submission as at 18 December 2017.  
Undergraduate category includes undergraduate, enabling and non-award students.  
Data for 2017 is provisional as at 18 December 2017.

**TABLE 13: International enrolments, 2015 – 2017**

Home Location	Graduate			Undergraduate		
	2015	2016	2017	2015	2016	2017
Northeast Asia	2,425	3,093	4,121	1,457	1,877	2,408
Southeast Asia	652	649	686	467	508	502
Southern and Central Asia	419	502	598	114	132	153
Oceania and Antarctica	67	62	56	21	20	22
North-West Europe	101	96	76	28	22	24
Americas	222	174	163	101	67	51
North Africa and The Middle East	87	103	87	14	19	26
Southern and Eastern Europe	51	44	50	8	10	13
Sub-Saharan Africa	55	36	33	8	10	11
Other		1	1	1		
<b>Grand Total</b>	<b>4,079</b>	<b>4,760</b>	<b>5,871</b>	<b>2,219</b>	<b>2,665</b>	<b>3,210</b>

Notes: Source: ANU Load data based on the Department of Education Submission as at 18 December 2017  
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

## **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 Go8, national and international participating institutions. Ninety per cent of ANU students surveyed were satisfied or very satisfied with their university experience so far, with higher results from domestic students (92 per cent) compared to international students (87 per cent).

ANU students are most satisfied with the subject expertise of their lecturers, the content of their courses, the quality of the campus environment, feeling safe and secure, and the infrastructure that supports learning (e.g., the quality of laboratories and online library facilities).

ANU time series results of the majority of survey items are flat and overlap with its benchmarks. This indicates consistency of results over time and also similarity of results between ANU and the competitor groups.

The survey was carried out in late 2016 and will be repeated annually from 2017; it was previously undertaken every two years.

## **Building respectful relationships**

In August 2017 the Australian Human Rights Commission released the *Change the course: National report on Sexual Assault and Sexual Harassment at Australian Universities*. Analysis of over 30,000 anonymous survey responses and 1,849 written submissions gives deep insights into the nature and extent of sexual harassment and assault on Australian university campuses. The University accepted all nine of the recommendations of the report and has established a respectful relationships steering group with a supporting working group to coordinate the University's responses. Initial steps included additional counselling and an apology to people who have experienced sexual assault and harassment at the University. A close partnership has been established with the students and the Canberra Rape Crisis Centre and a review was completed in September of all policies and procedures related to sexual assault and harassment. Resources and training have been developed and widely disseminated and a further review of residences and an audit of counselling services will be undertaken in early 2018.

# A SAFE, HEALTHY AND SUSTAINABLE WORK ENVIRONMENT

Managing work health and safety risk forms the core of work health and safety (WHS) at ANU. The University has a broad WHS risk profile associated with its research, teaching and operations, including specific risks associated with working in laboratories and workshops, as well as field work both within Australia and overseas. The risk profile covers hazardous materials including asbestos, chemicals, biologicals and radiation, as well as electrical and body stressing (e.g. occupational overuse and manual task) hazards.

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)* and other relevant legislation, regulations, national standards and codes of practice. The University manages WHS through the Human Resources Division, Work Environment Group (WEG), with responsibilities for WHS risk and compliance, injury management including support to staff with disability, and health and wellbeing advice.

## (a) Health and safety initiatives

Following a number of preparation years, the Safety, Rehabilitation and Compensation Commission (SRCC) granted ANU a self-insurance licence under the SRC Act on 4 December 2017, with a commencement date of 1 July 2018. The transition to a self-insurance model will allow the University to invest in injury prevention and early intervention initiatives, and deliver a reduced on cost charges for workers' compensation across the University.

In 2017 the University reviewed and refreshed its governance structure of WHS Committees, including charters, membership, specialist advisory groups and standing agenda items and reporting. For the period January–December 2017, four University WHS Committee and 66 subcommittee meetings were held; and 15 specialist advisory group meetings were conducted.

Effective 1 July 2017 a new WHS workplace safety incident and hazard reporting tool, NTT Data Figtree information technology system, commonly referred to as "Figtree", was successfully launched.

Health surveillance activities for a number of work areas were conducted during 2017, with specific initiatives undertaken within the Facilities and Services (F&S) Division and the Australian Phenomics Facility (APF). There were 45 staff within F&S and 35 within the APF that had health surveillance testing performed.

The University is committed to both the physical and psychological health of staff and students. During 2017 this commitment was shown through the provision of mental health literacy training to support staff and supervisors. These included the following:

Course	Target Group	Number of Sessions	Participant numbers
Managing Mental Ill Health	Senior management, HR Managers and WHS Practitioners	2	25
Responding to Mental Ill Health	Academic supervisors (level C and above) and professional supervisors (level 8 and above)	3	42
Employee awareness sessions	All staff	6	87
Mental Health First Aid	All staff	2	50
<b>Total Participants</b>			<b>204</b>



There was also considerable support across the University to promote national campaign initiatives such as RUOK? Day and Mental Health Awareness Week. The University continues to support the provision of employee assistance program services, with free and confidential counselling services provided to staff.

In recognition of the International Day of People with a Disability and National Carers' Week, ANU hosted a Disability and Carers' Market Day Expo on 18 October 2017. This event promoted a number of local organisations offering services and support for people with a disability and their carers.

## (b) Health and safety outcomes

The number of work-related incident notifications reported in 2017 was 569, in addition to a further 101 hazard reports which were submitted. This compares to 544 incidents reported in the calendar year of 2016. There were seven lost time injuries (LTIs), a slight decrease from the previous years. The Lost Time Injury Frequency Rate (LTIFR) decreased from 0.92 to 0.80, continuing the downward trend established in 2016.

There was also a decrease in accepted compensation claims receipted by Comcare in 2016, from 16 to 14 accepted claims in 2017, which represents a 12.5 per cent decrease. As of 1 January 2018, the University has 80 active workers compensation claims, compared to 118 active compensation claims 12 months ago (32 per cent reduction in active claim numbers). The overall likely future costs to date for active claims has been consistently reducing each quarter, from \$26,140,475 at end of quarter 4, 2016 to \$16,200,047 at end of quarter 4, 2017; this is a reduction of 38 per cent in the likely future cost estimate.

There were 54 staff members who received early intervention assistance funding for the 2017 calendar year, to a total approved value of \$50,891.

During 2017 WHS knowledge within the University was strengthened through 33 types of safety courses delivered (111 separate course sessions). There were a total of 2,166 training instances (1,284 employees in total who attended one or more training sessions), an increase from 1,471 training instances in 2016.

Metric	2017 Total	2016 Total
First Aid Injuries (Total)	113	97
Medically Treated Injury (MTI)	67	18
Medically Treated Injury Frequency Rate (MTIFR)	6.561	2.06
Lost Time Injuries (LTI)	7	8
Lost Time Injury Frequency Rate (LTIFR)	0.80	0.92
Lost Time Injuries (> 1 week)	6	4
Total Recordable Injury (TRI)	187	123
Total Recordable Injury Frequency Rate (TRIFR)	15.411	14.08
Number of safety training participants	2,166	1,471

### General definitions

- > Lost Time Injury (LTI) – Accepted workers' compensation claims for workplace injury or disease requiring the employee to be off work for more than one working day
- > Medical Treatment Injury (MTI) – Injury significant enough to require professional medical attention.  
Example: Stitches, prescription drugs.
- > Total Recordable Injury – Sum of LTI + MTI + FAI
- > MTIFR and TRIFR figures provided are for the period 1 Jan – 30 Jun 2017, until Figtree data is integrated into Insight reporting with previous HRMS incident data.



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#### (c) Notifiable incidents 2017

There were 14 incidents notified to Comcare during 2017, i.e. six serious injuries or illnesses and eight dangerous incidents.

There was one notifiable incident reported to Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) for the period 1 January – 31 December 2017.

ANU provided compliance data to The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), the Australian Safeguards and Non- Proliferation Office (ASNO), and the National Industrial Chemicals Notification and Assessment Scheme (NICNAS). An ARPANSA audit was conducted in December 2017. The inspection did not identify any areas of non-compliance with the requirements of the Act, the Regulations, or licence conditions.

There has been one notifiable incident reported to the Office of the Gene Technology Regulator (OGTR) for the period 1 January–31 December 2017.

#### (d) Investigations and notices

In 2017 ANU received one Improvement Notice MC00001424-NT01, issued by Comcare under section 191 of the *Work Health and Safety Act 2011* (WHS Act). The Notice was in relation to the potential exposure of workers to asbestos fibres that reportedly occurred on the 2nd of March 2017 in the Jaeger 1 building 61 in the Research School of Earth Sciences.

In responding to the Notice, the University has undertaken a comprehensive review of its practices and management plans to ensure risk to its workers and visitors in respect to hazardous materials is minimised, including an asbestos hazard awareness training that has been developed and made available across the University.

## THE ENVIRONMENT

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

This statement has been prepared to comply with section 516A of the section 516A of the EPBC Act 1999.

ANU aims to provide a research and study environment that meets the world's best sustainability practice. Sustainability initiatives are guided through the Environmental Management Plan (EMP) which sets out targets in relation to culture, built environment, energy and emissions, recycling and waste management, pollution prevention, water, transport, landscapes and biodiversity, and heritage. ANU is now working from its fourth Environmental Management Plan 2017–2021.

### 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.

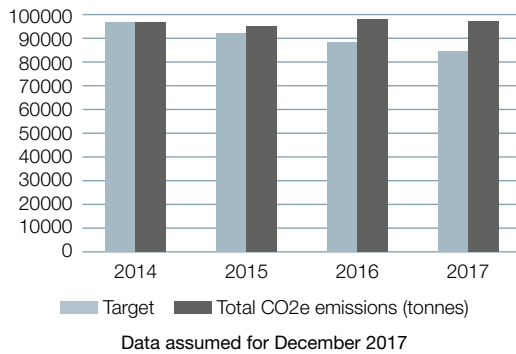
A complete list of targets can be found in the EMP.

## Results

### Energy

Total campus energy emissions remained around the same level in comparison to 2014 baseline levels as referenced in Figure 2. Energy use has decreased by 10 per cent per person over the same period. Energy initiatives implemented in 2017 have contributed to the reduction in energy use per person.

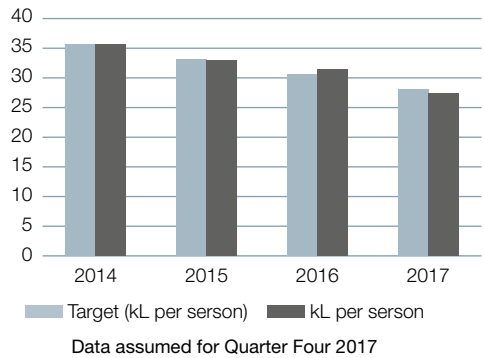
**FIGURE 2: Total campus energy emissions (CO2e)**



### Water

Total potable water use per person has decreased by 23 per cent (35.5 kL to 27.5 kL) across the campus since 2014 as referenced in Figure 3. Water initiatives undertaken in 2017 have reduced total potable water use by 10 per cent based on 2014 baseline levels.

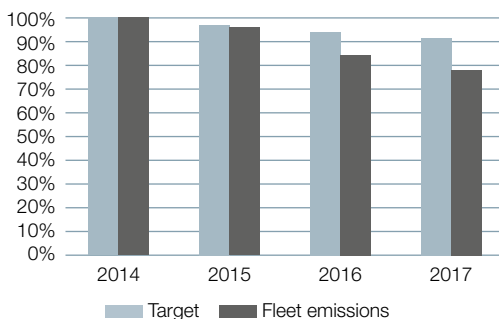
**FIGURE 3: Water use per person (kL)**



### Transport

In 2017 fleet vehicles managed by ANU had an emissions reduction of 22 per cent (530 tonnes to 412 tonnes) from 2014 baseline levels as referenced in Figure 4. Total fleet fuel consumption has decreased by 23 per cent from 2014 baseline levels.

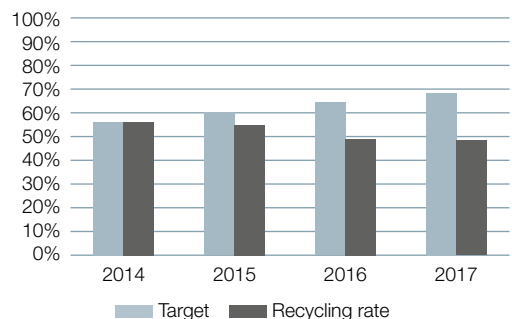
**FIGURE 4: Vehicle fleet emissions (CO2e)**



### 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 48 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.

In response to a continued increase in energy use, ANU is developing an Energy Master Plan. The Plan will provide insight into the future energy needs of the campus, and identify and prioritise 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. It is anticipated the Plan will be finalised in 2018.

Students living on campus are high consumers of energy and make up approximately 12 per cent of total electricity use and 31 per cent of gas use at the Acton campus. To help reduce energy use in student residences, ANUgreen in the Facilities and Services Division is investigating an energy, water and waste app to be released to the ANU community in 2018. The app is being developed using behavioural economics and psychological research, and will use innovative ways to incentivise students to reduce their energy and water use, and waste consumption at the Acton campus.

ANU increased onsite renewable energy generation in 2017 by installing around 1,700 silver cell solar panels on the rooftops of seven buildings across the Acton campus. The project, due for completion in 2018, will provide a combined 265kW capacity with 430,000kWh production annually.

More than 390 new electricity smart meters have been installed in all buildings at the Acton Campus and connected to the Building Management System platform. Work is underway to provide visualisation options of the electricity consumption data for all staff and building occupants across the campus.

The Energy Reduction project has funded the replacement of two large chilled water plants on campus in 2017 at the School of Music and the Menzies building. Both systems work towards the University's goal of centralising the cooling generation on campus to utilise the economy of scale that exists with the larger plant installations. Both systems are on track to provide a 50 per cent reduction in input energy over the existing systems.

Building Management System tune-ups have also been undertaken in a number of buildings across campus to ensure that heating and cooling can be delivered for the lowest amount of input energy. The Central Plant chilled water system was upgraded to accommodate the new buildings (RN Robertson, Hancock East and Forestry) connected in 2017. This single system now provides cooling and heating capacity for over ten buildings. The upgrades were designed to improve the ability to shift the cooling loads into the middle of the night, when electricity is cheaper and the mechanical plant runs most efficiently.

### Biodiversity

The draft Biodiversity Management Plan is currently under review. The plan provides a framework for managing the University's biodiversity values under the *Environment Protection and Biodiversity Conservation Act 1999* and incorporated consultation feedback from the Commonwealth Department of Environment and wider community.

Biodiversity monitoring continued including 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.

Students and staff participated in a range of biodiversity activities including Birdwatching for Beginners course, Sullivan's Creek Clean-Up, and tours of Old Canberra House Grassy Woodlands.

## **Waste and recycling**

The new waste and recycling contract implemented in 2016 was a significant change to the historic industry accepted standard for the provision of services. This dramatic change in service delivery methodology came with its own substantial challenges in the area of data gathering and weight registration devices. The service is now providing accurate data that enables better assessment and deployment of waste and recycling services. This method reflects the true cost of waste disposals and encourages the schools and colleges to generate less waste and divert waste from landfill.

Recycling efforts in 2017 have earned dividends. The rebates received for the recycling of cardboard, paper and metal are being put to good use in providing a hard waste collection during the Christmas shutdown on the Acton campus. This is a free-of-charge service provided by Facilities and Services Division that will allow building occupants on Acton campus (except for residential halls) to throw away all the bulky items that are waiting to be disposed of from the storage areas, basements, cupboards and similar.

## **Environmental risk**

ANU continues to steadily approach a 'best practice' of 20 per cent residual environmental risk across campus. The University has been implementing a coherent program for environmental risk management since 1998. A campus wide assessment of the risk of University activities polluting the environment was undertaken. Latest results show a reduced overall risk of 27 per cent due to new infrastructure, equipment and safety practices.

## **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, which has led to significant cost savings of around \$300,000 in potential water savings, as well as enabling the prioritisation of water-saving measures. In 2017 ANUgreen in the Facilities and Services Division won an Internet of Things (IoT) Award for the Smart Water Metering project. The project was recognised as a best practice example in the professional services category.

## **Transport**

ANU continues to promote active and sustainable travel to, from and within campus. In 2017 three commuter audits were undertaken with 63 per cent of staff, students and visitors 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 percent of green commuters by 2021.

The ANU Timely Treadly program consists of over 120 bicycles for the use of staff and students on campus. Visiting postgraduate students and scholars are also eligible for a Timely Treadly personal loan and in 2017, more than forty visitors took advantage of the program. In 2017 six Departments were allocated Timely Treadly bicycles to help with their commuting across campus.

