Report on the Review of the Centre for European Studies
12 October 2012
Overview

The Australian National University Centre for European Studies (ANUCES) was established in 2001 as a joint initiative between the European Union (EU) and the ANU, with the help of an EU funding grant. Since then, the ANUCES has received 2 further EU grants to continue the Centre and is currently preparing for the next funding call in 2014. The Centre is located within the College of Arts and Social Sciences (CASS), but runs in partnership with three other Colleges: the ANU College of Law, the College of Business and Economics; and the College of Asia and the Pacific.

The Centre is currently staffed by one academic staff member, the Centre Director, and one professional staff member. A Deputy Director is seconded to the Centre each year from one of the four partner Colleges, with that College still responsible for the Deputy’s salary. The Centre is largely focused on sustaining research and related activity, postgraduate training, and public and policy engagement on Europe and its interests.

A panel was established to review the centre as part of a CASS wide program of reviews of centers within the college. The Dean of CASS, Professor Toni Makkai led the panel with two members -- Professor Fiona Wheeler, ANU College of Law and Chair Academic Board and Professor Glenn Withers, Crawford School of Public Policy, College of the Asia Pacific.

The Panel called for submissions and identified key stakeholders for interview. The panel met on the 12th October 2012.

The Panel notes the comprehensive data provided in the Centre submission (which is attached) and does not seek to replicate it again here (see Attachment A).

The Panel would like to take the opportunity to congratulate the Centre and particularly the Centre Director, Professor Jacqueline Lo, for the amount of activity the Centre undertakes and for the impact they have achieved within the ANU, but also across the wider academic sector, government, diplomatic and business spheres. This is particularly impressive given the small size of the Centre and its limited resources.

The submissions received from stakeholders consistently praised the Centre and the Director on the high quality work the Centre produces reflecting positively on the ANU as a whole. The Panel has sought permission from the participants in the Review to make their submissions public, and they are attached (see Attachment B). The Panel would also like to acknowledge the contribution of those individuals who spoke to the Panel including the Centre’s visitors and students (see Attachment C).
Key outcomes

The Panel considered and evaluated the Centre against five terms of reference.

1. Is the ANUCES positioned to ensure its continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad.

The current structure the ANUCES has established, working across four different partner Colleges, has provided unique opportunities in order to create synergies within the University as a whole, as well as promoting interdisciplinary dialogue. It has enabled European scholars across all of these Colleges to work together and use the ANUCES as a hub for European research. One example of this is a PhD student from the College of Business and Economics who is the single European focused area studies student in his College, and the Centre has allowed him to develop networks with other scholars in European Studies.

The current arrangement of seconding a Deputy Director from the partner Colleges has worked well as a way of providing a link into the Colleges within the University that may not have been involved with the Centre otherwise, promoting a large range of interdisciplinary dialogue. It is noted that securing the Deputies has at times been difficult, as their supervisors can be reluctant to release them for a year to the Centre. The Panel thought that a University level coordinated strategy and prioritising of European Studies may help combat this reluctance. The Panel considered the possibility of Deputies being seconded to the Centre for a period of two years instead of one but recognises this would be difficult for local areas to manage under the current ANU budget allocation model.

The Centre is currently positioned within the Research School of Humanities and the Arts. The Director and a number of other submissions have argued that the Centre would be more effective in building excellence and sustainability if it was located within the social sciences, in particular the School of Politics and International Relations. The Panel was impressed with the strong links that the Centre has been establishing in the social sciences while still maintaining links with the humanities. This strong interdisciplinary dialogue defines the Centre as consistent with the activities of the Centre for Latin American Studies. The Panel supported the direction that the Centre Director was advocating and commended her for having a longer term vision for ensuring sustainability for the Centre and its activities. The panel noted that although small, the Centre made a significant contribution to the profile of the ANU in terms of scholarship, public policy, public engagement and increasingly in postgraduate education.

Sustainability for a Centre like this is a challenge within the current University budget allocation model. For example the Centre facilitates networking that does result in research grants but these funds, and the related research support funds, stay with the AOU in which the individual is located. With so few staff in the Centre their capacity to raise significant external funding or supervise large numbers of students, given all of the other work associated with maintaining the Centre’s outreach and public policy engagement, is limited. Sustainability is also difficult when a large source of the funding comes from the EU and there are large
currency fluctuations which have to borne by the local area. The Panel was of the view that the University should consider how it can assist areas who have successfully secured international funding but then are affected by global economic circumstances beyond their control.

2. Is the ANUCES effective in promoting and enabling educational activities focused on European Studies?

Currently the ANUCES is contracted by the EU grant to teach one Masters Coursework subject each year – EURO8003: The European Union. It was also contracted to help revitalise the Undergraduate teaching of European Studies, and has provided support to Dr Ben Wellings in his launching of the named Bachelor of European Studies provided through the School of Politics and International Relations (SPIR). Staff supervise a number of PhD students in European Studies. As the Centre only has one academic staff member and two adjunct fellows who can supervise students, the Centre relies on academic staff from other areas of the University, particularly from SPIR, to donate their time to sit on ANUCES students’ supervisory panels.

In order for the ANUCES to be able to promote and enable educational activities focused on European Studies further, the Panel sees real benefit in the Centre being relocated to the School of Politics and International Relations. This will better place the Centre for a number of reasons:

i) This will more closely align the HDR program in European Studies within the same school as the Undergraduate teaching area, allowing for greater opportunities to work together and raising the profile of graduate opportunities to undergraduate students. This should help raise the profile of the named Bachelor degree in European Studies, which would bring more undergraduate students to CASS as a whole, not just SPIR;

ii) This would enable growth in the Masters coursework area of the Centre, enabling it to tap into existing Masters programs such as the Masters of Globalisation; and

iii) It would allow the Centre to grow its Higher Research Degree (HDR) student base further without having to rely on SPIR academic staff to donate their time to supervise students. By locating the Centre within SPIR, the income from HDR students would go back to the School as a whole.

3. How appropriate is the organisational structure of ANUCES within the ANU College of Arts & Social Sciences to achieve its overall strategic objectives and maintain long term sustainability.

The Centre has positioned itself amongst the government, business and diplomatic sectors as a hub for policy development and discussion. Many high level political roundtables by Embassies or the Australian Government are now run at the Centre. This was evidenced by the positive submissions on the Centre and the demonstrated output of the Centre. The Centre has also been engaged by Australian Government departments to advise public servants on European politics, policy and other social sciences. Submissions
received by the Panel from the European Union Fellow, who is being hosted currently by the ANUCES, and the European Union Delegation both strongly supported these areas of politics and policy as priorities of the European Commission as well.

This suggests that positioning the Centre within CASS in an area more aligned with politics and social sciences, would not only support the Centre’s overall strategic objectives, but also help it maintain its long term sustainability. By locating the Centre within SPIR this should facilitate stronger alignment with the EU objectives and priorities, and thereby positioning the Centre more clearly for next EU grant round in 2014.

The Head SPIR and the Director of Research School of Social Sciences, indicated to the Panel they were prepared to financially support the Centre and its current staff in the event the ANU was not successful in the 2014 EU grant round. No other school in CASS has indicated it is in a position to provide longer term financial sustainability for the Centre.

4. How effective is the international linkages of the ANUCES?

The Centre displays very effective International Linkages. Not only is it the Network Coordinator of the Australian and New Zealand EU Centres, but it enjoys strong relationships with other EU Centres within the Asia Pacific region.

The Centre’s Visiting Fellow Program appears to be a successful way to establish these international linkages as well, with many submissions from Visiting Fellows indicating that the linkages and relationships they established at the ANUCES have resulted in research and programs with academics at the ANUCES, within the wider ANU, and with other Visiting Fellows they have met during their stay.

The Centre enjoys a strong working relationship with the European Commission. This has resulted in the first European Union Fellow to Australia being hosted at the ANUCES. Other universities around the world who are involved in this program include Harvard, MIT and Oxford. This linkage with the European Commission has also resulted in the ANUCES being involved with the current Erasmus Mundas exchange to Australia and New Zealand for postgraduate students, postdoctoral fellows and teaching staff.

The Centre already has some linkages with the German Academic Exchange Service (DAAD) and the programs that they run within Australia. The Panel suggested that this linkage could be explored even more.

5. The continued relevance of the ANUCES to achieving the strategic objectives contained in ANU by 2020 and the CASS Operational Plan.

The Centre plays an important role in contribution to the objectives of ANU by 2020 and the CASS Operational Plan. The Panel found the Centre contributions were evident in:
• Public policy engagement with the Australian government, Diplomatic community, wider Australian community
• Securing external funds for research
• Growth in HDR students
• Participation and facilitation of staff exchanges and student mobility with Europe
• Plays a national leadership role through the co-ordination of the other Australian and NZ European Studies centres.
Recommendations

In order for the Centre to continue achieving its and the University’s strategic objectives in this area, the Panel recommends that:

i) The University should, in conjunction with the Centre, develop a European strategy which would provide an overarching framework for the Centre’s role in the institution and its future core activities.

ii) The Centre should continue to focus its core activities on public policy issues of interest to both the EU and Australia.

iii) The Centre should remain a central focal point within the College and the University in terms of engagement with Europe. Within the College the Centre should ensure that all key areas – social sciences, humanities and the creative arts – are actively encouraged to participate in Centre activities. Within the wider University, the College-based Deputy model should be maintained and opportunities to further strengthen cross-College collaboration actively cultivated.

iv) To ensure that the Centre has long-term financial sustainability, CASS should move the Centre to the School of Politics and International Relations.

v) As an urgent priority the Centre should seek to apply for an ARC Centre of Excellence.

vi) To support recipients of major overseas funding the University should give consideration to providing financial management help when there can be major currency fluctuations. It should take steps in anticipation of such fluctuations eg hedging or futures arrangements across overseas revenue sources so as to pool exchange rate risk and allow deployment of expert risk management and sharing this risk, rather than placing the management obligation and/or the risk upon individual areas inexpert in such matters.

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<td>1 Develop University wide European strategy.</td>
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<td>July 2013</td>
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<td>2 Focus core activities on public policy issues.</td>
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<td>3 Remain a focal point for engagement with Europe for the College and the University.</td>
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<td>July 2013</td>
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<td>4 Locate the Centre in the School of Politics and International Relations.</td>
<td>Dean of CASS.</td>
<td>July 2013</td>
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<tr>
<td>5 Apply for ARC Centre for Excellence in the next round of funding.</td>
<td>Director ANUCES and Director of Research</td>
<td>May 2013</td>
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<td></td>
<td>The University should consider providing financial management help for major currency fluctuations.</td>
<td>Dean of CASS and DVC Research.</td>
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SUBMISSION TO THE REVIEW PANEL BY THE CENTRE FOR EUROPEAN STUDIES
ANU Centre for European Studies Submission to the Review

Context

A new treaty-level EU-Australia agreement is currently being finalised which will take bilateral relations to a deeper and more enhanced level. Research and education cooperation play a central role in this relationship. The current Australia-European Union Partnership Framework’s Objective 5 is to strengthen cooperation between the EU and Australia in Science, Research Technology and Innovation, Education, Culture and to Facilitate the Movement of People:

Australia and the EU are committed to build on their Science and Technology Agreement, developing an innovation, science and research partnership to create new opportunities for collaboration. The Lisbon Strategy has emphasised the importance of the knowledge triangle (education, research and innovation) in achieving competitiveness and improvements in social and environmental factors. The EU and Australia have collaborated for many years on education through joint mobility projects and initiatives such as the Europe Centres. That commitment to collaboration was renewed in a Joint Declaration on Cooperation in Education and Training signed in 2007.¹

The CEO of the Australia Research Council, Prof Aidan Byrne, confirms the critical role that Europe plays in Australian research landscape:

In 2011, Europe accounted for the highest percentage (46 per cent) of total instances of international collaboration by continent on ARC-funded projects. This is compared to 31 per cent (Americas), 18 per cent (Asia), and 4 per cent (Oceania). Five EU Member States (UK, Germany, France, The Netherlands and Italy) feature in the top 10 countries with which ARC-funded projects indicated an intention to collaborate from 2008-12. Our prestigious ARC Centres of Excellence also have a strong record of international collaboration. For our 2011 cohort of centres, 12 out of 13 have partner organisations in Europe.²

In the past decade, Asia and the Asia-Pacific have emerged as a key interest to the European Union. Given its recognised long-standing research strengths in the field of Asia and the Pacific studies, the ANU is well-situated to cater for the expanding external activities of the EU. The ANUCES was established in 2001 as joint EU-ANU initiative. The ANU has a long and very deep relationship with Europe. ANU has benefited significantly from EU as well as member state research funding sources, and it has a strong record of producing significant research outputs with Europe. The Centre is currently working closely with the Office of the Vice Chancellor to provide strategic direction to the range of activities and cooperation between the ANU and Europe in order to maximise research and educational outcomes.

ANUCES is currently in its third grant from the EU and is preparing for the next call for 2014 commencement. The 4-College structure and interdisciplinary focus of the Centre is specific to the current grant. The Centre fulfills a number of roles within the University and beyond. In broad terms, ANUCES:

- Functions as the primary research platform for European research and educational interest of its 4 partner Colleges (CoL, CASS, CAP and CBE), and for the wider ANU community

• Fulfills the policy objectives of the ANU through research outputs and outreach activities including roundtables, commissioned research for agencies and APS training
• Performs an important international role in promoting and producing ANU research and teaching
• Fulfills its EU contracted role to promote EU-Australia public diplomacy and outreach
• Operates as the Regional Coordinator of all EU funded Centres in Australia and New Zealand (Oceania Network)
• Plays a leadership role in EU Centres in the wider Asia-Pacific region

Current Status

ANUCES is in the 3rd year of a 4-year operational EU grant (ends May 2014). The Centre’s operational plan is focussed on long-term sustainability, which includes positioning the Centre to be competitive for the next EU grant as well as for an ARC Centre for Excellence. The Centre has made considerable headway in the past 20 months, and is now recognised widely as the platform for European studies in the region. As the self-assessment relative to KPIs indicates, it has:

1. promoted synergies and interdisciplinary dialogue, and generated collaborative research projects at home and abroad;
2. exceeded expectations in promoting and enabling educational activities focused on European Studies within the University, given its limited staffing and resources;
3. While the organisational structure within the ANUCES is efficient and effective, its current location within the Independent Humanities Group (IHug) AOU does not to facilitate its overall strategic objectives and longer-term sustainability;
4. International linkages have grown with concrete projects and funding strategies in place. This is a significant shift from past operations of the Centre (the former National Europe Centre) which did not generate any significant research income as index of actual linkages;
5. ANUCES is already contributing to the strategic objectives contained in ANU by 2020 and the CASS Operational Plan. It is actively promoting research excellence, providing world-class research training; and contributing in real terms to the development of policy not just within Australia but between Australia and the EU, and to a lesser extent, the triangular relationship between Australia, Europe and the wider Asia-Pacific region.

In a very short period of time, ANUCES has positioned itself as the most significant EU Centre in Australia and New Zealand and has played a regional leadership role in public diplomacy and policy formulation. An example of this is a recent invitation to the Centre to present a 2 hour team-briefing to the Ambassador-Designate to Belgium, Luxembourg, the EU and NATO (and current Defence Secretary) Duncan Lewis, ahead of his posting to Brussels in November 2012.

Challenges

The performance-based funding model of the ANU poses a significant challenge to the small centres such as the ANUCES, especially in view of its collaborative cross-College brief. While the 4 College partnership has enabled the Centre to develop innovative work programs and generate considerable academic, government and public interest, most of the income generated from research and HDR training returns to our associates’ AOU’s and not to the ANUCES. The Centre ‘owns’ one academic, one administrative staff and a small team of Visiting & Adjunct Fellows. However much income the Centre generates through its activities for the University, it can only ‘claim’ a small portion of this income that is directly associated with this personnel.

The financial position of the Centre is further challenged by the fall in the Euro. The grant application was made in 2008 when the exchange rate was still strong. While every effort has been made since
then to manage the budget within the terms of the EU grant, we are facing an estimated $200,000 shortfall by the end of the grant estimated at exchange rate of 1/3/12 for the Director’s and Centre administrator’s salary which has to be covered by the ANU. Income generation is therefore crucial to meet this shortfall.

ANUCES receives excellent support from CASS administration. The 4 College partnership has reaped strong results with collaborations developing between researchers in the Colleges and our external stakeholders. However, there are some structural issues that the Review may wish to consider: 1) stronger support from Deans of partner Colleges to expedite the process of appointing their college’s secondment for Deputy role; 2) stronger support from Deans of partner Colleges to facilitate students taking up EURO 8003 for MA programs.