Business air travel is estimated to be a major contributor to the overall carbon emissions of ANU. In 2017 an air travel calculator was developed to allow the accurate recording of air travel emissions and to purchase offsets accordingly. In 2017 there were over 8,800 tonnes of CO<sub>2</sub> emissions attributed to business air travel, three per cent more than 2016 levels, which equates to approximately nine per cent of overall campus carbon emissions. Ways to avoid air travel, such as teleconferences, are a key action in reducing overall campus emissions.

ANU Carshare was launched in 2016 to staff for both business and private use, and expanded in 2017 to students, with the aim of reducing the number of ANU-owned fleet vehicles and promote more efficient car use. Since 2016 there has been an eight per cent reduction in vehicle fuel consumption and a nine per cent reduction in carbon emissions generated by fleet vehicles.

## ▶ MANAGEMENT & ACCOUNTABILITY THE ENVIRONMENT

ANU, in consultation with the ACT Government and the National Capital Authority, is investigating dockless bikeshare schemes to encourage cycling around the Acton campus and Canberra. Many providers have shown interest in implementing a scheme into Canberra and it is anticipated the scheme will be launched in early 2018.

### **Heritage**

ANU Heritage has played a major role in projects and events at ANU throughout 2017. Advice was given to the planning and execution of major and minor capital works projects. An update of the ANU Heritage Strategy and Acton Campus Heritage Study was also initiated and will be completed in 2018.

Two major projects were completed in 2017 stemming from ACT Heritage Grants. The ANU Aboriginal and Torres Strait Islander Heritage Trail was opened in July with the support of all four of the Representative Aboriginal Organisations (RAOs) in the ACT. A heritage landscaping project was also completed at Mount Stromlo Observatory, restoring the original 1920s orchard that was lost in the 2003 bushfires.

Continuing its commitment to outreach and engagement, ANU Heritage ran a series of events for the 2017 ACT and Region Heritage Festival with more than 150 participants. Activities included a guided tour of the new Heritage Trail, a scarred tree tour, and a guided tour and garden party at Mount Stromlo Observatory. University House and ANU Heritage hosted the inaugural Canberra Modern festival in November as part of Design Canberra. Opening in line with Canberra Modern, ANU Heritage curated an exhibition called 'Silent Witnesses'. The exhibition featured a series of sculptural pieces by artist Martin Rowney made from fittings taken from the original John Curtin School of Medical Research.

ANU Heritage has undertaken significant consultation with the local Aboriginal community. A landmark project commenced to conserve and interpret a fallen Aboriginal scarred tree on the Acton Campus to design a protective shelter and interpretive signage. Additionally, as part of the refurbishment of the RN Robertson Building, ANU worked with the RAOs to develop an Indigenous garden which will be used for teaching and outreach by the Research School of Biology and Fenner School of Environment and Society.

ANU Heritage continues to contribute to the management of collections at ANU. With the new policy and procedure endorsed in March, Facilities and Services has assisted in the establishment of a high-level Advisory Group, initiated a pilot program, and designed a guideline booklet for collection management planning. ANU will host a symposium of the Council of Australian University Museums and Collections in 2018. The public art collection, consisting of more than 60 sculptures, underwent a complete audit and condition assessment in December with a maintenance planning matrix due in early 2018.

A magnifying glass is positioned over a financial spreadsheet. The spreadsheet contains a table with columns for months (September, October, November, December) and rows for various financial metrics. The magnifying glass is focused on the 'October' and 'November' rows. The text 'FINANCIAL INFORMATION' is overlaid in white on a dark grey background in the upper right quadrant of the image.

# FINANCIAL INFORMATION

Month	Value
September	5000
October	6000
November	5000
December	4900

5000
5000
6000
5000
4500
5000
4900
5000
5000

70000
50000
20000



## 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 2017:

- (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 2017 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 2017 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* to the extent that they are not in conflict with the *Auditor-General Act 1997* (the Code). 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 and fair presentation 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 Australian National University and the consolidated entity's ability 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 matters related to going concern as applicable and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

GPO Box 707 CANBERRA ACT 2601  
19 National Circuit BARTON ACT  
Phone (02) 6203 7300 Fax (02) 6203 7777



## 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 those charged with governance 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  
6 April 2018

# Statement by the Council

6 April 2018

**Professor the Hon Gareth Evans AC QC**  
Chancellor

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+61 2 6125 8524  
chancellor@anu.edu.au

Canberra ACT 0200 Australia  
[www.anu.edu.au](http://www.anu.edu.au)

CRICOS Provider No. 00120C

## **CONSOLIDATED FINANCIAL STATEMENTS FOR YEAR ENDED 31 DECEMBER 2017 STATEMENT BY THE COUNCIL, CHIEF EXECUTIVE AND CHIEF FINANCIAL OFFICER**

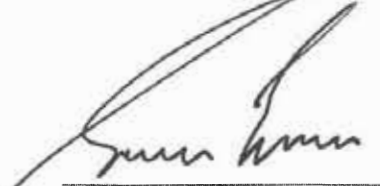
In our opinion, the attached financial statements for the year ended 31 December 2017 are based on properly maintained financial records in accordance with subsection 41(2) of the *Public Governance, Performance and Accountability Act 2013* and comply with the requirements of subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013*.

In our opinion, at the date of this statement, there are reasonable grounds to believe that The Australian National University will be able to pay its debts as and when they become due and payable.

Section 17(7) of the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 provides the University with an exemption from the application of section 17 in that the University may elect not to apply the requirements relating to the valuation of non-financial assets. The University has elected to apply this exemption in respect of 'Plant, equipment and motor vehicles'.

The Finance Minister has granted an exemption from the requirements of section 12 of the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*. The University has applied this exemption in the presentation of the Income Statement and the Statement of Comprehensive Income.

This statement is made in accordance with a resolution of the Council.



G J EVANS AC QC  
Chancellor



B P SCHMIDT AC  
Vice-Chancellor



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Chief Financial Officer

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# Financial statements

## INCOME STATEMENT

for the year ended 31 December 2017

	Notes	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>INCOME FROM CONTINUING OPERATIONS</b>					
<b>Revenue</b>					
Australian Government financial assistance	1.1A	580,766	545,752	580,766	545,752
HELP - Government payments	1.1A	86,969	75,930	86,969	75,930
HECS-HELP - student payments		9,608	11,233	9,608	11,233
State and Territory Government financial assistance	1.1B	3,477	3,367	3,477	3,367
Fees and charges	1.1C	303,286	276,349	303,286	267,440
Investment revenue	1.1D	74,590	78,581	74,451	84,690
Consultancy and contracts	1.1E	94,736	92,711	69,404	69,983
Other revenue	1.1F	58,412	36,632	53,144	37,066
Gains on disposal of assets	1.2F	13,985	52,061	14,030	54,760
<b>Total Revenue</b>		<b>1,225,829</b>	<b>1,172,616</b>	<b>1,195,135</b>	<b>1,150,221</b>
<b>Other Income</b>					
Investment income	1.1G	30,450	31,414	30,450	31,414
<b>Total Other Income</b>		<b>30,450</b>	<b>31,414</b>	<b>30,450</b>	<b>31,414</b>
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>		<b>1,256,279</b>	<b>1,204,030</b>	<b>1,225,585</b>	<b>1,181,635</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>					
Employees	1.2A	633,478	609,915	616,554	595,462
Services	1.2B	353,998	337,096	342,920	324,473
Depreciation and amortisation	1.2C	85,866	108,687	84,485	105,443
Write-down and impairment of assets	1.2D	790	30,386	509	66,592
Borrowing costs	1.2E	12,400	30,036	12,400	22,635
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>1,086,532</b>	<b>1,116,120</b>	<b>1,056,868</b>	<b>1,114,605</b>
<b>NET SURPLUS BEFORE INCOME TAX</b>		<b>169,747</b>	<b>87,910</b>	<b>168,717</b>	<b>67,030</b>
Income tax (expense)/benefit	1.2G	(525)	(13,799)	-	-
<b>NET RESULT FROM CONTINUING OPERATIONS</b>		<b>169,222</b>	<b>74,111</b>	<b>168,717</b>	<b>67,030</b>
<b>NET SURPLUS AFTER INCOME TAX</b>		<b>169,222</b>	<b>74,111</b>	<b>168,717</b>	<b>67,030</b>

The above statement should be read in conjunction with the accompanying notes.

## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2017

	Notes	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Other Comprehensive Income</b>					
<b>Net surplus for the period</b>		<u>169,222</u>	<u>74,111</u>	<u>168,717</u>	<u>67,030</u>
<b>Items that may be reclassified to profit or loss</b>					
Net change in fair value of available-for-sale (AFS) financial assets	2.5A	44,214	6,789	44,214	6,789
Transfers to income from cash flow hedge reserves		-	18,251	-	11,178
Reclassifications to income - derecognition of AFS financial assets	2.5A	(3,511)	(20,543)	(3,511)	(18,721)
<b>Items that will not be reclassified to profit or loss</b>					
Revaluation of property, plant and equipment	2.5A	3,341	13,117	3,173	11,943
Defined benefit plan actuarial gains/(losses)		41,117	(5,350)	41,117	(5,350)
Other movements		(706)	(4,387)	(1,015)	(1,478)
<b>Total other comprehensive income before income tax</b>		<u>84,455</u>	<u>7,877</u>	<u>83,978</u>	<u>4,361</u>
Income tax on other comprehensive income		-	-	-	-
<b>Total comprehensive income after income tax</b>		<u>253,677</u>	<u>81,988</u>	<u>252,695</u>	<u>71,391</u>

The above statement should be read in conjunction with the accompanying notes.

# STATEMENT OF FINANCIAL POSITION

as at 31 December 2017

	Notes	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>ASSETS</b>					
<b>Financial Assets</b>					
Cash and cash equivalents	2.1A	187,088	270,288	179,620	260,878
Loans and receivables	2.1B	96,300	75,853	93,258	76,452
Investments	2.1C	1,632,108	1,465,388	1,639,308	1,472,588
Investments accounted for using the equity method	2.1D	1,260	1,241	4,533	4,534
Other financial assets	2.1E	-	476	-	476
<b>Total Financial Assets</b>		<u>1,916,756</u>	<u>1,813,246</u>	<u>1,916,719</u>	<u>1,814,928</u>
<b>Non-Financial Assets</b>					
Land, buildings and infrastructure	2.2A	1,515,905	1,442,830	1,502,305	1,429,355
Plant and equipment	2.2A	155,291	154,492	153,988	153,056
Intangibles	2.2A	10,500	10,957	2,620	2,601
Inventories	2.2B	3,900	3,174	1,589	1,495
Other non-financial assets	2.2C	19,512	21,171	18,805	20,874
<b>Total Non-Financial Assets</b>		<u>1,705,108</u>	<u>1,632,624</u>	<u>1,679,307</u>	<u>1,607,381</u>
<b>TOTAL ASSETS</b>		<u>3,621,864</u>	<u>3,445,870</u>	<u>3,596,026</u>	<u>3,422,309</u>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	2.3A	33,949	23,783	32,528	21,556
Other payables	2.3B	139,090	181,185	128,704	175,363
<b>Total Payables</b>		<u>173,039</u>	<u>204,968</u>	<u>161,232</u>	<u>196,919</u>
<b>Financial Liabilities</b>					
Interest bearing liabilities	2.4A	285,033	291,423	285,033	288,919
Other financial liabilities	2.1E	-	2,084	-	2,084
<b>Total Financial Liabilities</b>		<u>285,033</u>	<u>293,507</u>	<u>285,033</u>	<u>291,003</u>
<b>Provisions</b>					
Employee benefits	4.1A	757,648	794,928	755,941	793,262
<b>Total Provisions</b>		<u>757,648</u>	<u>794,928</u>	<u>755,941</u>	<u>793,262</u>
<b>TOTAL LIABILITIES</b>		<u>1,215,720</u>	<u>1,293,403</u>	<u>1,202,206</u>	<u>1,281,184</u>
<b>NET ASSETS</b>		<u>2,406,144</u>	<u>2,152,467</u>	<u>2,393,820</u>	<u>2,141,125</u>
<b>EQUITY</b>					
<b>Parent Entity Interest</b>					
Reserves	2.5A	959,075	939,132	946,645	927,375
Retained Surplus		1,447,069	1,213,335	1,447,175	1,213,750
<b>TOTAL EQUITY</b>		<u>2,406,144</u>	<u>2,152,467</u>	<u>2,393,820</u>	<u>2,141,125</u>
<b>CURRENT ASSETS</b>		1,092,045	753,207	1,078,485	740,806
<b>NON-CURRENT ASSETS</b>		2,529,819	2,692,663	2,517,541	2,681,503
<b>CURRENT LIABILITIES</b>		314,260	324,806	300,836	312,711
<b>NON-CURRENT LIABILITIES</b>		901,460	968,597	901,370	968,473

The above statement should be read in conjunction with the accompanying notes.

## STATEMENT OF CHANGES IN EQUITY

as at 31 December 2017

Consolidated	Accumulated Results		Asset Revaluation Surplus		Special Reserves		Total Equity	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>								
Balance carried forward from previous period	1,213,335	1,035,231	883,353	982,167	55,779	51,501	2,152,467	2,068,899
	1,213,335	1,035,231	883,353	982,167	55,779	51,501	2,152,467	2,068,899
<b>Comprehensive income</b>								
Surplus/(Deficit) for the period	169,222	74,111	-	-	-	-	169,222	74,111
Net revaluation (decrease)/increase	-	-	47,555	19,906	-	-	47,555	19,906
Transfer to income	-	-	(3,511)	(210)	-	-	(3,511)	(210)
Actuarial gains/(losses) on employee superannuation liability	41,117	(5,350)	-	-	-	-	41,117	(5,350)
Adjustment for disposal of buildings	28,232	118,513	(28,232)	(118,513)	-	-	-	-
Other movements	(706)	(4,387)	-	3	-	2	(706)	(4,382)
Transfers (from)/to reserves	(4,131)	(4,783)	-	-	4,131	4,276	-	(507)
<b>Total comprehensive income</b>	<b>233,734</b>	<b>178,104</b>	<b>15,812</b>	<b>(98,814)</b>	<b>4,131</b>	<b>4,278</b>	<b>253,677</b>	<b>83,568</b>
<b>Closing balance as at 31 December</b>	<b>1,447,069</b>	<b>1,213,335</b>	<b>899,165</b>	<b>883,353</b>	<b>59,910</b>	<b>55,779</b>	<b>2,406,144</b>	<b>2,152,467</b>

University	Accumulated Results		Asset Revaluation Surplus		Special Reserves		Total Equity	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>								
Balance carried forward from previous period	1,213,750	1,039,820	871,091	978,417	56,284	51,499	2,141,125	2,069,736
	1,213,750	1,039,820	871,091	978,417	56,284	51,499	2,141,125	2,069,736
<b>Comprehensive income</b>								
Surplus/(Deficit) for the period	168,717	67,030	-	-	-	-	168,717	67,030
Net revaluation (decrease)/increase	-	-	47,387	18,732	-	-	47,387	18,732
Transfer to income	-	-	(3,511)	(7,543)	-	-	(3,511)	(7,543)
Actuarial gains/(losses) on employee superannuation liability	41,117	(5,350)	-	-	-	-	41,117	(5,350)
Adjustment for disposal of buildings	28,232	118,513	(28,232)	(118,513)	-	-	-	-
Other movements	(1,015)	(1,480)	-	(2)	-	2	(1,015)	(1,478)
Transfers (from)/to reserves	(3,626)	(4,783)	-	-	3,626	4,783	-	-
<b>Total comprehensive income</b>	<b>233,425</b>	<b>173,930</b>	<b>15,644</b>	<b>(107,326)</b>	<b>3,626</b>	<b>4,785</b>	<b>252,695</b>	<b>71,391</b>
<b>Closing balance as at 31 December</b>	<b>1,447,175</b>	<b>1,213,750</b>	<b>886,735</b>	<b>871,091</b>	<b>59,910</b>	<b>56,284</b>	<b>2,393,820</b>	<b>2,141,127</b>

The above statement should be read in conjunction with the accompanying notes.

# STATEMENT OF CASH FLOWS

for the year ended 31 December 2017

	Notes	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Australian Government financial assistance	1.1A	667,735	631,597	667,735	631,597
State Government financial assistance		3,477	3,367	3,477	3,367
HECS-HELP - student payments		9,608	11,233	9,608	11,233
Fees and charges		310,904	271,675	310,904	262,766
Consultancy and contracts		87,689	95,520	65,500	62,247
Interest and other investment earnings		24,993	21,418	24,856	25,429
Dividends received		40,092	42,014	40,092	42,014
Other receipts		102,708	53,305	93,590	64,869
<b>Total cash received</b>		<b>1,247,206</b>	<b>1,130,129</b>	<b>1,215,762</b>	<b>1,103,522</b>
<b>Cash used</b>					
Payments to employees and pensioners		629,641	565,617	612,758	552,310
Borrowing expenses		12,400	11,549	12,400	11,549
Payments for services		384,322	426,447	371,552	408,584
<b>Total cash used</b>		<b>1,026,363</b>	<b>1,003,613</b>	<b>996,710</b>	<b>972,443</b>
<b>NET CASH FROM OPERATING ACTIVITIES</b>	3.1A	<b>220,843</b>	<b>126,516</b>	<b>219,052</b>	<b>131,079</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Proceeds from sales of property, plant and equipment		1,364	495,283	1,364	495,283
Repayments of loans receivable		100	832	877	832
Proceeds from sale and maturity of investments		1,137,032	1,065,235	1,137,032	1,065,235
<b>Total cash received</b>		<b>1,138,496</b>	<b>1,561,350</b>	<b>1,139,273</b>	<b>1,561,350</b>
<b>Cash used</b>					
Loans provided		-	14,677	-	55,381
Purchase of property, plant and equipment		200,459	113,170	200,071	113,101
Purchase of investments		1,238,194	1,346,885	1,235,626	1,402,140
<b>Total cash used</b>		<b>1,438,653</b>	<b>1,474,732</b>	<b>1,435,697</b>	<b>1,570,622</b>
<b>NET CASH FROM INVESTING ACTIVITIES</b>		<b>(300,157)</b>	<b>86,618</b>	<b>(296,424)</b>	<b>(9,272)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Repayments of borrowings		3,886	184,515	3,886	86,122
<b>Total cash used</b>		<b>3,886</b>	<b>184,515</b>	<b>3,886</b>	<b>86,122</b>
<b>NET CASH FROM FINANCING ACTIVITIES</b>		<b>(3,886)</b>	<b>(184,515)</b>	<b>(3,886)</b>	<b>(86,122)</b>
<b>NET (DECREASE) INCREASE IN CASH HELD</b>		<b>(83,200)</b>	<b>28,619</b>	<b>(81,258)</b>	<b>35,685</b>
Cash and cash equivalents at 1 January	2.1A	270,288	241,669	260,878	225,192
<b>Cash and cash equivalents at 31 December</b>	2.1A	<b>187,088</b>	<b>270,288</b>	<b>179,620</b>	<b>260,878</b>

The above statement should be read in conjunction with the accompanying notes.



# Notes to the financial statements

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### 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 2015), 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 2017 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 17(7) of the Rule provides the University with an exemption from the application of Section 17 in that the University may elect not to apply the requirements relating to the valuation of non-financial assets. The University has elected to apply this exemption in respect of 'Plant, equipment and motor vehicles'.

The University applies Tier 1 reporting requirements.

The Financial Statements have been authorised for issue on 6 April 2018.

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. Critical accounting estimates and judgements have been exercised in a number of circumstances as detailed below.

#### b. Compliance with Australian Accounting Standards

The Financial Statements and 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 2017.

### 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 and the Social Research Centre Pty Ltd), ANU (UK) Foundation incorporated in England and Wales.

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 2017 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 entity 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 9 Financial Instruments (effective date 2018)

This standard will simplify hedge accounting and the rules in relation to the classification and measurement of financial instruments.

The University has not yet assessed the impact of the implementation of this standard.

### 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 2019)

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.

## Events After the Reporting Period

Subsequent to 31 December 2017 a weather event resulted in University property being damaged by flood waters. The impact of the damage is being assessed and is unable to be quantified at this time. The University's operations are unaffected and the University's insurer has confirmed that the damage will be covered under the University's insurance.

Other than the matter described above, no matter or circumstance has arisen since 31 December 2017 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 2017.

## 1.1 Income

	Notes	University	
		2017 \$'000	2016 \$'000
<b>Note 1.1A: Australian Government Financial Assistance</b>			
The information provided in this note is only relevant to the University - consolidated figures are not provided.			
<b>(a) Commonwealth Grants Scheme and Other Grants</b>	6.5A		
Commonwealth Grants Scheme		84,067	79,932
Access and Participation Programme		316	391
Disability Support Programme		43	53
National Institutes Funding		196,871	193,961
Promotion of Excellence in Learning and Teaching		175	80
<b>Total Commonwealth Grants Scheme and Other Grants</b>		<b>281,472</b>	<b>274,417</b>
<b>(b) Higher Education Loan Programmes</b>	6.5B		
HECS - HELP		59,068	51,728
FEE - HELP		26,237	22,806
SA - HELP		1,664	1,396
<b>Total Higher Education Loan Programmes</b>		<b>86,969</b>	<b>75,930</b>
<b>(c) Scholarships</b>	6.5C		
Australian Postgraduate Awards		-	15,485
International Postgraduate Research Scholarships		-	1,248
Commonwealth Education Costs Scholarships		22	(40)
Commonwealth Accommodation Scholarships		16	117
<b>Total Scholarships</b>		<b>38</b>	<b>16,810</b>
<b>(d) Education Research Grants</b>	6.5D		
Joint Research Engagement Programme		-	23,684
Research Infrastructure Block Grants		-	14,453
Research Training Programme		55,722	-
Research Training Scheme		-	37,475
Research Support Programme		59,766	-
Sustainable Research Excellence		-	12,823
<b>Total Education Research Grants</b>		<b>115,488</b>	<b>88,435</b>
<b>(e) Australian Research Council</b>	6.5E		
<b>(e)(i) Discovery</b>	6.5E(a)		
Project		20,845	23,050
Fellowships		16,048	15,061
Indigenous Researchers Initiatives		53	547
Early Career Researcher Award		6,421	7,341
<b>Total Discovery</b>		<b>43,367</b>	<b>45,999</b>
<b>(e)(ii) Linkages</b>	6.5E(b)		
Infrastructure		5,014	3,240
Projects		3,083	4,285
<b>Total Linkages</b>		<b>8,097</b>	<b>7,525</b>
<b>(e)(iii) Networks and Centres</b>	6.5E(c)		
Centres		12,198	7,618
<b>Total Networks and Centres</b>		<b>12,198</b>	<b>7,618</b>

	Notes	University	
		2017	2016
		\$'000	\$'000
<b>Note 1.1A: Australian Government Financial Assistance (continued)</b>			
<b>(f) Other Australian Government Financial Assistance</b>			
Agriculture and Water Resources		4,756	679
Communication and the Arts		548	2,067
Defence		17,511	3,259
Education and Training		14,988	23,771
Environment and Energy		8,616	3,175
Social Services		9,886	8,509
Foreign Affairs and Trade		22,400	24,388
Health		20,047	18,797
Infrastructure and Regional Development and Cities		-	6
Industry, Innovation and Science		18,287	16,796
Prime Minister and Cabinet		1,117	1,184
Other		1,950	2,317
<b>Total Other Australian Government Financial Assistance</b>		<b>120,106</b>	<b>104,948</b>
<b>Total Australian Government Financial Assistance</b>		<b>667,735</b>	<b>621,682</b>

#### Reconciliation

Australian Government Grants [a+c+d+e+f]		580,766	545,752
HECS - HELP - Australian Government Payments	1(b)	59,068	51,728
FEE - HELP	1(b)	26,237	22,806
SA - HELP	1(b)	1,664	1,396
<b>Total Australian Government Financial Assistance</b>		<b>667,735</b>	<b>621,682</b>

#### Australian Government Grants Received - Cash Basis:

CGS and Other Department of Education Grants	1(a)	281,472	274,417
Higher Education Loan Programmes	1(b)	86,969	75,930
Scholarships	1(c)	38	16,810
Department of Education Research	1(d)	115,488	88,435
ARC Grants - Discovery	1(e)(ii)	43,367	45,999
ARC Grants - Linkages	1(e)(ii)	8,097	7,525
ARC Grants - Networks and Centres	1(e)(iii)	12,198	7,618
Other Australian Government Grants		120,311	116,097
<b>Total Australian Government Grants Received - Cash Basis</b>		<b>667,940</b>	<b>632,831</b>
OS - HELP (Net) *		(205)	(1,234)
<b>Total Australian Government Funding Received - Cash Basis</b>		<b>667,735</b>	<b>631,597</b>

\* OS-HELP receipts from the Australian Government are not included in the Income Statement.

#### 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	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000

#### Note 1.1B: State and Territory Government Financial Assistance

ACT Government grants were received by the University during the reporting period:

Non-Capital Contributions	3,477	3,367	3,477	3,367
<b>Total Territory Government Financial Assistance</b>	<b>3,477</b>	<b>3,367</b>	<b>3,477</b>	<b>3,367</b>

	Consolidated		University	
	2017	2016	2017	2016
<b>Note 1.1C: Fees and Charges</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Course Fees and Charges</b>				
Continuing education and conferences	8,975	8,746	8,975	8,746
Fee-paying onshore overseas students	248,810	187,417	248,810	187,417
Fee-paying offshore overseas students	5,586	1,463	5,586	1,463
Fee-paying domestic postgraduate students	9,687	12,468	9,687	12,468
<b>Total Course Fees and Charges</b>	<b>273,058</b>	<b>210,094</b>	<b>273,058</b>	<b>210,094</b>
<b>Other Fees and Charges</b>				
Parking Fees	4,689	4,193	4,689	4,193
Rentals and hire facilities	6,322	6,294	6,322	5,944
Student accommodation	12,366	53,013	12,366	44,632
Student services fees from students	3,854	3,240	3,854	3,240
Other student charges and fines	2,997	(485)	2,997	(663)
<b>Total Other Fees and Charges</b>	<b>30,228</b>	<b>66,255</b>	<b>30,228</b>	<b>57,346</b>
<b>Total Fees and Charges</b>	<b>303,286</b>	<b>276,349</b>	<b>303,286</b>	<b>267,440</b>

#### 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.

#### Note 1.1D: Investment Revenue

Interest Income	27,913	21,044	27,774	27,153
Dividends from equity investments	46,676	57,730	46,676	57,730
Rent from investment properties	1	(193)	1	(193)
<b>Total Investment Revenue</b>	<b>74,590</b>	<b>78,581</b>	<b>74,451</b>	<b>84,690</b>

#### 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.

#### Note 1.1E: Consultancy and Contracts

Consultancy research	416	386	416	386
Contract research	61,015	60,415	61,015	60,390
Consultancy non-research	26,045	23,703	713	1,000
Contract non-research	7,260	8,207	7,260	8,207
<b>Total Consultancy and Contracts</b>	<b>94,736</b>	<b>92,711</b>	<b>69,404</b>	<b>69,983</b>

#### Note 1.1F: Other Revenue

Sundry income	19,673	11,745	14,424	12,129
Income arising from Joint Ventures and Associates	19	(141)	-	-
Sales of goods and services	15,568	15,780	15,568	15,689
Workers compensation reimbursements	574	1,379	574	1,379
Scholarships and prizes	308	892	308	892
Donations and bequests	12,470	6,977	12,470	6,977
Student Accommodation management fee	9,800	-	9,800	-
<b>Total Other Revenue</b>	<b>58,412</b>	<b>36,632</b>	<b>53,144</b>	<b>37,066</b>

#### Accounting Policy

Revenue from sales of goods and services is recognised when the service is delivered or the goods are delivered.

	Consolidated		University	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 1.1G: Other Investment Income</b>				
<b>Other Investment Income</b>				
Cumulative gain/(loss) reclassified from equity on disposal of Available for Sale financial assets	14,618	23,557	14,618	23,557
Net gain/ (loss) arising on financial assets designated at fair value through profit or loss	15,832	7,857	15,832	7,857
<b>Total Other Investment Income</b>	<b>30,450</b>	<b>31,414</b>	<b>30,450</b>	<b>31,414</b>

#### Accounting Policy

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.



## 1.2 Expenses

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 1.2A: Employees</b>				
<b>Academic</b>				
Salaries	229,565	217,295	229,565	217,295
Contributions to superannuation and pension schemes	36,872	35,600	36,872	35,600
Payroll tax	18,592	18,193	18,592	18,193
Worker's compensation	4,822	5,945	3,812	4,934
Long service leave	1,570	5,111	1,570	5,111
Annual leave	15,114	14,528	15,114	14,528
<b>Total Academic</b>	<b>306,535</b>	<b>296,672</b>	<b>305,525</b>	<b>295,661</b>
<b>Non-Academic</b>				
Salaries <sup>1</sup>	233,147	216,741	219,355	205,050
Contributions to superannuation and pension schemes	35,689	34,307	34,257	33,112
Payroll tax	17,546	17,137	17,546	17,137
Worker's compensation	3,633	4,621	3,633	4,621
Long service leave	1,763	3,968	1,662	3,849
Annual leave	14,054	14,115	13,465	13,678
<b>Total Non-Academic</b>	<b>305,832</b>	<b>290,889</b>	<b>289,918</b>	<b>277,447</b>
<b>Commonwealth Superannuation Account</b>				
Pension payments	35,424	35,080	35,424	35,080
Employee superannuation entitlements expense	(14,313)	(12,726)	(14,313)	(12,726)
<b>Total Commonwealth Superannuation Account</b>	<b>21,111</b>	<b>22,354</b>	<b>21,111</b>	<b>22,354</b>
<b>Total Employees</b>	<b>633,478</b>	<b>609,915</b>	<b>616,554</b>	<b>595,462</b>
<u>1. Non-academic staff salaries comprise:</u>				
Administrative staff	176,842	162,878	163,050	151,187
Technical staff	31,232	28,912	31,232	28,912
Research officers	17,052	16,777	17,052	16,777
Service staff including security	5,003	4,780	5,003	4,780
Librarians	338	396	338	396
Trade staff	2,680	2,998	2,680	2,998
<b>Total non-academic Staff Salaries</b>	<b>233,147</b>	<b>216,741</b>	<b>219,355</b>	<b>205,050</b>

### Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section.

### Note 1.2B: Services

Site maintenance and servicing <sup>1</sup>	59,448	57,859	58,236	55,336
Consumables, research and training materials	147,900	140,923	139,842	133,104
Travel, conferences and fieldwork	33,836	33,848	33,537	33,556
Project contributions	28,580	26,296	28,580	26,296
Scholarships	55,376	54,784	55,376	55,584
Miscellaneous operating expenses <sup>2</sup>	28,858	23,386	27,349	20,597
<b>Total Services</b>	<b>353,998</b>	<b>337,096</b>	<b>342,920</b>	<b>324,473</b>

	Consolidated		University	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000

**Note 1.2B: Services (continued)**

1. Site maintenance and servicing includes:

Electricity and gas	15,169	16,263	14,958	15,692
Cleaning expenses	11,309	10,494	11,065	9,998
Rental expenses	8,396	6,451	7,860	5,905
Municipality charges	4,145	4,732	4,068	4,325
<b>Total Miscellaneous Site Expenses</b>	<b>39,019</b>	<b>37,940</b>	<b>37,951</b>	<b>35,920</b>
Building repairs and maintenance	12,601	11,047	12,517	10,814
Grounds maintenance	1,615	1,466	1,615	1,453
Other site maintenance and servicing expenses	6,213	7,406	6,153	7,149
<b>Total Maintenance Expense</b>	<b>20,429</b>	<b>19,919</b>	<b>20,285</b>	<b>19,416</b>
<b>Total Site Maintenance and Servicing</b>	<b>59,448</b>	<b>57,859</b>	<b>58,236</b>	<b>55,336</b>

2. Miscellaneous operating expenses include:

Advertising	4,804	4,302	4,781	4,283
Management fees	6,844	5,502	6,605	4,131
Membership - professional bodies	3,766	5,568	3,708	5,498
Staff development	2,143	1,876	2,072	1,800
Audit expenses, internal and external	806	738	763	675
Patent, copyright and royalties	1,686	1,327	1,686	1,327
Legal expenses, settlements	1,605	513	1,570	506
Other miscellaneous operating expenses	7,204	3,560	6,164	2,377
<b>Total Miscellaneous Operating Expenses</b>	<b>28,858</b>	<b>23,386</b>	<b>27,349</b>	<b>20,597</b>

**Leasing Commitments**

The Australian National University has property leases in place that have annual rent that have renewal options upon the lease ceasing its term.

**Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:**

One year or less	1,954	1,954	1,382	1,341
From one to five years	3,283	3,283	177	1,559
<b>Total operating lease commitments</b>	<b>5,237</b>	<b>5,237</b>	<b>1,559</b>	<b>2,900</b>

**Accounting Policy**

Leases of property, plant and equipment where the Group, 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.

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.