The ANUCES is increasingly taking on a University wide-role as the platform for European research and education. ANUCES would like to be recognised as an ANU-wide resource with some funding and resources support to enable it to build on its current efforts. Discussions are underway with the DVCs of Education and Research, and a formal proposal will be presented to the University Educational and Research Committees later this year to formalise an ANU European Strategy. The Review’s endorsement of this initiative will greatly assist this initiative.

**Strategies for Sustainability**

The Operational Plan sets out to meet this challenge by implementing a set of income-generating activities. The status report in the Plan shows that the Centre has achieved significant growth in the past 2 years including:

- HDR: March 2011: 4 students; March 2012: 10 – 150% growth
- Postdoctoral Fellows: 2010: 0; Sept 2012: 5 – 500% growth
- Commissioned research: March 2010: 0; March 2011: 1 completed – 100% growth
- Other income generation: 3-year pilot EU-AUS Internship program which is being supported by the European Commission and DIISRTE. Plan for launch by Minister Evans and Commissioner Vassiliou in March 2013.
- As of 31 April 2012 (start of Year 3 program), the Centre has staged 29 seminars and public lectures; 8 Conversations; 8 high-level roundtables; 5 conferences & symposia.

The latest document prepared by the Business Office demonstrates that the Centre is viable. This is further evidenced by income generating activities held in Q and S accounts (eg. $11,500 from Erasmus Mundus, $15,000 from research for DIISRTE, $34,000 for forthcoming DFAT training course). In order to position the Centre in the best possible administrative location to further develop its sustainability plans, a relocation to SPIR in RSSS is advocated. This will allow ANUCES to:

- be more financially viable under the performance-based funding model
- enhance the academic and outreach capacity of ANUCES

Enable ANUCES to be more financially viable under the performance-based funding model

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3 This is in addition to 2 HDR students that the Director has continued supervising in English, and 3 HDR students supervised by Adjunct Fellow Diana Davis in ICCR.
With one fulltime academic staff and 2 adjuncts, the Centre has nearly reached its maximum capacity for HDR supervision. The Centre cannot grow any further without being located in a larger School with additional staffing capacity for HDR supervision and opportunities to tap into undergraduate and postgraduate student income streams. The Centre is already relying on staff from SPIR to supervise HDR students and most of the incoming enquiries for HDR projects are in politics and IR. Relocating to SPIR will resolve the issue of RTS going to the Chair/supervisor’s AOU.

There is also the possibility of developing a new MA course in collaboration with staff from SPIR (that will contribute to the new MA program in Globalisation. Just as in EURO 8003, this new course will be applicable to the MA in Liberal Arts as well as other MA programs in CAP and CoL. The Centre is also cooperating with the Australian National Internship Program (ANIP, based within SPIR) in a proposal to the European Commission and DIISRTE to run a pilot internship project on 2013 whereby European and Australian students can undertake internships in the EC and the European Parliament, and the Australian Parliament and agencies, for credit.

The Centre is contracted by the EU to support the development of the new BA in European Studies which is administered by SPIR. Thus far it has assisted with promotional activities and liaising with embassies to organise the study semester in Europe. Relocation to the same AOU will enable the Centre to take a more active role in supporting the administration as well as contribute to the teaching needs of the BA in ES. The Director, Visiting Fellows and Postdocs can also teach into undergraduate and postgraduate courses in SPIR in a more systematic way.

**Enhance the academic and outreach capacity of ANUCES**

As the Operational Plan, publication list and work programs for 2010-2012 demonstrate, the core business of ANUCES lies in the Social Sciences, and specifically in Politics, International Relations and Economics. This is not only motivated by academic but also strategic reasons as the main driver of the EU-Australia relationship lies in the area of politics, trade, governance, environment/energy, and security. These are the priority areas of the treaty-level EU-Australia Agreement that is currently being developed. It is also the focus of attention for the European Commission’s funding rationale for EU Centres globally. These priority areas inform the design of the ANUCES Research Platforms and work programs to ensure that research and outreach activities have cohesion and optimum impact.

ANUCES is developing a profile in the policy-end with increasing links with government departments and agencies such as DFAT, AGD, DIISTRE, PM&C and Parliament House. The Director, Visiting Fellows and Associates (including Ben Wellings SPIR) have represented ANUCES at briefings to departments and agencies. Roundtables play an important role in part of the program. Roundtables are closed-door meetings for high-level officials or scholars from Europe to meet with selected ANU academics. These are usually initiated and funded by government departments and embassies. 8 Roundtables meetings were held in the Year 2 work program with academics invited from the 4 partner colleges. Thus far in Year 3, the centre has convened 8 roundtables with high-level officials. 2 of the most significant in terms of policy influence are Russia and the Indo-Pacific Roundtable (in preparation for APEC) and the recent ‘education reforms for national economic competitiveness’ with Dr Pasi Sahlberg from Finland (see attached documents).

The focus of the roundtables is usually on contemporary issues related to international relations, trade, security and regionalism. CASS representation at the meetings in Year 2 is approximately 60% of total ANU participation. Of this, RSSS participation is about 85% and RSHA participation 15% (excluding ANUCES fellows and students).

In Year 2, ANUCES ran 3 International Conferences and approximately 73 roundtables, lectures, seminars, symposia and events. RSVP and attendance registers show that approximately 2015 people...
attended ANUCES events that year. Of these, 29 different people from RSHA visited the Centre 41 times, and 52 different people from RSSS visited 74 times. (RSVP lists for 2013 have been provided).

The data demonstrate that the Centre’s activities have more traction with the Social Sciences in CASS (and in CBE and CAP). Relocation will enable the Centre to further draw on the interest and expertise as well as resources and networks available in SPIR and RSSS to build its academic and outreach activities. This is vital to positioning the Centre for the next EU grant and future ARC CoE.

**Conclusion**

ANUCES has proven its value as a University-wide resource. With minimum staffing, it has already established itself as a significant player in diplomacy and policy development. The Centre clearly has the potential to be competitive as a European Studies Centre of Excellence in the Asia-Pacific region. This is not only based on self-assessment but on concrete evidence and testimony from Australia government agencies, academic and other stakeholders and the EU.

Relocation to SPIR is paramount to enabling this positioning; relocation will have no foreseeable impact on the way in which the ANUCES is perceived from outside the ANU. Nor will it impact on the relationship and experience of Visiting Fellows and ANUCES associates and students. The Centre will continue to build on its links and associations with RSHA in order to ensure that the fields of Humanities, and the Arts remain important areas of engagement. The ANUCES Director is a Humanities scholar and she maintains strong links with the arts and cultural dimensions of both CASS and CAP. Furthermore, 2013-14 is the year of CASS where the Centre deputy will be seconded from CASS and the work program will seek to foreground CASS’s European interests in the arts and social sciences equally. The ANUCES Advisory Board currently has 2 ANU staff serving (Dean of CASS and Deputy Director of RSHA). There is the option, subject to the Board’s approval, of including a further RSHA representative to ensure that RSHA interests are preserved.

There are strong academic, financial and strategic reasons for this relocation. The relocation will help to resolve some of the immediate financial challenges of the Centre and assist it to become an even stronger platform for European Studies in CASS and the ANU.

Jacqueline Lo

ANUCES Director, September 2012
ANU CENTRE FOR EUROPEAN STUDIES

OPERATIONAL PLAN 2010-2014

April 2012
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## APPENDICES

A. ANUCES Staff, Research Fellows and Student List

B. ANUCES Associate List

C. Year 1 Work Program

D. Year 2 Work Program

E. Year 3 Work Program
INTRODUCTION

Europe occupies an important place on the research and teaching agenda of The Australian National University. As part of a number of international alliances of research universities the ANU has close links with a number of the leading Universities in Europe and many of its scholars study Europe, often working in collaboration with those at European universities. The ANU Centre for European Studies (ANUCES) has been established to underscore the University-wide commitment to European studies. ANUCES is an initiative involving four ANU Colleges (Arts and Social Sciences, Law, Business and Economics and Asia and the Pacific). It focuses the talents of hundreds of researchers and students working on Europe on a single site. It will create synergies, promote interdisciplinary dialogue, and generate collaborative research projects at home and abroad.

VISION

To lead Australia in the promotion of research, education and outreach programmes that deepens knowledge of Europe in Australia and its relevance to the Asia-Pacific region.