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000

**Note 1.2C: Depreciation and Amortisation**

**Depreciation**

Property at cost	5,288	3,254	5,288	1,370
Property at valuation	49,470	71,971	49,046	71,575
Plant, equipment and motor vehicles at cost	28,114	29,756	27,633	29,268
Plant, equipment and motor vehicles at deemed cost	675	1,498	675	1,498
Leasehold improvements	460	460	460	460

**Amortisation**

Licence agreement	25	25	25	25
Software licence	1,358	1,247	1,358	1,247
Other intangible assets	476	476	-	-

**Total Depreciation and Amortisation**

	<u>85,866</u>	<u>108,687</u>	<u>84,485</u>	<u>105,443</u>
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**Note 1.2D: Write-down and Impairment of Assets**

Domestic shares and listed securities	-	1	-	1
Domestic unlisted investments	-	951	-	66,107
Goodwill	302	29,213	-	-
	<u>302</u>	<u>30,165</u>	<u>-</u>	<u>66,108</u>

Expenses arising from Joint Ventures and Associates	-	(2)	-	(2)
Impairment losses - inventory	(21)	246	-	-
Allowance for doubtful debts	84	(831)	84	(322)
Bad debts expense	425	808	425	808

**Total Write-down and Impairment of Assets**

	<u>790</u>	<u>30,386</u>	<u>509</u>	<u>66,592</u>
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**Note 1.2E: Borrowing Costs**

Borrowing cost expense - interest on loans	4,441	4,010	4,441	3,776
Borrowing cost expense - interest on swaps	-	18,057	-	10,890
Borrowing cost expense - interest on medium term notes	7,960	7,963	7,960	7,963
Borrowing cost expense - other expenses	(1)	6	(1)	6
<b>Total Borrowing Costs</b>	<u>12,400</u>	<u>30,036</u>	<u>12,400</u>	<u>22,635</u>

**Accounting Policy**

All borrowing costs are expensed as incurred.

**Note 1.2F: Losses / (Gains) on Disposal of Assets**

Loss on disposal of property, plant, equipment and motor vehicles	224	691	179	691
Gain on disposal of property, plant, equipment and motor vehicles	(14,209)	(52,752)	(14,209)	(55,451)
<b>Net Losses/(Gains) on Disposal of Assets</b>	<u>(13,985)</u>	<u>(52,061)</u>	<u>(14,030)</u>	<u>(54,760)</u>

**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	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 1.2G: Income Tax (Expense)/Benefit</b>				
<i>Recognised in the Income Statement</i>				
<i>Current tax income/(expense)</i>				
Current year	(649)	(952)	-	-
Adjustment from prior year	(2)	(148)	-	-
Recognition of previously unrecognised tax losses	-	151	-	-
Origination and reversal of temporary differences	126	(12,850)	-	-
<b>Total Income Tax (Expense)/Benefit</b>	<b>(525)</b>	<b>(13,799)</b>	<b>-</b>	<b>-</b>

#### 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	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2.1A: Cash and Cash Equivalents</b>				
Cash on hand (a)	28	27	28	27
Cash at bank (b)	84,671	52,298	82,066	49,851
Deposits at call (c)	102,389	217,963	97,526	211,000
<b>Total Cash and Cash Equivalents</b>	<b>187,088</b>	<b>270,288</b>	<b>179,620</b>	<b>260,878</b>

#### (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% (2016 - 0.0% and 1.5%). These deposits are at call.

#### (c) Deposits at call

The deposits are bearing floating interest rates between 1.8% and 2.6% (2016 – 0.0% and 2.95%). 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	40,197	32,262	34,723	30,775
Less: Allowance for doubtful debts	(1,596)	(1,175)	(2,117)	(2,204)
	<u>38,601</u>	<u>31,087</u>	<u>32,606</u>	<u>28,571</u>
Income due	11,684	5,964	11,684	5,964
Interest receivable	7,231	5,038	7,212	5,021
GST receivable	7,297	6,957	6,142	5,209
Lease Receivable	1,020	727	1,020	727
Loans	100	100	925	100
Restricted cash	3	27	-	-
<b>Total Current Receivables</b>	<b>65,936</b>	<b>49,900</b>	<b>59,589</b>	<b>45,592</b>

##### Non-Current Receivables:

Lease Receivable	14,940	10,653	14,940	10,653
Loans	15,424	15,300	15,424	15,300
Loans to related party	-	-	3,305	4,907
<b>Total Non-Current Receivables</b>	<b>30,364</b>	<b>25,953</b>	<b>33,669</b>	<b>30,860</b>

#### Total Loans and Receivables

	<u>96,300</u>	<u>75,853</u>	<u>93,258</u>	<u>76,452</u>
<b>Ageing of Receivables (gross):</b>				
Not overdue	76,035	62,743	81,632	64,371
Less than 30 days overdue	12,447	8,408	8,533	8,408
30 to 60 days overdue	2,067	2,150	1,615	2,150
61 to 90 days overdue	824	766	586	766
More than 90 days overdue	6,523	2,961	3,009	2,961
	<u>97,896</u>	<u>77,028</u>	<u>95,375</u>	<u>78,656</u>

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2.1B: Loans and Receivables (continued)</b>				
<b>Ageing of Allowance for Doubtful Debts:</b>				
Not overdue	36	236	557	398
Less than 30 days overdue		8	-	8
30 to 60 days overdue	153	85	153	85
61 to 90 days overdue	131	135	131	135
More than 90 days overdue	1,276	711	1,276	1,578
	<u>1,596</u>	<u>1,175</u>	<u>2,117</u>	<u>2,204</u>
<b>Reconciliation of Allowance for Doubtful Debts:</b>				
Opening balance 1 January	1,175	2,134	2,204	2,524
Increase/(decrease) recognised in net surplus	421	(959)	(87)	(320)
<b>Closing balance 31 December</b>	<u>1,596</u>	<u>1,175</u>	<u>2,117</u>	<u>2,204</u>

#### Note 2.1C: Investments

##### Current Investments:

Held-to-Maturity	478,064	407,192	478,064	407,192
Fair Value through profit or loss (held for trading)	336,369	317,297	336,369	317,297
<b>Total Current Investments</b>	<u>814,433</u>	<u>724,489</u>	<u>814,433</u>	<u>724,489</u>

##### Non-Current Investments:

Held-to-Maturity	251,893	363,101	251,893	363,101
Available for Sale	565,782	377,798	565,782	377,798
Interest in related parties	-	-	7,200	7,200
<b>Total Non-Current Investments</b>	<u>817,675</u>	<u>740,899</u>	<u>824,875</u>	<u>748,099</u>
<b>Total Investments</b>	<u>1,632,108</u>	<u>1,465,388</u>	<u>1,639,308</u>	<u>1,472,588</u>

#### (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 2017, the University held \$299,925,332 (2016 \$291,434,510) in restricted funds.

#### (b) Investment in Giant Magellan Telescope

The University has contributed \$37.3 million to date (\$37.3 million in 2016) in the Giant Magellan Telescope project. Funding for this project is provided by the Commonwealth Government under the Education Investment Fund program. Total agreed funding over the life of the project is \$88.4 million with \$65 million of this representing the University's \$32.5 million and Astronomy Australia Limited's \$32.5m contribution to the Giant Magellan Telescope Organisation Corporation (GMTO, registered in Pasadena, California) which will construct the Giant Magellan Telescope in Chile. The University, along with Astronomy Australia Limited and eight international Universities have signed a Founders Agreement to undertake the construction of the project.

The funds invested by the University purchases 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. In June 2015 the GMTO Board officially announced the commencement of construction for the telescope. The investment made by the University to date has been fully impaired as the recoverability of future economic benefits is not considered certain at this point in time. Impairment of this investment is recognised in Note 1.2D (Domestic unlisted investments).

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2.1D: Investments Accounted for Using the Equity Method</b>				
Investments in Associates	1,123	1,103	4,396	4,396
Investments in Joint Ventures	137	138	137	138
<b>Total Investments Accounted for Using the Equity Method</b>	<b>1,260</b>	<b>1,241</b>	<b>4,533</b>	<b>4,534</b>

**Reconciliation:**

Balance at 1 January	1,241	12,508
Share of profit/(loss) for the year	19	(45)
De-recognition of Associates	-	(7,315)
Prior year adjustment	-	(3,907)
<b>Balance at 31 December 2017</b>	<b>1,260</b>	<b>1,241</b>

**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	
			2017	2016
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	27.78%	27.78%

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 2017 have been used, and no adjustments have been made as there were no significant transactions between that date and 31 December 2017.

**Note 2.1D: Investments Accounted for Using the Equity Method (continued)****Associates (continued)**

<b>2017</b>	2016
<b>\$'000</b>	\$'000

Summarised financial information for associates is set out below:

**Financial Position**

Cash and cash equivalents	440	951
Other current assets	6,299	5,298
Non-current assets	569	690
<b>Total Assets</b>	<b>7,308</b>	<b>6,939</b>
Current financial liabilities (excl. trade and other payables and provisions)		326
Other current liabilities	2,238	993
Other non-current liabilities	31	75
<b>Total Liabilities</b>	<b>2,269</b>	<b>1,394</b>
<b>Net Assets</b>	<b>5,039</b>	<b>5,545</b>
Share of associates' net assets	1,240	1,398
<b>Financial Performance</b>		
Total revenue	3,291	3,003
Profit/(loss) from continuing operations before tax	78	(525)
Profit/(loss) from continuing operations after tax	78	(525)
<b>Total comprehensive income</b>	<b>78</b>	<b>(525)</b>
Share of associates' profit/(loss)	19	(141)

**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	
			2017	2016
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	50.00%	50.00%

The financial statements of the joint venture entities for the year ended 30 June 2017 have been used, and no adjustments have been made as there were no significant transactions between that date and 31 December 2017.

2017  
\$'000

2016  
\$'000

**Summarised financial information for joint ventures is set out below:****Financial Position**

Other current assets	494	417
Non-current assets	9,642	7,547
<b>Total Assets</b>	<b>10,136</b>	<b>7,964</b>
Other current liabilities	147	99
Other non-current liabilities	235	344
<b>Total Liabilities</b>	<b>382</b>	<b>443</b>
<b>Net Assets</b>	<b>9,754</b>	<b>7,521</b>
Share of associates' net assets	4,877	3,778

**Financial Performance**

Total revenue	1,115	16
Profit/(loss) from continuing operations before tax	(840)	(1,788)
Profit/(loss) from continuing operations after tax	(840)	(1,788)
<b>Total comprehensive income</b>	<b>(840)</b>	<b>(1,788)</b>
Share of associates' 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.

## **Note 2.1D: Investments Accounted for Using the Equity Method (continued)**

### **Joint Ventures (continued)**

#### **Accounting Policy**

##### **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.

Financial assets are included in non-current assets unless management intends to dispose of the asset within twelve months of the balance sheet date.

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 139 Financial Instruments: Recognition and Measurement.

Financial assets are recognised and derecognised upon 'trade date'.

##### **a. The University classifies its financial assets in the following categories:**

###### **Financial assets as at fair value through profit or loss**

Financial assets are classified as financial assets at fair value through profit or loss where the financial assets are domestic shares and listed securities or a derivative that is not designated and effective as a hedging instrument.

Assets in this category are classified as current assets.

Financial assets at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in the profit or loss. The net gain or loss recognised in profit or loss incorporates any interest earned on the financial asset.

###### **Available-for-sale financial assets**

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the asset within 12 months of the balance date.

Available-for-sale financial assets are initially recognised at fair value plus transaction costs.

Available-for-sale financial assets are recorded at fair value. Gains and losses arising from changes in fair value are recognised directly in the reserves (equity) with the exception of impairment losses. Interest is calculated using the effective interest method and foreign exchange gains and losses on monetary assets are recognised directly in profit or loss. Where the asset is disposed of or is determined to be impaired, part or all of the cumulative gain or loss previously recognised in the reserve is included in profit for the period.

Investments in Available-for-sale equity instruments which do not have a quoted market price in an active market and where fair value cannot be reliably measured are measured at cost.

###### **Loans and receivables**

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in 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 provision for impairment. Trade receivables are due for settlement in no more than 30 days.

###### **Held-to-maturity investments**

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the University's management has the positive intention and ability to hold to maturity.

##### **b. Impairment of financial assets**

The Group assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

Collectability of trade receivables is reviewed on an ongoing basis. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the income statement within 'write down of assets' and 'other expenses'. A provision for impairment of receivables is established when there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 90 days overdue) are considered indicators that the receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial. When a receivable is uncollectible, it is written off against the allowance account for receivables. Subsequent recoveries of amounts previously written off are credited against other expense in the Income Statement.

If there is objective evidence that the cost may not be recovered, an available-for-sale investment is considered to be impaired. For available-for-sale equity instruments, objective evidence that the cost may not be recovered, in addition to qualitative impairment criteria, includes a significant or prolonged decline in the fair value below cost. The University's policy considers a significant decline to be one in which the fair value is below the cost by more than 20% and a prolonged decline to be one in which the fair value is below the cost for greater than 12 months.

If an available-for-sale investment is impaired based on the entity's qualitative or quantitative impairment criteria, any further declines in the fair value at subsequent reporting dates are recognised as impairments. Therefore, at each reporting period, for an available-for-

## Note 2.1D: Investments Accounted for Using the Equity Method (continued)

### Joint Ventures (continued)

sale investment that is determined to be impaired based upon the entity's impairment criteria, an impairment is recognised for the difference between the fair value and the original cost basis, less any previously recognised impairment.

For debt instruments, where there is a decrease in the impairment loss in a subsequent period which can be related objectively to an event after recognition of the impairment, the previous impairment loss is reversed through the Income Statement. Impairment losses on investments in equity instruments are reversed through equity.

Consolidated		University	
2017	2016	2017	2016
\$'000	\$'000	\$'000	\$'000

## Note 2.1E: Other Financial Assets and Liabilities

### Other Financial Assets

#### Current asset:

Financial derivative asset	-	476	-	476
<b>Total Other Financial Assets</b>	<b>-</b>	<b>476</b>	<b>-</b>	<b>476</b>

### Other Financial Liabilities

#### Current liability:

Financial derivative liability	-	2,084	-	2,084
<b>Total Other Financial liabilities</b>	<b>-</b>	<b>2,084</b>	<b>-</b>	<b>2,084</b>

## Accounting Policy

### Derivatives

The Group 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 Group 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").

### Hedge Accounting

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument that is used in a hedging relationship is highly effective in offsetting changes in fair values or cash flows of the hedged item.

The note above contains details of the fair values of the derivative instruments used for hedging purposes.

#### (a) Fair Value Hedges

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in profit and loss immediately, together with any changes in the fair value of the hedged asset or liability that is attributable to the hedged risk. Hedge accounting is discontinued when the hedge instrument expires or is sold, terminated, exercised, or no longer qualifies for hedge accounting. The adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to profit and loss from that date.

#### (b) Cash Flow Hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are deferred in the hedging reserve recorded in equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss. Amounts deferred in equity are recycled to profit or loss in the periods when the hedged item is recognised in profit or loss in the same line of the Income Statement as the recognised hedged item. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability. Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. At that time, any cumulative gain or loss deferred in equity remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was deferred in equity is recognised immediately in profit or loss.