GUIDING PRINCIPLES

The following principles underpin the operation of the ANUCES:

1. Intellectual excellence is paramount;
2. Academic autonomy must be protected;
3. Professional conduct and the University’s code of ethics must be maintained at all times;
4. Team and individual performance will be assessed on the basis of outcomes;
5. The resources of the Centre will only be used to support the vision; and
6. Wider engagement, both within and beyond the University, is essential to the achievement of the Centre.

GOVERNANCE STRUCTURE

The ANUCES has an Advisory Board and a Director and Deputy Director. The Advisory Board comprises representatives from the European Union, the Australian government, the academy and the private sector. The Board will meet once a year and communicate regularly at other times. The Board will not have any on-going day-to-day management or administrative roles related to the Centre’s activities.
ORGANISATIONAL STRUCTURE

The ANUCES is accommodated in the Research School of Humanities and the Arts in the College of Arts and Social Sciences and is supported by a unique inter-College partnership comprising nearly half the University. The Centre brings together Arts and Social Sciences, Law, Business and Economics, and Asia and the Pacific – the four Colleges – into a creative partnership. The four Colleges have an equal stake in the direction, operation and success of the program. Central to this structure is a fine balance between continuity of leadership and diversity of activities. This is achieved by a dedicated Director contracted for four years and rotating the Deputy Director position among the Colleges.

The Director oversees the operation of the Centre, the development and delivery of its program, and the management of its network of relationships with partners, stakeholders and sponsors. The Director also has responsibility for ensuring that the agreed annual action plans are completed, that the Centre engages in a wide range of outreach activities to promote the Centre’s vision and that the Centre performs at its optimum. The Deputy Directors, each occupying their post for one year, will be responsible for developing, in concert with the relevant College, a comprehensive plan of activities within the range specified by the EU articulate with the research and teaching programs of the College according to a designated theme:

**Year 1**: Theme: ‘Europe and the Law’. The Deputy Director was appointed by the College of Law (Matthew Zagor);

**Year 2**: Theme: ‘The European Union as a Major Business Partner’. The Deputy Director was appointed by the College of Business and Economics (Assoc. Prof. Pierre van der Eng);

**Year 3**: Theme: ‘The European Union as a political actor and its international relationships, in particular in the Asia-Pacific region’. The Deputy Director will be appointed by the College of Asia and the Pacific (Dr Tomoko Akami); and

**Year 4**: Theme: Theme: ‘European Culture, History and Politics’. The Deputy Director will be appointed by the College of Arts and Social Sciences.

BACKGROUND

The ANU Centre for European Studies takes over the role formerly played by the National Europe Centre. Between 2001 and 2009 the NEC was funded by the ANU and the European Commission. This funding to promote European Union studies and dialogue with Europe has been renewed in the latest grant (2010-2014).

In the past decade, Asia and the Asia-Pacific have emerged as a key interest to the European Union. Given its recognised long-standing research strengths in the field of Asia and the Pacific studies, the ANU is well-situated to cater for the expanding external activities of the EU. At the same time, the importance of the EU as a partner to Australia has also grown in significance. Indicative of this was the launching of the new *Australia-European Union Partnership Framework Agreement* in 2008 which is currently being up-graded to treaty-level. The growing credentials of ANUCES in research and education in the field of European Studies, and its outreach profile in Canberra has positioned the ANU well in responding to the objectives of the current Partnership Framework Agreement.
Since 2001, the Centre has developed an extensive network of collaboration both international and domestic, spanning the public and private sectors. For the period 2010-2014, the ANUCES will expand its established networks of diplomatic, government and academic collaboration in the EU and Australia. The ANUCES has leveraged its location to forge a broad network of relationships with government agencies, the private sector and the diplomatic community. It has a close working relationship with the Delegation of the European Union to Australia and New Zealand, and the Embassies, High Commissions and Consulates of EU member and accession states. This collaboration is vital: informing the research activities, enriching our courses, shaping our outreach program, and having impact on academic and public debate in Australia in many public policy domains.

CAPABILITY

The ANUCES has 3 core strengths that we will continue to build on:

1. Location in the nation’s capital with well-established relationship with government, the Office of the EU Delegation, the wider diplomatic community and significant NGOs;
2. The unique structure of the Centre across 4 partner colleges offers enables large-scale innovative multi- and interdisciplinary research to be executed through enhanced access to staffing expertise, resources and networks;
3. An established record of leadership in research and engagement with EU related studies in Australia.

The Centre has 3 full-time equivalent staff members (Director, Deputy Director and Centre Coordinator) and some postgraduate assistants employed on a casual basis as part of their professional training. Through a partnership with the EU delegation, we also have 2 EU Interns working at the Centre. The Centre has three kinds of affiliations:

- **Adjuncts** (5) are Research Fellows with PhD supervisory loads. They also include former Deputy Directors and the convenor of the Bachelor of Arts in European Studies.
- **Visiting Fellows** (20 plus 4 Postdoc) are appointed for up to 12 months. 6 short-term researchers are funded annually by the European Union grant. The remaining Visiting Fellows are supported with facilities but not funding. A number are supported by external grants.
- **ANUCES Associates** (currently 36) are staff from the partner Colleges who are working in the broad area of Europe related research. Associates register their specific research interests with the Centre with a view to participating in interdisciplinary projects and gaining access to opportunities beyond those offered by their Colleges.
The ANUCES budget is to a large extent driven by the EU grant which runs from 2010-2014. The grant provides 58% of our annual budget calculated over its life cycle. The ANU’s contribution, excluding infrastructure and in-kind support, comprises the Deputy Director’s salary (20%) and 3 years of guaranteed funding from the Stanley Bruce Endowment (11%). The Centre also earns approximately 11% of recurrent funding from research and research training. The total annual budget is approximately $670,000.

Research in the Centre is diverse reflecting the input of the four Colleges. At present, the core disciplinary areas of research outputs concentrate in politics, international relations, law, history, languages and cultural studies. It is expected that as the College rotation system progresses and the Research Platforms become operational, that outputs will become increasingly multi- and interdisciplinary. Research Platforms are designed to stage multi- and interdisciplinary collaborations across Colleges. The topics are broad with the capacity to host a number of more focused projects within each Platform. The platforms relate to the priority areas identified in the treaty-level EU Australia Agreement that is currently being formalised:

- People, Movement and Borders
- Defence and security
- Public policy, governance and citizenship
- Energy, environment and climate change

**STRATEGIC ENVIRONMENT**

The ANU is internationally recognised as the leading university in Australia. The ANUCES has a strong record of research and engagement based on the quality of its staff, students and Research Fellows. The Centre has strong relationships with government, the Delegation Office, embassies and NGOs, and its new cross-College partnership will further enhance the productivity and impact of the Centre’s mission.

However, there are a number of external and internal challenges.

*External*

The recently completed Excellence in Research in Australia (ERA) assessment was a major turning point in the way universities in Australia measure and assess research. At present, funding from government is focused on a quantum of research grant income, HDR completions and the number of publications. In response, the University has rewarded its constituent parts for attracting increased research funds from external sources and for producing more publications. In the wake of the metrics-driven ERA, the emphasis will now be on the quality of publications, measured largely in terms of ranking of journals and established publishers.
While innovative research is increasingly interdisciplinary and executed in teams, the ERA is strongly discipline-focused. There is a risk that the ERA will have difficulty recognising and rewarding the multi- and interdisciplinary work produced by ANUCES, and especially the work by our Associates who are distributed across 4 Colleges. The ANU submitted research in 22 out of a total of 25 research divisions in the last ERA exercise. The multidisciplinary reach of the ANUCES means that it could potentially submit up to 14 of these divisions but it would be difficult for the University to:

1) identify our research given that the ERA data collation tends to be discipline- and usually College-specific; and consequently,
2) reward the Centre for strong performance.

We will address ERA challenges by firstly, encouraging our researchers to target highly ranked publishing avenues and directing resources to facilitate these efforts. We will actively participate and lobby in the preparation for the next ERA. We will also keep track of multidisciplinary projects initiated by the Centre and liaise with Central Research Office and College Research Committees and Offices to ensure that our work is properly categorised and attributed. Note that the Centre cannot claim the publications of its Associates in funding term due to the funding structure of the University. Nor can it claim its Briefing Paper publications unless the writers are formally recognised as Visiting Fellows with the University.