## 2.2 Non-Financial Assets

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment and Intangibles</b>				
<b>Land, Buildings and Infrastructure</b>				
Buildings under construction	147,208	89,801	147,208	89,801
Site infrastructure at cost	12,716	5,588	12,716	5,588
Accumulated depreciation	(199)	(33)	(199)	(33)
Dwellings at cost	2,000	-	2,000	-
Campus buildings at cost	80,042	18,888	80,042	18,888
Accumulated depreciation	(5,293)	(227)	(5,293)	(227)
<b>Total Land, Buildings and Infrastructure at Cost</b>	<b>89,266</b>	<b>24,216</b>	<b>89,266</b>	<b>24,216</b>
Site infrastructure at valuation	77,061	77,061	77,061	77,061
Accumulated depreciation	(8,803)	(4,401)	(8,803)	(4,401)
Land at valuation	90,991	103,665	90,191	90,190
Dwellings at valuation	9,731	9,952	9,731	9,952
Accumulated depreciation	(616)	(528)	(616)	(528)
Campus buildings at valuation	1,171,185	1,193,410	1,158,385	1,193,410
Accumulated depreciation	(71,561)	(62,688)	(71,561)	(62,688)
<b>Total Land, Buildings and Infrastructure at Valuation</b>	<b>1,267,988</b>	<b>1,316,471</b>	<b>1,254,388</b>	<b>1,302,996</b>
Crown lease at valuation	10,500	10,500	10,500	10,500
Accumulated amortisation	(438)	-	(438)	-
<b>Amortised Crown Lease</b>	<b>10,062</b>	<b>10,500</b>	<b>10,062</b>	<b>10,500</b>
Leasehold improvements at valuation	2,302	2,302	2,302	2,302
Accumulated depreciation	(921)	(460)	(921)	(460)
<b>Total Leasehold Improvements at Valuation</b>	<b>1,381</b>	<b>1,842</b>	<b>1,381</b>	<b>1,842</b>
<b>Total Land, Buildings and Infrastructure</b>	<b>1,515,905</b>	<b>1,442,830</b>	<b>1,502,305</b>	<b>1,429,355</b>
<b>Plant and Equipment</b>				
Plant and equipment under construction	13,255	7,267	13,255	7,267
Plant, equipment and motor vehicles at cost	356,192	339,105	352,093	335,273
Accumulated depreciation	(272,574)	(247,375)	(269,778)	(244,979)
Plant, equipment and motor vehicles at deemed cost	39,587	41,583	39,587	41,583
Accumulated depreciation	(36,888)	(38,456)	(36,888)	(38,456)
<b>Total Plant and Equipment at Cost</b>	<b>86,317</b>	<b>94,857</b>	<b>85,014</b>	<b>93,421</b>
Works of art at cost	211	239	211	239
Works of art at valuation	25,014	21,635	25,014	21,635
<b>Total Works of Art</b>	<b>25,225</b>	<b>21,874</b>	<b>25,225</b>	<b>21,874</b>
Rare library materials at valuation	30,494	30,494	30,494	30,494
<b>Total Plant and Equipment</b>	<b>155,291</b>	<b>154,492</b>	<b>153,988</b>	<b>153,056</b>
<b>Acquired Software</b>				
Acquired Software	-	2,030	-	2,030
Accumulated Amortisation	-	(2,030)	-	(2,030)
<b>Total Acquired Software</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Land, Buildings and Infrastructure, Plant and Equipment</b>	<b>1,671,196</b>	<b>1,597,322</b>	<b>1,656,293</b>	<b>1,582,411</b>

**Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment (continued)**

	<b>Consolidated</b>		<b>University</b>	
	<b>2017</b>	2016	<b>2017</b>	2016
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
<b>Intangibles</b>				
<b>Non-Current Assets</b>				
Software licence	2,620	2,601	2,620	2,601
Customer lists and relationships	2,181	2,657	-	-
Goodwill	5,699	5,699	-	-
<b>Total Non-Current Assets</b>	<b>10,500</b>	<b>10,957</b>	<b>2,620</b>	<b>2,601</b>

**Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment (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 \$'000	Infrastructure & Crown Lease \$'000	Plant & Equipment \$'000	Software \$'000	Intangibles \$'000	Total \$'000
<b>Gross Value</b>							
As at 1 January 2017	90,865	1,327,153	93,149	440,322	2,030	11,714	1,965,233
Additions	-	175,148	7,128	27,980	-	1,378	211,634
Impairment	-	-	-	-	-	-	-
Reclassification	-	-	-	-	(2,030)	2,030	-
Revaluations	125	-	-	3,173	-	-	3,298
Disposals	-	(89,833)	-	(6,722)	-	-	(96,555)
<b>As at 31 December 2017</b>	<b>90,990</b>	<b>1,412,468</b>	<b>100,277</b>	<b>464,753</b>	<b>-</b>	<b>15,122</b>	<b>2,083,610</b>
<b>Accumulated Depreciation and Amortisation</b>							
As at 1 January 2017	-	63,902	4,434	285,831	2,030	757	356,954
Charge for the reporting period	-	50,214	5,006	28,811	-	1,835	85,866
Impairment	-	-	-	-	-	-	-
Reclassification	-	-	-	-	(2,030)	2,030	-
Revaluations	-	(422)	-	-	-	-	(422)
Disposals	-	(35,303)	-	(5,180)	-	-	(40,483)
<b>As at 31 December 2017</b>	<b>-</b>	<b>78,391</b>	<b>9,440</b>	<b>309,462</b>	<b>-</b>	<b>4,622</b>	<b>401,915</b>
Net book value as at 31 December 2017	<u>90,990</u>	<u>1,334,077</u>	<u>90,837</u>	<u>155,291</u>	<u>-</u>	<u>10,500</u>	<u>1,681,695</u>
Net book value as at 1 January 2017	<u>90,865</u>	<u>1,263,251</u>	<u>88,715</u>	<u>154,491</u>	<u>-</u>	<u>10,957</u>	<u>1,608,279</u>

**Table B: Reconciliation of the Opening and Closing Balances of Land, Building and Infrastructure, Plant and Equipment and Intangibles (University Only)**

	Land \$'000	Buildings \$'000	Infrastructure & Crown Lease \$'000	Plant & Equipment \$'000	Software \$'000	Intangibles \$'000	Total \$'000
<b>Gross Value</b>							
As at 1 January 2017	90,190	1,314,353	93,149	436,491	2,030	3,358	1,939,571
Additions	-	175,148	7,129	27,589	-	1,377	211,243
Impairment	-	-	-	-	-	-	-
Revaluations	-	-	-	3,173	-	-	3,173
Disposals	-	(89,833)	-	(6,599)	-	-	(96,432)
Reclassification	-	-	-	-	(2,030)	2,030	-
<b>As at 31 December 2017</b>	<b>90,190</b>	<b>1,399,668</b>	<b>100,278</b>	<b>460,654</b>	<b>-</b>	<b>6,765</b>	<b>2,057,555</b>
<b>Accumulated Depreciation and Amortisation</b>							
As at 1 January 2017	-	63,903	4,434	283,435	2,030	757	354,559
Charge for the reporting period	-	49,812	5,007	28,308	-	1,358	84,485
Impairment	-	-	-	-	-	-	-
Reclassification	-	-	-	-	(2,030)	2,030	-
Revaluations	-	-	-	-	-	-	-
Disposals	-	(35,324)	-	(5,077)	-	-	(40,401)
<b>As at 31 December 2017</b>	<b>-</b>	<b>78,391</b>	<b>9,441</b>	<b>306,666</b>	<b>-</b>	<b>4,145</b>	<b>398,643</b>
Net book value as at 31 December 2017	<u>90,190</u>	<u>1,321,277</u>	<u>90,837</u>	<u>153,988</u>	<u>-</u>	<u>2,620</u>	<u>1,658,912</u>
Net book value as at 1 January 2017	<u>90,190</u>	<u>1,250,450</u>	<u>88,715</u>	<u>153,056</u>	<u>-</u>	<u>2,601</u>	<u>1,585,012</u>

**Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment (continued)**

**Table C: Reconciliation of the Opening and Closing Balances of Land, Building and Infrastructure, Plant and Equipment at Valuation (Consolidated Only)**

	Land \$'000	Buildings \$'000	Infrastructure & Crown Lease \$'000	Plant & Equipment \$'000	Total \$'000
<b>Gross Value</b>					
As at 1 January 2017	90,865	1,218,466	87,561	52,129	1,449,021
Opening balance as at 1 January 2017	90,865	1,218,466	87,561	52,129	1,449,021
Additions	-	-	-	-	-
Revaluations	125	-	-	3,173	3,298
Disposals	-	(35,247)	-	207	(35,040)
<b>As at 31 December 2017</b>	<b>90,990</b>	<b>1,183,219</b>	<b>87,561</b>	<b>55,509</b>	<b>1,417,279</b>
<b>Accumulated Depreciation</b>					
As at 1 January 2017	-	63,677	4,401	-	68,078
Opening balance as at 1 January 2017	-	63,677	4,401	-	68,078
Charge for the reporting period	-	45,091	4,839	-	49,930
Revaluations	-	(423)	-	-	(423)
Disposals	-	(35,248)	-	-	(35,248)
<b>As at 31 December 2017</b>	<b>-</b>	<b>73,097</b>	<b>9,240</b>	<b>-</b>	<b>82,337</b>
Net book value as at 31 December 2017	90,990	1,110,122	78,321	55,509	1,334,942
Net book value as at 1 January 2017	90,865	1,154,789	83,160	52,129	1,380,943

**Table D: Assets Under Construction (Consolidated Only)**

	Land \$'000	Buildings \$'000	Infrastructure & Crown Lease \$'000	Plant & Equipment \$'000	Total \$'000
<b>As at 31 December 2017</b>					
Gross value	-	147,208	-	13,255	160,463
<b>Net book value</b>	<b>-</b>	<b>147,208</b>	<b>-</b>	<b>13,255</b>	<b>160,463</b>
<b>As at 31 December 2016</b>					
Gross value	-	89,801	-	7,267	97,068
<b>Net book value</b>	<b>-</b>	<b>89,801</b>	<b>-</b>	<b>7,267</b>	<b>97,068</b>

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Contractual commitments for the acquisition of property, plant, equipment and intangible assets</b>				
One year or less	186,999	26,975	186,999	26,975
From one to five years	13,086	5,756	13,086	5,756
<b>Total Capital Commitments</b>	<b>200,085</b>	<b>32,731</b>	<b>200,085</b>	<b>32,731</b>

## Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment (continued)

### 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.

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 Group 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 1.2C.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	<u>At Acquisition</u>	<u>At Revaluation</u>
	<u>Years</u>	<u>Years</u>
Buildings, Dwellings & Infrastructure	40	1 to 76
Plant and Equipment		
Motor vehicles	7	-
Computing equipment	5	-
Research / teaching equipment	7	-
Supercomputer	3	-
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.



## **Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment (continued)**

Substantially all of the campus buildings and dwellings were revalued in 2015. The valuations were completed by independent valuers, Asset Val Pty Ltd. The Depreciated 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 Tinslay. 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.

### **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.

### **Research and Development Costs**

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognised in the Income Statement when incurred.

Development activities involve a plan or design for the production of new or substantially improved products or processes. Development expenditure is capitalised only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the University and/or its related entities intends to and has sufficient resources to complete development and to use or sell the asset. The expenditure capitalised includes the cost of materials, direct labour and overhead costs that are directly attributable to preparing the asset for its intended use. Other development expenditure is recognised in the Income Statement when incurred.

Capitalised development expenditure is measured at cost less accumulated amortisation and accumulated impairment losses.

### **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, BRU Holdings Pty Limited and SA2 Holdings 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.

In July 2016, the University issued a notice of variation to BRU Holdings Pty Limited and SA2 Holdings Pty Limited of its intention to terminate the leases between the University and the companies. Termination occurred on 1 August 2016 and the buildings owned by the companies transferred to the ownership of the University from that date. Upon transfer of the buildings Goodwill in relation to BRU Holdings Pty Limited and SA2 Holdings Pty Limited was assessed for impairment and it was determined that Goodwill was impaired. The impairment has been recognised in the profit and loss in accordance with the University's accounting policy.

## Note 2.2A: Land, Buildings and Infrastructure, Plant and Equipment (continued)

### Accounting Policy

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured initially at cost, including transaction costs. Subsequent to initial recognition, investment property is measured at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the property. If this information is not available or appropriate, the valuer uses alternative valuation methods such as recent prices in less active markets, discounted cash flow projections or original cost plus a cost escalation factor. Gains or losses arising from changes in the fair value of investment property are included in the profit or loss in the period in which they arise.

The University revalued its student accommodation investment property as at 31 December 2015 in accordance with the valuation conducted by Blak Box Pty Ltd trading under licence as Knight Frank Valuations Canberra. The valuation assessment is based on the cost approach which considers the cost of actual construction with cost escalation factors applied from the date of construction through to the date of valuation.

## Note 2.2B: Inventories

Inventory held for sale	577	390	342	345
Consumables in store	496	544	474	511
WIP equipment for sale	2,827	2,240	773	639
<b>Total Inventory</b>	<b>3,900</b>	<b>3,174</b>	<b>1,589</b>	<b>1,495</b>

### 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	19,402	20,910	18,695	20,613
Licence agreement	26	26	26	26
<b>Total Current Assets</b>	<b>19,428</b>	<b>20,936</b>	<b>18,721</b>	<b>20,639</b>

### Non-Current Assets:

Licence agreement	84	110	84	110
Non-current prepaid expenditure	-	125	-	125
<b>Total Non-Current Assets</b>	<b>84</b>	<b>235</b>	<b>84</b>	<b>235</b>

<b>Total Other Non-Financial Assets</b>	<b>19,512</b>	<b>21,171</b>	<b>18,805</b>	<b>20,874</b>
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No indicators of impairment were found for other non-financial assets.

## 2.3 Payables

	Consolidated		University	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 2.3A: Suppliers</b>				
<b>Current Liability:</b>				
Suppliers	33,949	23,783	32,528	21,556
<b>Total Current Liability</b>	<b>33,949</b>	<b>23,783</b>	<b>32,528</b>	<b>21,556</b>
<b>Total Suppliers</b>	<b>33,949</b>	<b>23,783</b>	<b>32,528</b>	<b>21,556</b>

Supplier payables are current. Settlement is usually made within supplier terms of trade which is net 30 days.

### Note 2.3B: Other Payables

<b>Other Current Payables:</b>				
Income in advance	63,281	120,163	60,034	117,256
Other creditors	37,303	20,319	37,303	20,319
Income tax expense	323	515	-	-
Deferred tax liability	656	715	-	-
Construction project liability	5,786	881	-	-
Provision for warranty	192	193	-	-
Incomplete project revenue	182	611	-	-
<b>Total Current Other Payables</b>	<b>107,723</b>	<b>143,397</b>	<b>97,337</b>	<b>137,575</b>
<b>Other Non-Current Payables:</b>				
Income in advance	146	115	146	115
Other creditors	31,221	37,673	31,221	37,673
<b>Total Non-Current Other Payables</b>	<b>31,367</b>	<b>37,788</b>	<b>31,367</b>	<b>37,788</b>
<b>Total Other Payables</b>	<b>139,090</b>	<b>181,185</b>	<b>128,704</b>	<b>175,363</b>

### 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 Interest Bearing Liabilities

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2.4A: Interest Bearing Liabilities</b>				
<b>Current Liability:</b>				
Indexed Annuity Bonds	4,194	3,734	4,194	3,734
Deferred consideration	-	2,504	-	-
<b>Total Current Liability</b>	<b>4,194</b>	<b>6,238</b>	<b>4,194</b>	<b>3,734</b>
<b>Non-Current Liability:</b>				
Indexed Annuity Bonds	80,839	85,185	80,839	85,185
Medium Term Notes	200,000	200,000	200,000	200,000
<b>Total Non-Current Liability</b>	<b>280,839</b>	<b>285,185</b>	<b>280,839</b>	<b>285,185</b>
<b>Total Interest Bearing Liabilities</b>	<b>285,033</b>	<b>291,423</b>	<b>285,033</b>	<b>288,919</b>

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.

The deferred consideration relates to the acquisition of the Social Research Centre Pty Ltd by ANU Enterprise Pty Ltd.