Currency exchange

The application for the EU contract was submitted in 2008. Since then the exchange rate has not been as favourable and this has led to approximately 30% loss of funding to the operational budget. While every effort has been made to decrease expenditure within the limits of what the Centre has been contracted to deliver, there are aspects such as salaries and PhD stipend that cannot be modified. The Director is working with the Finance Office and the Dean of CASS towards ensuring that the anticipated shortfall from the EU budget will be resolved internally.

Funding structure of the University

The ANUCES is located in the ANU as an independent unit which offers a degree of autonomy and prospects to respond quickly to emerging opportunities. However, ANUCES also has to direct its efforts towards promotion of its teaching initiatives in order to attract students who tend to gravitate towards more established and extensive teaching programs in larger schools in the University. This needs to be managed with a promotion and recruitment strategy, and also through collaboration with other MA and HDR programs so that ANUCES courses can be integrated into existing degree programs.

The University operates on a system whereby income derived from research and education activities is attributed to each staff members’ academic organisational unit (AOU)
responsible for their salaries. At present, the Centre can only claim the efforts of 1 full-time
equivalent academic staff member (the Director) and a number of Adjunct Fellows who do
not have affiliations elsewhere in the ANU. The research and education efforts of the
Deputy Directors and Associates are directed back to their AOU’s. This structure does not
encourage the Centre to invest in the development of cross-College research. To address
this ‘disincentive’, we will be asking for a financial contribution in order to provide research
management support including website and database management for research projects of
our Fellows and Associates. This will enable the Centre to work towards long-term
sustainability while pursuing its research objective. The Centre is also in discussion with the
College about ways in which it can be better embedded within an undergraduate and
Masters teaching stream to generate income.

Given these challenges, and in view of the fact that the Centre is dependent on short-term
funding from the European Union and the Stanley Bruce Endowment, the long-term
sustainability of the Centre is the most pressing of our concerns.

OBJECTIVES

The ANUCES is committed to producing world-class research and teaching, and to making a
significant contribution to policy and influencing public debate. Success in achieving our
mission is predicated on identifying areas of core strengths from which we can build critical
mass and work towards long-term sustainability.

ANUCES Objectives for 2010-14 are to:

1. Build critical mass
2. Produce research excellence
3. Inform public debate and policy development
4. Produce education excellence
5. Diversify income streams

STRATEGIES AND ACTIONS

1. Build critical mass

Building critical mass is critical to sustaining growth and the achievement of our mission.
Realising Goals 1-5 will play a crucial part in ensuring longer-term viability as it will build
critical mass and enhance research, education and outreach outcomes. Significant effort will
be directed towards building core staff, adjuncts, visiting fellows and postgraduates within
the Centre as well as recruiting Associates from within the ANU and beyond. Building and
maintaining critical mass will enable the Centre to grow a vibrant intellectual culture,
develop multidisciplinary research projects and attract further funding and world-class
personnel and graduate students. A research manager will add to the capacity of the Centre
to facilitate and support collaborative projects from the point of submission of grants to the end of the grant cycle. The addition of a Science or Medical partner College will enhance the multidisciplinary reach of the Centre as well as increasing the base for resource and research capacity.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Action</th>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Performance Indicator</th>
<th>As of 31 Mar 2011</th>
<th>As of 31 Mar 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase number of research fellows.</td>
<td>Develop recruitment and promotion strategy.</td>
<td>Director</td>
<td>2011-2014</td>
<td>Total number of research Fellows to grow by 20% pa.</td>
<td>13 Visiting Fellows &amp; 2 Adjuncts.</td>
<td>20 Visiting Fellows &amp; 2 Adjuncts &amp; 4 Postdoctoral Fellows. 100%. Growth.</td>
</tr>
<tr>
<td></td>
<td>Identify funding schemes including DECRA, Future, Laureate, RSHA External Visitors Scheme etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Increase number of Higher Degree Research students.</td>
<td>Develop recruitment and promotion strategy.</td>
<td>Director</td>
<td>2011-2014</td>
<td>Total number of HDRs to grow by 20% pa.</td>
<td>4 HDR students and 4 associates.</td>
<td>10 HDR students, 4 associates and 2 Erasmus Mundus students. HDR growth by 150%.</td>
</tr>
<tr>
<td></td>
<td>Utilise ARC grant opportunities, IPRS, APA and other scholarships.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Increase number of associates.</td>
<td>Develop recruitment and promotion strategy.</td>
<td>Director &amp; Deputy Director</td>
<td>2011-2014</td>
<td>Total number of associates to grow by 20% pa.</td>
<td>NA</td>
<td>36 associates.</td>
</tr>
<tr>
<td></td>
<td>Lobby College Deans and Heads of Schools/Centres.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Create Research Manager position.</td>
<td>Develop and implement a business plan based on research and other income to fund a part-time (initially) and subsequently fulltime Research Manager.</td>
<td>Director</td>
<td>2012</td>
<td>Research Manager employed.</td>
<td></td>
<td>Strategy on hold due to ANU funding structure. Role currently performed by Director.</td>
</tr>
<tr>
<td>5. Increase number of ANU partner Colleges.</td>
<td>Develop lobbying plan to recruit a Science and/or Medical College.</td>
<td>Director, with support from Dean of CASS</td>
<td>2012</td>
<td>5 partner Colleges.</td>
<td>CASS, Col, CBE &amp; CAP on board.</td>
<td>Dean of College of Medicine, Biology and Environment is agreeable. Invitation to present to CMBE executive.</td>
</tr>
</tbody>
</table>

2. Produce research excellence

The ANUCES leadership will ensure the cultivation of a culture that emphasizes high levels of research performance. We will achieve this by facilitating collaborations in discipline specific as well as interdisciplinary research, recruiting widely from partner Colleges, supporting grant applications and mentoring junior scholars. Meeting Goals 1-3 will increase the
Centre’s research capacity to undertake innovative research of national and international standing.

<table>
<thead>
<tr>
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<th>Performance Indicator</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Increase quality of research output.</td>
<td>Prioritise key areas of research and direct resources appropriately. Develop a ‘brokering’ system whereby the Centre facilitates and administer projects from inception to completion. Mentor Early Career Researchers. Peer-review grant applications. Liaise with 4 College Research Committees and Offices.</td>
<td>Director</td>
<td>2011, reviewed annually 2011</td>
<td>Strong ERA 2012 performance in key areas of research. HERDC collection points increase annually by 20%.</td>
<td>Main submissions in Cultural Studies (4); History (5) Politics (5).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director, Deputy Director &amp; Centre Coordinator</td>
<td>2011-2014</td>
<td>Early researchers getting funded by external grants Grant applications submitted and awarded</td>
<td>2010 – 27 publications produced by the Centre. 16 of these where eligible for HERDC.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director</td>
<td>2011-2014</td>
<td>Increase Europe-related research publications and associated research activities across 4 Colleges. Successful grant applications.</td>
<td>2011 – 46 publications produced by the Centre. 16 of these were eligible for HERDC. HEDRC growth 0%.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director</td>
<td>2011-2014</td>
<td>List of publications &amp; HEDRC eligibility provided.</td>
<td></td>
</tr>
<tr>
<td>7. Increase multidisciplinary research collaborations.</td>
<td>Develop a strategy for identifying and launching ANUCES research platforms (max 3-4) based on research interests of Fellows and Associates. Develop associations with existing national and international networks with a view to forming consortia. Seek advice from Pro-VC Research, Deans of Colleges, Delegation Office, FEAST etc.</td>
<td>Director, Deputy Director &amp; Centre Coordinator</td>
<td>2011-2014</td>
<td>Research platforms operational. Publication and outreach activities increased. Research collaboration underway with European Centre for International Political Economy for Linkage grant. Discussions underway with other organisations including Konrad Adenauer Foundation and Singapore EU Centre.</td>
<td></td>
</tr>
<tr>
<td>8. Raise the profile of research projects, outputs and outcomes.</td>
<td>Track research outputs &amp; outcomes by Fellows and associates for HERDC, ERA and other</td>
<td>Director, Deputy and Director</td>
<td>2011-2014</td>
<td>List of publications &amp; HEDRC eligibility provided.</td>
<td>List of publications &amp; HEDRC eligibility provided.</td>
</tr>
</tbody>
</table>
3. Inform public debate and policy development

The ANUCES is committed to generating work that has significant impact on political, economic, and social debate in Europe, Australia and the wider Asia Pacific region. It will do this through the staging of seminars, lectures, workshops and conferences that are open to all stakeholders including the general public. The Centre also hosts closed door Round Tables where influential members from government, the diplomatic community, NGOs and academics are invited to discuss prominent issues of the day. Improving our (multi-) media capabilities and our web-based publications will enable us to better reach national and international audiences. The centre will seek to work closely with the new-established Crawford School of Public Policy.
| 1. Engagement and Outreach | Develop special relationships with target organisations for maximum impact eg, Attorney General’s Dept; DFAT; Australian Parliamentary Library. | annually | program. Citations, media reports, feedback from stakeholders. | Germany’s nuclear power cessation, the Norwegian massacre, & the Russian presidential election. |
| 2. Develop Criteria to Assess Impact of Engagement and Outreach Activities | Develop criteria to assess impact of engagement and outreach activities. | 2011 | 2011-2014 | Presentations to DIISRTE, AG’s Department; DFAT; Productivity Commission etc. |
| | Use video-conferencing and other technologies to maximise outreach. | | | On-going. Relates to ANU strategic plan and current funding rationalisation. |
| 11. Establish Stronger Media Presence Including On-line | Develop media strategy. Media training for Centre personnel. Continue to improve website and social networking site capacities. Acquire better IT and External Relations support. | Director and Centre Coordinator 2011, reviewed annually 2011-2014 | Improve media engagement. Increase ‘hits’ on website and podcasts. Increase quality and level of participation on networking site. | The Centre’s website was upgraded to the new University system in June 2011. Since then there have been 16 257 visits to our website, with 44 902 pages viewed. |
| | 2011-2014 | | | |
| | 2011 | | | Year 2 – 4 Briefing papers published, with 5 more in the referring/editing process. Haven’t been able to track impact of BPS yet. |

4. **Produce education excellence**

The ANUCEs is committed to delivering high-quality education that promotes better understanding about Europe and its relationship to Australia and the Asia-Pacific. Our education program is delivered flexibly and students are trained to conduct both inquiry-based as well as applied research. At present the Centre offers only one MA course on European Integration, and has no direct relationship with the BA in European studies. By appointing the Convenor of the BA in European Studies an Adjunct Fellow, we aim to reinvigorate the relationship and promote stronger pathways to postgraduate education.
Diversifying our market for education through collaboration with other universities and offering executive courses also expands the Centre’s income streams.

<table>
<thead>
<tr>
<th>Goals</th>
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<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Strengthen MA offerings.</td>
<td>Review MA coursework and develop education strategy including further flexible delivery options.</td>
<td>Director and Deputy Director, Associate Deans of Education of Colleges.</td>
<td>2011, reviewed annually</td>
<td>Increase number of MA courses by 100%</td>
<td>2010 – 2 students completed the course. 2011 – 12 students completed the course. Growth in number of enrolments by 500%</td>
</tr>
<tr>
<td></td>
<td>Reposition courses and lobby to ensure that they are recognised for credit by partnering Colleges.</td>
<td></td>
<td></td>
<td>ANUCES delivers coursework for other institutions.</td>
<td>Students came from CAP, CoL, CASS and CBE. Requires on-going lobbying.</td>
</tr>
<tr>
<td></td>
<td>Explore cross-institution delivery to UC, ADFA etc.</td>
<td></td>
<td></td>
<td></td>
<td>Approached 5 universities with no success. Will continue in 2012.</td>
</tr>
<tr>
<td>14. Strengthen pathway from undergraduate to postgraduate studies in European studies.</td>
<td>Implement strategies to identify talented students and encourage them towards postgraduate studies with ANUCES.</td>
<td>Director, Deputy Director, Convenor of BA in European Studies and Associate Deans of Education of Colleges</td>
<td>2011-2014</td>
<td>Higher progression rate from Hons to HDR studies.</td>
<td>Interest emerging from current Honours student. 1 MA student has enrolled as PhD student after course completion.</td>
</tr>
<tr>
<td></td>
<td>Contribute to undergraduate delivery</td>
<td></td>
<td></td>
<td>Strong success rate for mobility programs.</td>
<td>Europe day activities targeted at schools to promote European Studies @ ANU. Visiting Fellows and Adjuncts advise undergraduates.</td>
</tr>
<tr>
<td></td>
<td>Leverage off Erasmus and other mobility programs to attract and retain talented students from Australia and Europe.</td>
<td></td>
<td></td>
<td></td>
<td>Incoming: 2 postdocs; 2 staff; 2 phds Outgoing: 1 postdoc; 4 phds; 1 staff.</td>
</tr>
<tr>
<td>15. Establish short-term executive courses for government and private sectors.</td>
<td>Collaborate with other organisations such as ANIPP &amp; EABC to deliver executive courses.</td>
<td>Director and Deputy Director, with support from Fellows and Associates</td>
<td>2011-2014</td>
<td>1 course in 2011, 2 in 2012, 3 in 2013, 4 in 2014.</td>
<td>Business in Europe course cancelled due to low enrolment.</td>
</tr>
</tbody>
</table>
5. Diversify income streams

Diversifying income streams is important to the long-term sustainability of the Centre. The main income generating initiatives will be pursued through research and teaching strategies (Goals 6, 7, 13, 13 & 15). Income generating initiatives will also be pursued through the establishment of an Endowment fund for postdoctoral fellowships and PhD scholarships (Goals 1 & 2) and consultancies.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>17. Launch ANUCES consultancies.</td>
<td>Develop strategy for identifying and securing consultancies. Collaborate with ANU Enterprise and other agencies. Establish a ‘tax’ quota for appropriate funds returning to Centre and researcher’s AOU.</td>
<td>Director and CASS Finance Office</td>
<td>2011</td>
<td>Consultancies operational.</td>
<td>Successfully completed one research consultancy for DIISRTE. Pursuing others including John Curtin School of Medical Research.</td>
</tr>
</tbody>
</table>
APPENDIX A: ANUCES Staff, Research Fellows and Student

DIRECTOR: Prof. Jacqueline Lo

DEPUTY DIRECTOR 2012: Dr Tomoko Akami

CENTRE COORDINATOR: Jane Coultas

WEBSITE/EVENTS SUPPORT: Johannes Krebs (casual) & William Shannon (casual)

ADJUNCT FELLOWS

Matthew Zagor Dr. John Besemeres
Dr. Ben Wellings Prof. Diana Davis
Assoc. Prof. Pierre Van der Eng

VISITING FELLOWS & SCHOLARS 2012

Dr Bruce Kent Assoc. Prof. Stefan Markowski
Don Kenyon, AM Dr Annemarie Elijah
Dr Klaus-Peter Klaiber, KCMG Dr Karis Muller
Denise Fisher Adjunct Prof. Elim Papadakis
Dr Daniel Novoty Prof. Robert Ackrill
Dr Csaba Nikolenyi Dr Maria Garcia
Dr Jiro Okamoto Assist. Prof. Kasia Williams
Csaba Horvath Kerstin Radtke
Huong Le Thu Laura Clarke
Prof Karel Janda (Erasmus Mundus staff) Dr Florence Faucher (Erasmus Mundus staff)
POSTDOCTORAL FELLOWS

Dr Rowena Dickins Morrison (ANU Erasmus Mundus scholar)
Dr Elisabetta Nadalutti (Erasmus Mundus scholar)
Dr Dorota Gozdecka (Finnish Academy of Social Science)
Dr Danielle Tan (Erasmus Mundus scholar)

MASTERS AND DOCTORAL STUDENTS

William Shannon
Dorothy Horsfield
Liz Buchanan
Christian Wicke
Nicholas Fenech
Melissa Jogie
Nina Markovic
Rhys Merrett
Steve Nerlich
Terri Redpath
Shaun Elder (Erasmus Mundus scholar)
Karel Cada (Erasmus Mundus scholar)
Genrikh Salata (associate from College of Business and Economics)
Fanny Thornton (associate from Law)
Johannes Krebs (associate from Law)
Pablo Jimenez (associate from CAPPE)

ANU EU INTERNS

Erica Karlsson
Naomi van Loon
APPENDIX B: ANUCES Associates List

COLLEGE OF ASIA AND THE PACIFIC

Prof Jenny Corbett
Prof. Serge Tcherkezoff
Assoc. Prof. Adrian Kay
Dr Frank Jotzo