## 2.5 Equity

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2.5A: Reserves</b>				
<b>Asset Revaluation Surplus:</b>				
Asset revaluation - Property	659,075	687,139	646,645	674,877
Asset revaluation - Plant, Equipment and Artwork	19,441	16,268	19,441	16,268
Asset revaluation - Investments	162,714	122,011	162,714	122,011
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
<b>Total Asset Revaluation Surplus</b>	<b>899,165</b>	<b>883,353</b>	<b>886,735</b>	<b>871,091</b>
<b>Special Reserves</b>				
Building	24,935	24,453	24,935	24,453
Equipment	26,589	23,806	26,589	24,311
Self-insurance	8,386	7,520	8,386	7,520
<b>Total Special Reserves</b>	<b>59,910</b>	<b>55,779</b>	<b>59,910</b>	<b>56,284</b>
<b>Total Reserves</b>	<b>959,075</b>	<b>939,132</b>	<b>946,645</b>	<b>927,375</b>
<b>Summary of movement in reserves during the year ended 31 December 2017</b>				
Balance at beginning of year	939,132	1,033,668	927,375	1,029,916
Transfer (to)/from income	(3,511)	(210)	(3,511)	(7,543)
Increments/(decrements) to revaluation	47,555	19,906	47,387	18,732
Transfer (to)/from retained surplus	(24,101)	(114,232)	(24,606)	(113,730)
<b>Balance at end of year</b>	<b>959,075</b>	<b>939,132</b>	<b>946,645</b>	<b>927,375</b>
<b>Movements in reserves</b>				
<b>Asset Revaluation - Property</b>				
Balance at beginning of year	687,139	802,024	674,877	793,019
Transfer (to)/from income	-	2,082	-	-
Transfer (to)/from retained surpluses	(28,232)	(118,512)	(28,232)	(118,512)
Increments/(decrements) on revaluation of				
Land	168	370	-	370
Buildings	-	1,175	-	-
<b>Balance at end of year</b>	<b>659,075</b>	<b>687,139</b>	<b>646,645</b>	<b>674,877</b>
<b>Asset Revaluation - Artwork</b>				
Balance at beginning of year	16,268	16,268	16,268	16,268
Increments/(decrements) on revaluation	3,173	-	3,173	-
<b>Balance at end of year</b>	<b>19,441</b>	<b>16,268</b>	<b>19,441</b>	<b>16,268</b>
<b>Asset Revaluation - Investments</b>				
Balance at beginning of year	122,011	135,765	122,011	133,943
Transfer (to)/from income	(3,511)	(20,543)	(3,511)	(18,721)
Increments/(decrements) on revaluation	44,214	6,789	44,214	6,789
<b>Balance at end of year</b>	<b>162,714</b>	<b>122,011</b>	<b>162,714</b>	<b>122,011</b>
<b>Asset Revaluation - Crown Lease</b>				
Balance at beginning of year	30,001	19,501	30,001	19,501
Increments/(decrements) on revaluation	-	10,500	-	10,500
<b>Balance at end of year</b>	<b>30,001</b>	<b>30,001</b>	<b>30,001</b>	<b>30,001</b>

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2.5A: Reserves (continued)</b>				
<b>Asset Revaluation - Rare Library Materials</b>				
Balance at beginning of year	27,934	26,862	27,934	26,861
Increments/(decrements) on revaluation	-	1,072	-	1,073
<b>Balance at end of year</b>	<b>27,934</b>	<b>27,934</b>	<b>27,934</b>	<b>27,934</b>
<b>Asset Revaluation - Cashflow Hedge</b>				
Balance at beginning of year	-	(18,251)	-	(11,178)
Transfer (to)/from income	-	18,251	-	11,178
<b>Balance at end of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Special Reserve - Building</b>				
Balance at beginning of year	24,453	23,486	24,453	23,485
Transfer (to)/from retained surpluses	482	967	482	968
<b>Balance at end of year</b>	<b>24,935</b>	<b>24,453</b>	<b>24,935</b>	<b>24,453</b>
<b>Special Reserve - Equipment</b>				
Balance at beginning of year	23,806	19,972	24,311	19,974
Transfer (to)/from retained surpluses	2,783	3,834	2,278	4,337
<b>Balance at end of year</b>	<b>26,589</b>	<b>23,806</b>	<b>26,589</b>	<b>24,311</b>
<b>Special Reserve - Self Insurance</b>				
Balance at beginning of year	7,520	8,042	7,520	8,042
Transfer (to)/from retained surpluses	866	(522)	866	(522)
<b>Balance at end of year</b>	<b>8,386</b>	<b>7,520</b>	<b>8,386</b>	<b>7,520</b>

#### 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 Cash Flow Reconciliation

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 3.1A: Cash Flow Reconciliation</b>				
Net result from ordinary activities	169,222	74,111	168,717	67,030
Depreciation and amortisation of property, plant and equipment	85,866	108,687	84,485	105,443
Impairment losses	(3,511)	30,165	(3,511)	66,108
Net (gain)/loss on disposal of assets	(13,985)	(52,061)	(14,030)	(54,760)
Proceeds from investments	-	21,021	-	28,094
Share of profit from equity accounted investments	-	141	-	-
Bad debts expense	425	808	425	808
Provision for doubtful debts	84	(831)	84	(322)
Goodwill and inventory impairments	281	-	-	-
Unrealised (gain)/loss on investments	(9,417)	(7,684)	(9,417)	(7,684)
Realised (gain)/loss on investment sales	(14,467)	(23,730)	(14,467)	(23,730)
Reclassification of cash flow hedge reserve movements	-	18,251	-	11,178
<b><u>(Increase)/decrease in operating assets</u></b>				
Receivables	(17,485)	4,031	(14,340)	3,537
Advanced payments and prepaid expenditure	1,659	5,058	2,069	4,949
Inventories	(726)	983	(94)	48
Other	(19)	13,799	1	1
<b><u>(Increase)/decrease in operating liabilities</u></b>				
Provision for employee entitlements	3,837	(5,722)	3,796	(5,311)
Income in advance	7,618	(64,080)	7,618	(64,737)
Trade creditors	14,190	5,293	10,367	3,776
Other payables	(2,729)	(1,724)	(2,651)	(3,347)
<b>Net cash flows from operating activities</b>	<b>220,843</b>	<b>126,516</b>	<b>219,052</b>	<b>131,081</b>

#### 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.

	University	
	2017 \$'000	2016 \$'000
Balance carried forward	-	-
Receipts during the year	560	965
Available for payments	560	965
Less payments made	560	965
<b>Balance carried forward to next year</b>	<b>-</b>	<b>-</b>

## 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	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 4.1A: Employee Benefits</b>				
<b>Current Liability:</b>				
Accrued salary and related expenses	27,939	6,382	27,616	6,382
Superannuation levy	529	526	529	526
Employee superannuation entitlements	35,485	35,177	35,485	35,177
Annual leave entitlements	50,382	49,784	49,778	48,901
Long Service Leave entitlements	54,059	57,435	53,369	56,776
<b>Total Current Liability</b>	<b>168,394</b>	<b>149,304</b>	<b>166,777</b>	<b>147,762</b>
<b>Non-Current Liability:</b>				
Employee superannuation entitlements	573,871	629,609	573,871	629,609
Long Service Leave entitlements	15,383	16,015	15,293	15,891
<b>Total Non-Current Liability</b>	<b>589,254</b>	<b>645,624</b>	<b>589,164</b>	<b>645,500</b>
<b>Total Employee Benefits</b>	<b>757,648</b>	<b>794,928</b>	<b>755,941</b>	<b>793,262</b>

#### 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 2017 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 Group 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 Directors' Remuneration

	Consolidated		University	
	2017	2016	2017	2016
	Number	Number	Number	Number
<b>Note 4.2A: Directors' Remuneration</b>				
Less than \$195,000	<u>7</u>	<u>6</u>	<u>1</u>	<u>1</u>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Total Remuneration received or due and receivable by Directors of the Consolidated Entity	<u>268</u>	<u>242</u>	<u>35</u>	<u>35</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 Harding  
 Professor R Baker

Professor M Hughes - Warrington  
 Professor S Leitch  
 Mr C Grange

**Table A: Remuneration of Executive Officers**

		<b>Consolidated</b>		<b>University</b>	
		<b>2017 Senior Executive No.</b>	<b>2016 Senior Executive No.</b>	<b>2017 Senior Executive No.</b>	<b>2016 Senior Executive No.</b>
\$	\$				
145,000	to 159,999	-	-	-	-
160,000	to 174,999	-	2	-	-
175,000	to 189,999	1	-	-	-
190,000	to 204,999	-	1	-	-
205,000	to 219,999	-	2	-	-
220,000	to 234,999	3	1	-	-
235,000	to 249,999	1	-	-	-
250,000	to 264,999	1	1	-	-
265,000	to 279,999	3	-	-	-
280,000	to 294,999	1	1	-	-
295,000	to 309,999	-	-	-	-
310,000	to 324,999	1	2	-	-
325,000	to 339,999	-	1	-	1
340,000	to 354,999	-	1	-	-
400,000	to 414,999	-	-	-	-
415,000	to 429,999	1	-	1	-
445,000	to 459,999	1	-	1	-
550,000	to 564,999	-	1	-	1
565,000	to 579,999	-	-	-	-
580,000	to 594,999	1	2	1	2
610,000	to 624,999	2	1	2	1
625,000	to 639,999	-	-	-	-
640,000	to 654,999	-	-	-	-
655,000	to 669,999	1	-	1	-
<b>Total</b>		<b>17</b>	<b>16</b>	<b>6</b>	<b>5</b>

**Table B: Key Management Personnel Compensation**

	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	5,120	4,394	2,682	2,074
Post-employment benefits	590	481	392	282
Other long-term benefits	497	391	275	195
Termination Benefits	-	135	-	135
<b>Total Key Management Personnel Compensation</b>	<b>6,207</b>	<b>5,401</b>	<b>3,349</b>	<b>2,686</b>

## 4.4 Related Party Disclosures

	University	
	2017	2016
	\$'000	\$'000
<b>Note 4.4A: Related Party Disclosures</b>		
Value of services (provided to)/purchased from subsidiary entities	597	(1,151)
ANU Enterprise current	825	777
ANU Enterprise non-current	3,305	4,130
<b>Total ANU Enterprise Pty Ltd</b>	<b>4,130</b>	<b>4,907</b>
Interest revenue included in operating result from loans to subsidiary companies	277	6,403

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:

- 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 and other types of ordinary operational transactions as required. These are not considered individually significant to warrant separate disclosure as related party transactions; and
- 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.

## 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	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 5.1A: Contingent Assets</b>				
<b>Guarantee</b>	<b>Purpose</b>			
UniLodge Australia Pty Ltd	Beneficiary of security guarantee for a service agreement	500	500	500
Lendlease Building Pty Limited	Beneficiary of security guarantee for a construction contract	11,472	-	-
Richard Crookes Constructions Pty Limited	Beneficiary of security guarantee for a construction contract	5,300	-	-
		<u>17,272</u>	<u>500</u>	<u>500</u>

#### Note 5.1B: Contingent Liabilities

The following guarantees have been provided:

Guarantee	Purpose				
ANZ Bank	To support financing arrangements entered into by Burgmann College for building development	6,931	6,931	6,931	6,931
ActewAGL	To support installation of utility network in student accommodation SA6	227	-	227	-
Land Development Agency	To support financing arrangements entered into by the University for the development of Block 6 Section 21 Division of City in the ACT	-	695	-	695
Unlisted Investments	Uncalled Capital relating to investment activities at the University	93,670	2,044	93,670	2,044
		<u>100,828</u>	<u>9,670</u>	<u>100,828</u>	<u>9,670</u>

#### Bank guarantee and credit facilities

The University currently has a bank guarantee facility up to a limit of \$350,000 of which \$122,922 is available. The University has an unused standby overdraft facility with a limit of \$2,000,000 and an unused international facility of \$300,000.

#### 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.

#### 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	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>(a) Categories of Financial Instruments</b>				
<b>Financial Assets</b>				
<i>Available-for-sale financial assets</i>				
Australian cash deposits and short-term securities	177,441	257,813	169,973	248,405
Overseas denominated cash deposits and short-term securities	9,647	12,475	9,647	12,475
Domestic interest bearing securities	701,118	627,398	701,118	627,398
Overseas interest bearing securities	28,839	3,396	28,839	3,396
Domestic shares and listed securities	136,302	147,186	136,302	147,186
Domestic unlisted investments	177,547	107,406	184,747	114,606
Overseas managed funds	251,933	262,652	251,933	262,652
<i>Loans and receivables at amortised cost</i>				
Loans and receivables	96,300	80,989	93,258	76,452
<i>Fair value through statement of other comprehensive income</i>				
Receivables derivative instruments	-	476	-	476
<i>Fair value through profit or loss</i>				
Domestic listed securities	336,369	317,347	336,369	317,347
<b>Carrying Amount of Financial Assets</b>	<b>1,915,496</b>	<b>1,817,138</b>	<b>1,912,186</b>	<b>1,810,393</b>
<b>Financial Liabilities</b>				
<i>At amortised cost</i>				
Payables	173,039	204,968	161,232	196,919
Loans payable	285,033	291,423	285,033	288,919
<i>Fair value through statement of other comprehensive income</i>				
Payables derivative instruments	-	2,084	-	2,084
<b>Carrying Amount of Financial Liabilities</b>	<b>458,072</b>	<b>498,475</b>	<b>446,265</b>	<b>487,922</b>

### 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 Group 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	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b><u>(b) Net Income and Expense from Financial Assets</u></b>				
<i>Available-for-sale</i>				
Interest revenue	27,913	21,044	27,774	27,153
Dividend revenue	25,998	38,186	25,998	38,186
Exchange gains/(loss)	-	(544)	-	(544)
Gain/(loss) recognised in equity	3,511	6,789	3,511	6,789
Impairment expense	-	953	-	953
Gains/(loss) on disposal	14,618	23,730	14,618	23,730
<i>Fair value through profit or loss</i>				
Dividend revenue	20,678	19,544	20,678	19,544
Gain on revaluation	-	7,198	9,417	7,198
<b>Net gain from financial assets</b>	<b>92,718</b>	<b>116,900</b>	<b>101,996</b>	<b>123,009</b>
<b><u>(c) Net Income and Expense from Financial Liabilities</u></b>				
<i>Financial liabilities at amortised cost</i>				
Borrowing expense	(12,400)	(30,036)	(12,400)	(22,635)
<i>Fair value through profit or loss</i>				
Exchange gains/(loss)	2,904	1,030	2,904	1,030
<b>Net (loss) from financial liabilities</b>	<b>(9,496)</b>	<b>(29,006)</b>	<b>(9,496)</b>	<b>(21,605)</b>

#### **(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 technique that employs observable market transactions (Level 2), or by using non-observable market inputs to determine fair value (Level 3).

#### **University**

2017

	Valuation technique utilising			Total
	Market Values (Level 1)	Market Inputs (Level 2)	Non-Market Inputs (Level 3)	
	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>				
<i>Available-for-sale financial assets</i>				
Australian cash deposits and short-term securities	169,973	-	-	169,973
Overseas denominated cash deposits and short-term securities	9,647	-	-	9,647
Domestic interest bearing securities	701,118	-	-	701,118
Overseas interest bearing securities	28,839	-	-	28,839
Domestic shares and listed securities	136,302	-	-	136,302
Domestic unlisted investments	-	-	184,747	184,747
Overseas managed funds	-	-	251,933	251,933
<i>Fair value through profit or loss</i>				
Domestic listed securities	336,369	-	-	336,369
<b>Total</b>	<b>1,382,248</b>	<b>-</b>	<b>436,680</b>	<b>1,818,928</b>

**University****2016**

	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non- Market Inputs (Level 3) \$'000	
<b>Financial Assets</b>				
<i>Available-for-sale financial assets</i>				
Australian cash deposits and short-term securities	248,405	-	-	248,405
Overseas denominated cash deposits and short-term securities	12,475	-	-	12,475
Domestic interest bearing securities	627,398	-	-	627,398
Overseas interest bearing securities	3,396	-	-	3,396
Domestic shares and listed securities	147,186	-	-	147,186
Domestic unlisted investments	-	-	114,606	114,606
Overseas managed funds	-	-	262,652	262,652
<i>Fair value through statement of other comprehensive income</i>				
Receivables derivative instruments	-	476	-	476
<i>Fair value through profit or loss</i>				
Domestic listed securities	317,347	-	-	317,347
<b>Total</b>	<b>1,356,207</b>	<b>476</b>	<b>377,258</b>	<b>1,733,941</b>
<b>Financial Liabilities</b>				
<i>Fair value through statement of other comprehensive income</i>				
Payables derivative instruments	-	2,084	-	2,084
<b>Total</b>	<b>-</b>	<b>2,084</b>	<b>-</b>	<b>2,084</b>

**Consolidated****2017**

	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non- Market Inputs (Level 3) \$'000	
<b>Financial Assets</b>				
<i>Available-for-sale financial assets</i>				
Australian cash deposits and short-term securities	177,441	-	-	177,441
Overseas denominated cash deposits and short-term securities	9,647	-	-	9,647
Domestic interest bearing securities	701,118	-	-	701,118
Overseas interest bearing securities	28,839	-	-	28,839
Domestic shares and listed securities	136,302	-	-	136,302
Domestic unlisted investments	-	-	177,547	177,547
Overseas managed funds	-	-	251,933	251,933
<i>Fair value through profit or loss</i>				
Domestic listed securities	336,369	-	-	336,369
<b>Total</b>	<b>1,389,716</b>	<b>-</b>	<b>429,480</b>	<b>1,819,196</b>

**Consolidated**

2016	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non- Market Inputs (Level 3) \$'000	
<b>Financial Assets</b>				
<i>Available-for-sale financial assets</i>				
Australian cash deposits and short-term securities	257,815	-	-	257,815
Overseas denominated cash deposits and short-term securities	12,475	-	-	12,475
Domestic interest bearing securities	627,398	-	-	627,398
Overseas interest bearing securities	3,396	-	-	3,396
Domestic shares and listed securities	147,186	-	-	147,186
Domestic unlisted investments	-	-	107,406	107,406
Overseas managed funds	-	-	262,652	262,652
<i>Fair value through profit or loss</i>				
Domestic listed securities	317,347	-	-	317,347
<b>Total</b>	<b>1,365,617</b>	<b>-</b>	<b>370,058</b>	<b>1,735,675</b>
<b>Financial Liabilities</b>				
<i>Fair value through statement of other comprehensive income</i>				
Payables derivative instruments	-	2,084	-	2,084
<b>Total</b>	<b>-</b>	<b>2,084</b>	<b>-</b>	<b>2,084</b>



	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>(e) Reconciliation of Financial Assets Categorised as Level 3</b>				
<b>Level 3 Financial Assets</b>				
Opening balance	370,058	370,813	377,258	385,988
Total gains or losses				
Through profit or loss	36,547	(12,474)	36,547	(12,474)
Through Statement of Comprehensive Income	(6,013)	16,622	(6,013)	16,622
Reclassification	-	262,652	-	262,652
Purchases	28,888	55,193	28,888	77,722
Sales	-	(322,748)	-	(353,252)
<b>Closing balance</b>	<b>429,480</b>	<b>370,058</b>	<b>436,680</b>	<b>377,258</b>
Gain/(loss) for assets held 31 December	30,534	4,148	30,534	4,148

#### (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."

Loans and Receivables balances are monitored on an ongoing basis with the result that the University's exposure to bad debts is not significant. The ageing for Loans and Receivables is identified in Note 2.1B.