Dr Björn Dressel
Dr Jon Fraenkel
Dr Jeroen van der Heijden
Dr Benjamin Schreer

COLLEGE OF BUSINESS AND ECONOMICS

Dr Vesna Sedoglavich
Professor Tim Hatton

Dr Mathias Sinning

COLLEGE OF ARTS AND SOCIAL SCIENCE

Dr Roger Hillman
Dr Peter Brown
Dr Piera Carroli
Ms Gabriele Schimdt
Prof John Ravenhill
Dr Kate Mitchell
Dr Marshall Clark
Dr Ned Curthoys
Dr Katherine Daniell
Dr Paul Burton

Dr Fiona Jenkins
Prof. Ian McAllister
Prof. Francesca Merlan
Prof. Elizabeth Minchin
Dr Juliet Pietsch
Prof. Gillian Russell
Prof. Catherine Travis
Dr Kevin Windle
Dr Manuel Delicado Cantero
COLLEGE OF LAW
Ms Anne McNaughton  Dr Gregor Urbas

COLLEGE OF MEDICINE, BIOLOGY AND ENVIRONMENT
Dr Francesco Paolucci
Dr Karen Hussey

OTHERS
Dr Saskia Hufnagel (Griffith University, ANUCES alumni)
Peter Walsh, European Academy for Standardization
## Self-Assessment of Performance based on Operational Plan

### 1. Build critical mass

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</tr>
</thead>
<tbody>
<tr>
<td>1. Increase number of Research Fellows.</td>
<td>Develop recruitment and promotion strategy. Identify funding schemes including DECRA, Future, Laureate, RSHA External Visitors Scheme etc.</td>
<td>Director</td>
<td>2011-2014</td>
<td>Total number of Research Fellows to grow by 20% pa.</td>
<td>13 Visiting Fellows &amp; 2 Adjuncts.</td>
<td>20 Visiting Fellows &amp; 2 Adjuncts &amp; 4 Postdoctoral Fellows. 100 %. Growth.</td>
<td>34 Visiting Fellows &amp; 2 Adjuncts &amp; 5 Postdoctoral Fellows. Inaugural EU Fellow is Mr Edgar Thielmann, a senior member of the European Commission who is funded by the EC to undertake 10 months of research at the ANUCES. The EC has just renewed its offer to ANUCES for another EU Fellow for 2013-14. This is the first EU fellow in the Oceania region and a strong indicator of recognition of the value of ANUCES by Brussels.</td>
</tr>
<tr>
<td>2. Increase number of Higher Degree Research students.</td>
<td>Develop recruitment and promotion strategy Utilise ARC grant opportunities, IPRS, APA and other scholarships.</td>
<td>Director</td>
<td>2011-2014</td>
<td>Total number of HDRs to grow by 20% pa.</td>
<td>4 HDR students and 4 associates.</td>
<td>10 HDR students, 4 associates and 2 Erasmus Mundus students. HDR growth by 150%.</td>
<td>9 HDR students, 5 associates and 2 Erasmus Mundus students. 1 PhD awarded (Christian Wicke)</td>
</tr>
<tr>
<td>3. Increase number of Associates.</td>
<td>Develop recruitment and promotion strategy. Lobby College Deans and Heads of Schools/Centres.</td>
<td>Director &amp; Deputy Director</td>
<td>2011-2014</td>
<td>Total number of Associates to grow by 20% pa.</td>
<td>0</td>
<td>36 Associates</td>
<td>51 Associates</td>
</tr>
</tbody>
</table>
4. Create Research Manager position. Develop and implement a business plan based on research and other income to fund a part-time (initially) and subsequently full-time Research Manager.  

Director 2012  
Research Manager employed.  
Strategy on hold due to funding structure. Role currently performed by Director.  
The ANUCES has come to an agreement with the EU Delegation office to have 2 EU Interns based annually at the Centre to assist with Centre administration. This is further indicator of the value that the EUDEL places in the Centre’s work.

5. Increase number of ANU partner Colleges. Develop lobbying plan to recruit a Science and/or Medical College.  

Director, with support from Dean of CASS 2012 5 partner Colleges. CASS, CoL, CBE & CAP on board.  
Dean of College of Medicine, Biology and Environment is agreeable. Invitation to present to CMBE executive. CMBE to be an ‘associate’ college without financial contribution.

2. Produce research excellence

<table>
<thead>
<tr>
<th>Goals</th>
<th>Actions</th>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Performance Indicator</th>
<th>Status 31 March 2012</th>
<th>Status 1 Sept 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Increase quality of research output.</td>
<td>Prioritise key areas of research and direct resources appropriately.</td>
<td>Director</td>
<td>2011, reviewed annually 2011</td>
<td>Strong ERA 2012 performance in key areas of research. HERDC collection points increase annually by 20%.</td>
<td>Main submissions in Cultural Studies (4); History (5) Politics (5). 2010 – 27 publications produced by the Centre. 16 of these where eligible for HERDC. 2011 – 46 publications produced by the Centre. 16 of these were eligible for HERDC. HEDRC growth 0%.</td>
<td>ERA submissions underway. No change. HEDRC results will not be known till 2012 but anticipating stronger results due to number of publications still underway.</td>
</tr>
</tbody>
</table>

Develop a 2011-2014 Income stream to the Extensive discussions with Grant application to Pacifique Font for
'brokering' system whereby the Centre facilitates and administer projects from inception to completion.

Mentor Early Career Researchers.

Director & Deputy Director

Research offices in partner colleges – problem identified with funding internal funding structure which prevents such “brokering”

Early Career researcher (Dorota Goźdecka) funded by Finnish Academy of Sciences for whole of 2012

Early researchers getting funded by external grants

3 unsuccessful grant applications. Currently 2 under assessment. More applications will be developed for 2012-13.

Peer-review grant applications.

Director

Director

3 unsuccessful grant applications. Currently 2 under assessment. More applications will be developed for 2012-13.

Joining EHESS@ANU and ANUCES application (between CAP & CASS) but college ‘walls’ meant that in the end grant was applied through CAP. Application not successful.

Peer-review grant applications.

Director

Waiting for DECRA result. Unsuccessful Canadian SSHRC application. 1 Linkage grant for 2012 round being submitted through CMBE with Karen Hussey & VF Jim Rollo, and another 2 ARCS to be submitted in 2013. All supported by peer review and College Research offices.

Liaise with 4 College Research Committees and Offices.

Director

Good relations developing with partner College Research Committees and Offices. ANUCES ran “Collaborating with Europe” Workshops for colleges and also invited colleges to attend roundtable meeting with Go8 guest from Free university of Berlin, Ellen Froehlich about internationalising research.

Liaise with OVC

Director

Director working with DVCs Research and Education on an ANU European Strategy for Research.

7. Increase multidisciplinary research

Develop a strategy for identifying and launching ANUCES

Director, Deputy Director &

2011-2014

Increase Europe-related research publications and associated research

4 Research platforms operational.

Research platforms gaining increasing traction and visibility. All platforms are featured in Year 3 work program.

7. Increase multidisciplinary research

Develop a strategy for identifying and launching ANUCES

Director, Deputy Director &

2011-2014

Increase Europe-related research publications and associated research

4 Research platforms operational.

Research platforms gaining increasing traction and visibility. All platforms are featured in Year 3 work program.
<table>
<thead>
<tr>
<th>Collaborations.</th>
<th>Research platforms (max 3-4) based on research interests of Fellows and Associates. Develop association with existing national and international networks with a view to forming consortia. Seek advice from Pro-VC Research, Deans of Colleges, Delegation Office, FEAST etc.</th>
<th>Centre Coordinator</th>
<th>2011-2014</th>
<th>Activities across 4 Colleges. Successful grant applications. Publication and outreach activities increased. Research collaboration underway with European Centre for International Political Economy (ECIPE) for Linkage grant in 2013. Discussions underway with other organisations including Konrad Adenauer Foundation and Singapore EU Centre. Communication channels established.</th>
<th>Publications and outreach activities to increase across 4 platforms. ANUCES is now the Australian partner with Konrad Adenauer Foundation’s 3-year EU-Asia Dialogue project. Ongoing law projects from Year 1 with University College Dublin and Grenoble. New research projects being developed with GoB, Free University of Berlin. Also developing research collaborations with partner EU centres in the region including EU Centre Singapore and EU Centre at Waseda University. Wrapping up GoB-DAAD grant on memory and migration project (ANUCES &amp; Konstanz University). ANUCES getting increasingly known as the European platform for all initial queries and contact points within ANU and externally with agencies and diplomatic corps.</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Raise the profile of research projects, outputs and outcomes.</td>
<td>Track research outputs by Fellows and associates for HERDC, ERA and other reporting and assessment purposes. Monitor ERA results. Targeted use of</td>
<td>Director</td>
<td>2011-2014</td>
<td>List of publications &amp; HEDRC eligibility provided. Financial and other recognition from ERA attributed to Centre. Director attends CASS Research Committee meetings and works with Research and Finance offices.</td>
<td>Anecdotal reports of publications anticipated for late 2012-early 2013. HEDRC data collection has not started. Director attends CASS Committees and also serving on other partner colleges and University–level committees. Website is increasingly used by</td>
</tr>
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</table>
since launch of new website in June 2011. Facebook launched April 2013.