With respect to credit risk arising from the other financial assets of the University, which comprise cash and cash equivalents and available-for-sale financial investments, the University's maximum exposure to credit risk is equal to the carrying amount of these instruments.

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.

There are no significant financial assets that have had renegotiated terms that would otherwise, without that renegotiation, have been past due or impaired.

#### (g) Liquidity Risk

The following tables illustrate the maturities for financial liabilities:

##### Consolidated

	On Demand \$'000	Within 1 Year \$'000	1 - 5 Years \$'000	Greater than 5 Years \$'000	Total \$'000
<b>2017</b>					
Suppliers and payables		141,672	31,367	-	173,039
Loans payable	-	4,194	-	280,839	285,033
<b>Total</b>	-	145,866	31,367	280,839	458,072
<b>2016</b>					
Suppliers and payables		167,180	37,788	-	204,968
Loans payable	-	6,238	-	285,185	291,423
<b>Total</b>	-	173,418	37,788	285,185	496,391

Liquidity risk is defined as the risk that the Group 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 Group'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 impact of a weakening/(strengthening) of the AUD by 11.5% (2016: 11.5%) with all other variables held constant, profit for the year would have been \$33,398,000 higher/(lower) (2016: \$27,535,000), as a result of foreign gains/(losses) on translation of foreign currency bank account balances. Equity would have been \$33,398,000 higher/(lower) (2016: \$27,535,000), had the AUD weakened/(strengthened) by 11.5% (2016: 11.5%) against the Trade Weighted Index, arising from the Available-for-sale investments.

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 Entity's Profit or Loss and the Entity'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 entity'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.

At 31 December 2017, if interest rates increased/(decreased) by 0.6%, with all other variables held constant, operating result and equity would have been \$5,502,000 increase/(decrease) (2016: \$3,860,000).

#### **(h)(ii) Interest Rate Risk (continued)**

The following table (v), 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 a reasonably possible change in CPI annual rates, with all other variables held constant.

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.

The impact of an increase/(decrease) of the ASX200 Index on the University's publicly traded equity would be an increase/(decrease) of \$47,267,000 (2016: \$14,719,000). The analysis is based on the assumption that the ASX200 Index increased/(decreased) by 10%, with all other variables held constant, and the University's equity portfolio moves according to the historical correlation with the index.

The impact of an increase/(decrease) of the market value of the University's non-publicly traded equity would be an increase/(decrease) of \$17,755,000 (2016: \$10,741,000). The analysis is based on the assumption that the market value of the non-publicly traded equity increased/(decreased) by 10%, with all other variables held constant.

The University also has a number of equity investments denominated in foreign currencies in overseas markets. If these markets were to increase/(decrease) by 10% the impact on the Economic Entity's equity would be an increase/(decrease) of \$25,193,000 (2016: \$26,265,000).

(h) Market Risk (continued)  
(h) (iv) Summarised Sensitivity Analysis – Consolidated

The following table summarises the sensitivity of the Entity's financial assets and financial liabilities to interest rate risk, foreign exchange risk, and other price risk.

	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
<b>31 December 2017</b>																	
<b>Financial Assets</b>																	
Australian cash deposits and short-term securities	177,441	(1,064)	1,064	-	1,064	-	-	-	-	-	-	-	-	-	-	-	-
Overseas denominated cash deposits and short-term securities	9,647	(58)	58	1,109	(1,109)	-	-	-	-	-	-	-	-	-	-	-	-
Domestic interest bearing securities	701,118	(4,207)	4,207	4,207	(4,207)	-	-	-	-	-	-	-	-	-	-	-	-
Overseas interest bearing securities	28,839	(173)	173	3,316	(3,316)	-	-	-	-	-	-	-	-	-	-	-	-
Domestic shares and listed securities	472,671	-	-	-	-	-	-	-	-	(33,637)	(47,267)	33,637	47,267	-	-	-	-
Domestic unlisted investments	177,547	-	-	-	-	-	-	-	-	-	(17,755)	17,755	-	-	-	-	-
Overseas managed funds	251,933	-	-	-	-	-	-	-	-	-	(25,193)	25,193	-	-	-	-	-
Receivable derivative instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Financial Liabilities</b>																	
Loans payable	285,033	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables derivative instrument	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase / (decrease)</b>		(5,502)	5,502	5,502	33,398	33,398	33,398	33,398	(33,398)	(33,637)	(90,215)	33,637	90,215	(172)	(172)	172	172

	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
<b>31 December 2016</b>																	
<b>Financial Assets</b>																	
Australian cash deposits and short-term securities	257,815	(1,546)	1,546	-	1,546	-	-	-	-	-	-	-	-	-	-	-	-
Overseas denominated cash deposits and short-term securities	12,475	(75)	75	1,435	(1,435)	-	-	-	-	-	-	-	-	-	-	-	-
Domestic interest bearing securities	627,398	(3,764)	3,764	3,764	(3,764)	-	-	-	-	-	-	-	-	-	-	-	-
Overseas interest bearing securities	3,396	(20)	20	391	(391)	-	-	-	-	-	-	-	-	-	-	-	-
Domestic shares and listed securities	464,536	-	-	-	-	-	-	-	-	(31,735)	(46,454)	31,735	46,454	-	-	-	-
Domestic unlisted investments	107,406	-	-	-	-	-	-	-	-	-	(10,741)	10,741	-	-	-	-	-
Overseas managed funds	262,652	-	-	-	-	-	-	-	-	-	(26,265)	26,265	-	-	-	-	-
Receivable derivative instruments	476	-	-	55	(55)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Financial Liabilities</b>																	
Loans payable	291,423	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables derivative instrument	2,084	-	-	240	(240)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase / (decrease)</b>		(5,406)	5,406	5,406	32,326	32,326	32,326	32,326	(32,326)	(31,735)	(83,460)	31,735	83,460	(119)	(119)	119	119

(h) Market Risk (continued)  
(h) (v) Summarised Sensitivity Analysis – University

The following table summarises the sensitivity of the Entity's financial assets and financial liabilities to interest rate risk, foreign exchange risk, and other price risk.

	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
<b>31 December 2017</b>																	
<b>Financial Assets</b>																	
Australian cash deposits and short-term securities	169,973	(1,020)	1,020	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas denominated cash deposits and short-term securities	9,647	(58)	58	1,109	(1,109)	1,109	(1,109)	-	-	-	-	-	-	-	-	-	-
Domestic interest bearing securities	701,118	(4,207)	4,207	4,207	(4,207)	3,316	(3,316)	-	-	-	-	-	-	-	-	-	-
Overseas interest bearing securities	28,839	(173)	173	173	(173)	3,316	(3,316)	-	-	-	-	-	-	-	-	-	-
Domestic shares and listed securities	472,671	-	-	-	-	-	-	(33,637)	(47,267)	33,637	47,267	-	-	-	-	-	-
Domestic unlisted investments	521,116	-	-	-	-	-	-	-	(52,112)	52,112	52,112	-	-	-	-	-	-
Overseas managed funds	251,933	-	-	-	-	28,972	(28,972)	-	(25,193)	25,193	-	-	-	-	-	-	-
Receivable derivative instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Financial Liabilities</b>																	
Loans payable	285,033	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables derivative instrument	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase / (decrease)</b>		(5,458)	5,457	5,457	(33,397)	33,397	(33,397)	(33,637)	(124,572)	33,637	124,572	(172)	(172)	(172)	172	172	172

	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
<b>31 December 2016</b>																	
<b>Financial Assets</b>																	
Australian cash deposits and short-term securities	248,405	(1,490)	1,490	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas denominated cash deposits and short-term securities	12,475	(75)	75	1,435	(1,435)	1,435	(1,435)	-	-	-	-	-	-	-	-	-	-
Domestic interest bearing securities	627,398	(3,764)	3,764	3,764	(3,764)	391	(391)	-	-	-	-	-	-	-	-	-	-
Overseas interest bearing securities	3,396	(20)	20	20	(20)	391	(391)	-	-	-	-	-	-	-	-	-	-
Domestic shares and listed securities	464,536	-	-	-	-	-	-	(14,719)	(14,719)	14,719	14,719	-	-	-	-	-	-
Domestic unlisted investments	114,606	-	-	-	-	-	-	(11,461)	(11,461)	11,461	11,461	-	-	-	-	-	-
Overseas managed funds	262,652	-	-	30,205	(30,205)	30,205	(30,205)	-	(26,265)	26,265	-	-	-	-	-	-	-
Receivable derivative instruments	476	-	-	55	(55)	55	(55)	-	-	-	-	-	-	-	-	-	-
<b>Financial Liabilities</b>																	
Loans payable	288,919	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables derivative instrument	2,084	-	-	240	(240)	240	(240)	-	-	-	-	-	-	-	-	-	-
<b>Total increase / (decrease)</b>		(5,350)	5,350	5,350	(32,325)	32,325	(32,325)	(32,325)	(14,719)	14,719	52,445	(119)	(119)	(119)	119	119	119

## 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;	Land, buildings and infrastructure;
Derivative financial instruments;	Plant and equipment (Artworks and Rare Library Materials only); and
Available-for-sale financial assets;	Investment properties.

Fair value disclosures relating to financial assets and liabilities at fair value through profit or loss, derivative financial instruments and available-for-sale financial assets 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 Group 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 trading and available-for-sale securities) 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 Group 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 Group 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 Group 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 Group 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 quotes 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 2017 and 31 December 2016

Consolidated	Total	Level 1	Level 2	Level 3
	2017			
	\$'000	\$'000	\$'000	\$'000
<b>Recurring Fair Value Measurements</b>				
<b>Non-Financial Assets</b>				
Land, Buildings and Infrastructure	1,279,431	-	110,168	1,169,263
Plant and Equipment	55,508	-	55,508	-
<b>Total Non-Financial Assets</b>	<b>1,334,939</b>	<b>-</b>	<b>165,676</b>	<b>1,169,263</b>
Consolidated	Total	Level 1	Level 2	Level 3
	2016			
	\$'000	\$'000	\$'000	\$'000
<b>Recurring Fair Value Measurements</b>				
<b>Non-Financial Assets</b>				
Land, Buildings and Infrastructure	1,328,813	-	101,366	1,227,448
Plant and Equipment	52,129	-	52,129	-
<b>Total Non-Financial Assets</b>	<b>1,380,942</b>	<b>-</b>	<b>153,495</b>	<b>1,227,448</b>

### 5.3.2 Fair Value Hierarchy (continued)

#### (i) Recognised fair value measurements (continued)

University only figures at 31 December 2017 and 31 December 2016

University Only	Total 2017 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<i>Recurring Fair Value Measurements</i>				
<b>Non-Financial Assets</b>				
Land, Buildings and Infrastructure	1,265,831	-	109,368	1,156,463
Plant and Equipment	55,507	-	55,507	-
<b>Total Non-Financial Assets</b>	<b>1,321,338</b>	<b>-</b>	<b>164,875</b>	<b>1,156,463</b>

University Only	Total 2016 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<i>Recurring Fair Value Measurements</i>				
<b>Non-Financial Assets</b>				
Land, Buildings and Infrastructure	1,315,338	-	100,691	1,214,648
Plant and Equipment	52,129	-	52,129	-
<b>Total Non-Financial Assets</b>	<b>1,367,467</b>	<b>-</b>	<b>152,820</b>	<b>1,214,648</b>

#### (ii) Reconciliation of fair value items to balance sheet

Consolidated figures at 31 December 2017 and 31 December 2016

Consolidated	Notes	2017 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
<i>Recurring Fair Value Measurements</i>				
<b>Non-Financial Assets</b>				
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
<b>Total Non-Financial Assets</b>		<b>1,671,196</b>	<b>336,257</b>	<b>1,334,939</b>

Consolidated		2016 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
<i>Recurring Fair Value Measurements</i>				
<b>Non-Financial Assets</b>				
Land, Buildings and Infrastructure	2.2A	1,442,830	114,017	1,328,813
Plant and Equipment	2.2A	154,492	102,363	52,129
<b>Total Non-Financial Assets</b>		<b>1,597,322</b>	<b>216,380</b>	<b>1,380,942</b>

University only figures at 31 December 2017 and 31 December 2016

University Only	Notes	2017 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
<i>Recurring Fair Value Measurements</i>				
<b>Non-Financial Assets</b>				
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
<b>Total Non-Financial Assets</b>		<b>1,656,293</b>	<b>334,954</b>	<b>1,321,339</b>

University Only		2016 \$'000	Recognised at Cost \$'000	Recognised at Fair Value \$'000
<i>Recurring Fair Value Measurements</i>				
<b>Non-Financial Assets</b>				
Land, Buildings and Infrastructure	2.2A	1,429,355	114,017	1,315,338
Plant and Equipment	2.2A	153,056	100,926	52,129
<b>Total Non-Financial Assets</b>		<b>1,582,411</b>	<b>214,943</b>	<b>1,367,467</b>

### 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 2017:

Level 3 Fair Value Measurements 2017	Land, Buildings and Infrastructure	Plant and Equipment	Investment Properties	Total
	\$'000	\$'000	\$'000	\$'000
Opening balance	1,227,448	-	-	1,227,448
Total gains/(losses) on revaluation	423	-	-	423
Accumulated depreciation movement	(49,183)	-	-	(49,183)
Closing balance	1,178,688	-	-	1,178,688

#### (i) Valuation inputs, processes and relationships to fair value for items categorised in Level 2 & Level 3

##### 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 (depreciated 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. AssetVal 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).

##### 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 2015.

Interrelationship between key unobservable inputs and fair value measurement:

The estimated fair value increases (decreases) as the value of comparable assets 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.

Key observable inputs:

Prices of identical items sold in the market where multiple copies exist.

Prices of similar items sold in the market where the item is a one off.



## 6. Other Information

### 6.1 Remuneration of Auditors

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 6.1A: Remuneration of Auditors</b>				
Remuneration to the Auditor-General for auditing the financial statements for the reporting period <sup>1</sup>	303	403	227	250
Other Services Performed by RSM Australia (ANAO Contractor)	-	43	-	43
<b>Total Remuneration of Auditors</b>	<b>303</b>	<b>446</b>	<b>227</b>	<b>293</b>

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 2017 gain of \$41,116,892 (2016 loss \$5,350,293) resulting in a cumulative amount of actuarial losses recognised in equity of \$232,892,806.

Transfers are made to the account each fortnight in accordance with advice from ComSuper. The University's contribution rate in 2017 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: Current Service Cost \$398,125 (2016 \$436,072) and Interest Cost \$20,712,757 (2016 \$21,614,724).

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 decreased by \$55,429,604. The reduction is due largely to the adoption of revised financial assumptions relating to the future pension indexation (down from 2.5% to 2.0%) and to a lesser extent future wage growth (down from 4.0% to 2.0%). The reduction in the 13 year Commonwealth Government bond rate from 3.2% to 3.1% resulted in increasing the liability by \$8m.

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):

	2017	2016
Discount rate as at 31 December	3.10%	3.20%
Expected return on plan assets at 31 December	3.20%	3.30%
Future salary increases	2.00%	4.00%
Future pension increases	2.00%	2.50%

## 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	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Reconciliation of the Present Value of the Obligation</b>				
Previous year closing balance	664,786	672,162	664,786	672,162
Current service cost	398	436	398	436
Interest cost	20,713	21,615	20,713	21,615
Actuarial (gains)/losses	(41,117)	5,350	(41,117)	5,350
Benefit payments	(35,424)	(34,777)	(35,424)	(34,777)
<b>Current Year Closing Balance</b>	<b>609,356</b>	<b>664,786</b>	<b>609,356</b>	<b>664,786</b>
<b>Reconciliation of the Fair Value of Plan Assets</b>				
Opening fair value of plan assets	542,191	535,399	542,191	535,399
Expected return on plan assets	16,789	17,101	16,789	17,101
Contributions	341	370	341	370
Benefits paid	(35,424)	(34,777)	(35,424)	(34,777)
Actuarial gain	53,450	24,098	53,450	24,098
<b>Current Year Closing Balance</b>	<b>577,347</b>	<b>542,191</b>	<b>577,347</b>	<b>542,191</b>
<b>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</b>				
Present value of funded obligation	609,356	664,786	609,356	664,786
Fair value of plan assets	577,347	542,191	577,347	542,191
<b>Net Liability in Balance Sheet</b>	<b>32,009</b>	<b>122,595</b>	<b>32,009</b>	<b>122,595</b>
<b>Amounts in Balance Sheet</b>				
Liabilities	609,356	664,786	609,356	664,786
Assets	577,347	542,191	577,347	542,191
<b>Net Liability in Balance Sheet</b>	<b>32,009</b>	<b>122,595</b>	<b>32,009</b>	<b>122,595</b>

### 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 2017 were \$58,556,808 (2016 \$56,113,515).

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 2017, the University's contributions amounted to \$152,584 (2016 \$165,627). 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 2017, the University's contributions were \$49,842 (2016 \$59,546) and \$20,412 (2016 \$21,951) 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 2017 were \$12,105,365 (2016 \$11,789,098).

## 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:

Automotive Australia 2020 CRC - a cooperative research centre with participants including thirteen vehicle and component manufacturers, twelve research institutions including the Australian National University, and five international collaborators with a total investment of approximately \$51 million over five years. The CRC was established in July 2012 with funding for five years. The key challenge of the Centre is to tackle complex problems that currently impede the uptake of low emission vehicles worldwide, with innovation specifically in the areas of vehicle electrification, gaseous fuels and clean manufacturing. The University's financial contribution is \$100,000 per annum. This funding has concluded at 30 June 2017.

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 2017 all costs were expensed.

## 6.4 Subsidiaries

Name of Entity	Principal Activity	Place of Incorporation and Operation	Ownership Interest Held by the University	
			2017	2016
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%
BRU Holdings Pty Limited was incorporated in 2005 as a company limited by shares	Principal activity was participation in the construction and operation of a student accommodation facility on Section 30 Block 4 of the City West Precinct. The company was liquidated during 2017.	Australia	-	100%
SA2 Holdings Pty Limited was incorporated in 2007 as a company limited by shares	Principal activity was participation in the construction and operation of a student accommodation facility on part of Section 21 Block 4 of the City West Precinct. The company was liquidated during 2017.	Australia	-	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.

### Composition of the Entity

Principal Activity	Place of Incorporation and Operation	Number of Wholly-owned Subsidiaries	
		2017	2016
Research & experimental works	Australia	1	1
Charity	England & Wales	1	1
Provision of student accommodation	Australia	-	2
		2	4

### 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 Acquitall of Australian Government Financial Assistance

Note 6.5A: Education - CGS and Other Education Grants

Notes	Commonwealth Grants Scheme <sup>#1</sup>		Access & Participation Programme <sup>#2</sup>		Disability Support Programme		National Institutes Funding		Promotion of Excellence in Learning & Teaching		Total	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'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)	84,067	79,932	316	391	43	53	196,871	193,961	175	80	281,472	274,417
<b>Revenue for the Period</b>	84,067	79,932	316	391	43	53	196,871	193,961	175	80	281,472	274,417
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue Including Accrued Revenue</b>	84,067	79,932	316	391	43	53	196,871	193,961	175	80	281,472	274,417
Less expenses including accrued expenses	84,067	79,932	316	391	43	53	196,871	193,961	175	80	281,472	274,417
<b>Surplus/(Deficit) for Reporting Period</b>	-	-	-	-	-	-	-	-	-	-	-	-

#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 <sup>#3</sup>		SA - HELP		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'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)	59,068	51,726	26,237	22,807	1,664	1,397	86,969	75,930
<b>Revenue for the Period</b>	59,068	51,726	26,237	22,807	1,664	1,397	86,969	75,930
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
<b>Total Revenue Including Accrued Revenue</b>	59,068	51,726	26,237	22,807	1,664	1,397	86,969	75,930
Less expenses including accrued expenses	59,068	51,726	26,237	22,807	1,664	1,397	86,969	75,930
<b>Surplus/(Deficit) for Reporting Period</b>	-	-	-	-	-	-	-	-

Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)

**Revenue for the Period**

Surplus/(deficit) from the previous year

**Total Revenue Including Accrued Revenue**

Less expenses including accrued expenses

**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	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Costs Scholarships <sup>104</sup>		Commonwealth Accommodation Scholarships	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
1.1(c)	-	15,485	-	1,248	-	(40)	16	117
	-	15,485	-	1,248	22	(40)	16	117
	1,817	1,994	(251)	(682)	185	207	64	(28)
	1,817	17,479	(251)	566	207	167	80	89
	1,817	15,662	(251)	817	15	(18)	22	25
	-	1,817	-	(251)	192	185	58	64

Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)

**Revenue for the Period**

Surplus/(deficit) from the previous year

**Total Revenue Including Accrued Revenue**

Less expenses including accrued expenses

**Surplus/(Deficit) for Reporting Period**

#4. Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

**Note 6.5C: Scholarships (continued)**

Notes	Indigenous Access Scholarships		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
1.1(c)	-	-	38	16,810
	-	-	38	16,810
	(43)	(43)	1,772	1,448
	(43)	(43)	1,810	18,258
	-	-	1,603	16,486
	(43)	(43)	207	1,772

Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)

**Revenue for the Period**

Surplus/(deficit) from the previous year

**Total Revenue Including Accrued Revenue**

Less expenses including accrued expenses

**Surplus/(Deficit) for Reporting Period**

**Note 6.5D: Education Research**

Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)

**Revenue for the Period**

Surplus/(deficit) from the previous year

**Total Revenue Including Accrued Revenue**

Less expenses including accrued expenses

**Surplus/(Deficit) for Reporting Period**

#5 Includes Institutional Grants Scheme.

**Note 6.5D: Education Research (continued)**

Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)

**Revenue for the Period**

Surplus/(deficit) from the previous year

**Total Revenue Including Accrued Revenue**

Less expenses including accrued expenses

**Surplus/(Deficit) for Reporting Period**

Notes	Joint Research Engagement Programme <sup>#5</sup>		Research Infrastructure Block Grants		Research Training Scheme		Sustainable Research Excellence	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
1.1(d)	-	23,684	-	14,453	-	37,475	-	12,823
	-	23,684	-	14,453	-	37,475	-	12,823
	-	-	-	-	-	-	-	-
	-	23,684	-	14,453	-	37,475	-	12,823
	-	23,684	-	14,453	-	37,475	-	12,823
	-	-	-	-	-	-	-	-

Notes	Research Training Programme		Research Support Programme		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
1.1(d)	55,722	-	59,766	-	115,488	88,435
	55,722	-	59,766	-	115,488	88,435
	-	-	-	-	-	-
	55,722	-	59,766	-	115,488	88,435
	55,722	-	59,766	-	115,488	88,435
	-	-	-	-	-	-

**Note 6.5E: Australian Research Council Grants  
(a) Discovery**

Notes	Projects		Fellowships		Indigenous Research Development		Early Career Research Award		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
1.1(e)(i)	20,845	23,050	16,048	15,061	53	547	6,421	7,341	43,367	45,999
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	20,845	23,050	16,048	15,061	53	547	6,421	7,341	43,367	45,999
<b>Revenue for the Period</b>	20,348	21,091	13,651	18,218	645	517	4,249	5,052	38,893	44,878
Surplus/(deficit) from the previous year	41,193	44,141	29,699	33,279	698	1,064	10,670	12,393	82,260	90,877
<b>Total Revenue Including Accrued Revenue</b>	24,319	23,793	16,669	19,628	308	419	5,927	8,144	47,223	51,984
Less expenses including accrued expenses	16,874	20,348	13,030	13,651	390	645	4,743	4,249	35,037	38,893
<b>Surplus/(Deficit) for Reporting Period</b>										

**Note 6.5E: Australian Research Council Grants (continued)  
(b) Linkages**

Notes	Infrastructure		Projects		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
1.1(e)(ii)	5,014	3,240	3,083	4,285	8,097	7,525
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	5,014	3,240	3,083	4,285	8,097	7,525
<b>Revenue for the Period</b>	367	1,778	4,073	3,961	4,440	5,739
Surplus/(deficit) from the previous year	5,381	5,018	7,156	8,246	12,537	13,264
<b>Total Revenue Including Accrued Revenue</b>	3,814	4,651	3,219	4,173	7,033	8,825
Less expenses including accrued expenses	1,567	367	3,937	4,073	5,504	4,440
<b>Surplus/(Deficit) for Reporting Period</b>						



**Note 6.5E: Australian Research Council Grants (continued)**  
**(c) Networks and Centres**

	Notes	Centres		Total	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)		12,198	7,618	12,198	7,618
<b>Revenue for the Period</b>	1.1(e)(iii)	12,198	7,618	12,198	7,618
Surplus/(deficit) from the previous year		4,195	4,514	4,195	4,514
<b>Total Revenue Including Accrued Revenue</b>		16,393	12,132	16,393	12,132
Less expenses including accrued expenses		12,497	7,937	12,497	7,937
<b>Surplus/(Deficit) for Reporting Period</b>		3,896	4,195	3,896	4,195

**Note 6.5F: OS-HELP**

	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	3,356	1,749
Less expenses including accrued expenses	2,858	2,284
Net accrual adjustments	(531)	699
<b>Revenue for the Period</b>	1,029	(1,234)
Surplus/(deficit) from the previous year	(1,234)	-
<b>Surplus/(Deficit) for Reporting Period</b>	(205)	(1,234)

**Note 6.5G: Student Services and Amenities Fee**

	Notes	2017 \$'000	2016 \$'000
Unspent/(overspent) revenue from previous period		2,467	1,919
SA-HELP revenue earned	1.1A	1,664	1,396
Student services fees direct from Students	1.1C	3,854	3,240
<b>Total Revenue Expendable in the Period</b>		7,985	6,555
Student services expenses during period		4,184	4,088
<b>Surplus/(Deficit) for Reporting Period</b>		3,801	2,467

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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	Page
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 – i.e. April for ANU – note for 2018 this will mean Friday 13 April. (PGPA Act, Section 46).	This document
Details of how the ANU Annual Report (i.e. 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).	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.	This document has been produced to comply.

### Contents of the annual report – 17BE

Contents	Page
(a) Information on the legislation establishing ANU	1, 69
(b) (i) Summary of the objects and functions of ANU as set out in the legislation	70
(ii) The purposes of ANU as included in the University's corporate plan for 2017	19, 69
(c) The names and titles of the persons holding the position of responsible Minister during the period	5 – Letter of Transmittal The Responsible Minister for 2017 was: Senator the Hon. Simon Birmingham, Senator for South Australia, Minister for Education and Training
(d) Any directions given to ANU by a Minister under an Act or instrument during 2017	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 2017	19–47

Contents	Page
(h) and (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.	97
(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 – i.e. executive or non-executive member.	69–91
(k) Outline of the organisational structure of ANU (including any subsidiaries of ANU).	The organisational chart is available on pages 14–15. University Officers are listed on pages 99–103. The Academic Structure is on page 104.
(l) An outline of the location of major activities (whether or not in Australia) or facilities of the entity.	105
(m) Information in relation to the main corporate governance practices used by ANU during the period.	69–98
<p>(n) and (o) The decision-making process undertaken by Council (k) (accountable authority) for making a decision if:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• ANU and the other Commonwealth entity or the company are related entities; and</li> <li>• 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)</li> <li>• the annual report includes information under this paragraph: <ul style="list-style-type: none"> <li>(i) if there is only one transaction – the value of the transaction; and</li> <li>(ii) if there is more than one transaction – the number of transactions and the aggregate of value of the transactions.</li> </ul> </li> </ul>	Related Party Disclosures, page 169.

Contents	Page
<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"> <li>• significant events, such as forming or participating in the formation of a company, significant partnership or trust</li> <li>• operational and financial results of the University</li> <li>• key changes to the University's state of affairs or principal activities</li> <li>• amendments to the University's enabling legislation and to any other legislation directly relevant to its operation.</li> </ul>	<p>The implementation of the new Strategic Plan and reporting structure is available from the Overview on page 69 and the Performance Statements at pages 19–47.</p> <p>A new enterprise bargaining agreement was confirmed in 2017; the details are in the People section on page 106.</p> <p>Extension of Professor the Hon. Gareth Evans AC QC, page 82.</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>	<p>No judicial or administrative tribunal decisions had a significant effect – this is addressed on page 98.</p>
<p>(r) Particulars of any report on ANU given in 2017 by the Auditor General (other than a report under section 43 of the PGPA Act 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.</p>	<p>98</p>
<p>(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 must be provided.</p>	<p>Not applicable. A report on subsidiaries (controlled entities) is provided on page 96. The financial reports for the subsidiaries are also provided to the Minister for Education and Training separately.</p>
<p>(t) Details of any indemnity that applied in 2017 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).</p>	<p>98</p>
<p>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 PGPA Act.</p>	<p>125–191</p>
<p>(u) An index identifying where the requirements of this section are to be found.</p>	<p>194</p>
<p>Glossary</p>	<p>198</p>

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# Glossary

AAS	Australian Academy of Science
AASB	Australian Accounting Standards Board
ACGR	Australian Competitive Grants Register
ACIGA	Australian Consortium for Interferometric Gravitational Astronomy
ACT	Australian Capital Territory
AES	Australian Election Study
AITC	Advanced Instrumentation and Technology Centre
ANU	The Australian National University
ANUSA	ANU Students' Association
APRU	Association of Pacific Rim Universities
APS	Australian Public Service
APSA	Australasian Pollen and Spore Atlas
ARC	Australian Research Council
ARENA	Australian Renewable Energy Agency
ASD	Australian Signals Directorate
ATAR	Australian Tertiary Admission Rank
CAEPR	Centre for Aboriginal Economic Policy Research
CAASTRO 3D	ARC Centre of Excellence for All-sky Astrophysics in 3 Dimensions
CAALF	Crawford Australian Leadership Forum
CAP	ANU College of Asia and the Pacific
CBE	ANU College of Business and Economics
CBRIN	Canberra Innovation Network
CCE	Centre for Continuing Education
CCI	Climate Change Institute
CDP	Community Development Programme
CEQ	Course Experience Questionnaire
CGMB	ANU–CSIRO Centre for Genomics, Metabolomics and Bioinformatics
CPAS	ANU Centre for the Public Awareness of Science
CPI	Centre for Personalised Immunology
CSIRO	Commonwealth Scientific and Industrial Research Organisation
Cth	Commonwealth
DFAT	Department of Foreign Affairs and Trade
DIBP	Department of Immigration and Border Protection
EFTSL	Equivalent Full-time Student Load
EMP	Environmental Management Plan
EPBC	Environment Protection and Biodiversity Conservation Act 1999 Cth
ERA	Excellence in Research Australia
ERMF	ANU Entity-wide Risk Management Framework
FTE	Full-time Equivalent
FERL	Future Engineering Research Leaders
GMT	Giant Magellan Telescope



Go8	Group of Eight universities
HDR	Higher Degree by Research
HEA	United Kingdom Higher Education Academy
IARU	International Alliance of Research Universities
ICT	Information and Communications Technology
IPCC	Intergovernmental Panel on Climate Change
IPS	Information Publication Scheme (replaces Freedom of Information)
IRCCH	International Research Centre for Communication in Healthcare
ITS	Information Technology Services
JCSMR	John Curtin School Medical Research
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
LIGO	Laser Interferometer Gravitational-wave Observatory
MOOCs	Massive Open Online Courses
MoU	Memorandum of Understanding
NASA	National Aeronautics and Space Administration
NCIS	National Centre for Indigenous Studies
NCP	New Colombo Plan
NHMRC	National Health and Medical Research Council
NIG	National Institutes Grant
NSC	National Security College
OHS	Occupational Health and Safety
OUP	Oxford University Press
PARSA	ANU Postgraduate and Research Students' Association
PDP	Performance and Development Process
PSDEF	Professional Staff Development Endowment Fund
PSSS	Professional Staff Scholarship Scheme
QS	Quacquarelli Symonds
RegNet	Regulatory Institutions Network
RPSS	Regional Photovoltaic Simulation System
SAGE	Science in Australia Gender Equity
SMF	Student Managed Fund
SRC	Social Research Centre
STEMM	Science, Technology, Engineering, Mathematics, and Medicine
UICT	University Information and Communications Technology Governance Committee
UNSW	University of New South Wales
WHS	Work Health and Safety

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# CONTACT

**Further information about ANU**

[www.anu.edu.au](http://www.anu.edu.au)

**Annual Report available online at**

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

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