**9. Enhance HDR training and support.**

<table>
<thead>
<tr>
<th>Director and Deputy Director</th>
<th>2011-2014</th>
<th>HDR coursework teaching not viable given current staffing constraints.</th>
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<tbody>
<tr>
<td></td>
<td>2011-2014</td>
<td>Workshops and research projects evidence of multidisciplinary European community.</td>
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</table>

Still not viable given current staff capacity of 1 academic staff and seconded deputy from partner college.

Graduate workshops at ANUCES and with partner EU centres in Australia & New Zealand and also in wider Asia region (Singapore in 2012, Kyushu in 2013). Publication opportunities from workshops and symposia eg PhD student-led *Humanities Research* special issue from ‘Nationalism and Biography’ workshop in Dec 2011 due in 2013.

ANUCES and associate HDR students from partner colleges are mentored by the Director and ‘matched’ with visiting fellows as well as associate staff from other colleges to facilitate a broad exposure to research expertise. Eg. Genrikh Salata from CBE supported on Erasmus Mundus exchange to Limerick University and continues to be mentored by the Centre and its associates from Col and CASS in workshops and other outreach activities.
### 3. Inform public debate and policy development

<table>
<thead>
<tr>
<th>Goals</th>
<th>Actions</th>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Performance Indicator</th>
<th>Status 31 March 2012</th>
<th>Status 1 Sept 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Establish an active program of engagement and outreach.</td>
<td>Prioritise areas of engagement and outreach.</td>
<td>Director</td>
<td>2011, reviewed annually</td>
<td>Strong and coherent program. Citations, media reports, feedback from stakeholders.</td>
<td>Media interviews on a range of topics such as Germany’s nuclear power cessation, the Norwegian massacre, &amp; the Russian presidential election.</td>
<td>Since 31 March: seminars and public lectures 29; Conversations 8; roundtables 8; conference &amp; symposia 5. Media commentary by Centre personnel is on the rise. Conversation series has been the major media outreach activity in 2012 – filmed by Sky News-APEC Network and broadcast min. of 5 one-hour loops over the weekend of the event in Australia and Asia-Pacific region. Conversations are broadcast on Radio National’s Big Ideas program and also available for podcast. Events are also filmed for a video documentary for EUDEL, local embassies and monthly clips have been posted on ANU Youtube and linked to Centre &amp; ABC Radio National website. Coffee-book to be launched April 2013. Increased involvement of agencies in Centre activities. Most events featuring foreign officials are now initiated by government agencies and foreign embassies (eg former Spanish Minister of Economy and Finance’s Lecture is funded by Treasury, Roundtable with Foreign Minister of Azerbaijan from DFAT, Roundtable and Public Lecture by Pasi Sahlberg from Finnish Embassy, public lecture by DAAD Vice-President by German Embassy and Go8) Roundtables are becoming a very important fora for influencing policy eg.</td>
</tr>
</tbody>
</table>

Develop special relationships with target organisations for maximum impact eg, Attorney General’s Dept; DFAT; Australian Parliamentary Library. | | 2011-2014 | Presentations to DIISRTE, AG’s Department; DFAT; Productivity Commission etc. | | |
| 11. Establish stronger media presence including on-line. | Develop media strategy. | Director and Centre Coordinator | 2011, reviewed annually | Improve media engagement. Increase ‘hits’ on website and pod casts. Strong media performances. Increase quality and level of participation on | The Centre’s website was upgraded to the new University system in June 2011. Since then there have been 16 257 visits to our website, with 44 902 pages viewed. Ongoing. | Between 1 April – 1 October 2012, Centre had 10 603 visits. While browsing, visitors looked at 28 658 individual pages (see tracking statistics attached). Media training has developed “on-the job” under tutelage of senior journalists such as Paul Bongiorno (Network 10), Paul Barclay (ABC Radio National) and Kieran Gilbert (Sky News). Ongoing. Significant resources including EU intern time channelled here. |
| | Media training for Centre personnel. | 2011-2014 | | | | |
| | Continue to improve website | 2011-2014 | | | | |
and social networking site capacities.
Acquire better IT and External Relations support.

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<tbody>
<tr>
<td>12. Improve Briefing Paper Series.</td>
<td>More strategic selection of topics. Continue to improve efficiency of publishing process. Develop promotion strategy to disseminate Papers to stakeholders and the public.</td>
<td>Director and Deputy Director</td>
<td>2011-2014</td>
<td>Shorter publishing timeframe. Citations of BPS in policy papers and other scholarly publications.</td>
<td>Year 1 – 6 Working and Briefing Papers published. Year 2 – 4 Briefing papers published, with 5 more in the refereeing/editing process.</td>
<td>Year 3 outputs thus far: 7 papers</td>
</tr>
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4. Produce education excellence

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<tr>
<th>Goals</th>
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</thead>
<tbody>
<tr>
<td>13. Strengthen MA offerings.</td>
<td>Review MA coursework and develop education strategy including further flexible delivery options. Benchmark courses against competitors.</td>
<td>Director and Deputy Director, Associate Deans of Education of Colleges.</td>
<td>2011, reviewed annually</td>
<td>Increase number of MA courses by 100% MA courses recognised by MA programs across 4 Colleges.</td>
<td>2010 – 2 students completed the course. 2011 – 12 students completed the course. Growth in number of enrolments by 500%</td>
<td>2012 – 6 students from CASS and CAP undertook course in Sept, course assessment underway. None from CoL and CBE.</td>
</tr>
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</table>

IT is a significant challenge. For example, each deputy has to work across 2 ICT systems: their own college and CASS with major firewalls etc.
<table>
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<tr>
<th></th>
<th>Reposition courses and lobby to ensure that they are recognised for credit by partnering Colleges. Explore cross-institution delivery to UC, ADFA etc.</th>
<th>Positive benchmarking results. ANUCES delivers coursework for other institutions.</th>
<th>Students came from CAP, CoL, CASS and CBE. Requires on-going lobbying.</th>
<th>Significant challenges posed by colleges who refuse to give permission to students to take EURO 8003.</th>
</tr>
</thead>
<tbody>
<tr>
<td>14. Strengthen pathway from undergraduate to postgraduate studies in European studies.</td>
<td>Implement strategies to identify talented students and encourage them towards postgraduate studies with ANUCES. Contribute to undergraduate delivery Leverage off Erasmus and other mobility programs to attract and retain talented students from Australia and Europe. Explore other</td>
<td>Director, Deputy Director, Convenor of BA in European Studies and Associate Deans of Education of Colleges</td>
<td>2011-2014 Higher progression rate from Hons to HDR studies. Strong success rate for mobility programs.</td>
<td>Interest emerging from current Honours student. 1 MA student has enrolled as PhD student after course completion. Europe day activities targeted at schools to promote European Studies @ ANU. Visiting Fellows and Adjuncts advise undergraduates. Ongoing.</td>
</tr>
<tr>
<td></td>
<td>Director</td>
<td></td>
<td></td>
<td>That MA student has since enrolled as PhD student, supervised by Ben Wellings (SPIR) and chair of panel is ANUCES Director. Very successful Europe day 2012 involving high schools and teachers and supported by staff teaching into BA in European Studies from ANUCES, SLS and SPIR. ANUCES staff, Adjuncts and Visiting Fellows contribute to occasional lectures and consultations with students from all 4 partner colleges. Additional Erasmus: 1 outgoing postdoc; additional 2 incoming staff. Incoming Erasmus postdoc has been extended by Commission for further 3 months.</td>
</tr>
</tbody>
</table>
Collaborate with other organisations such as ANIPP & EABC to deliver executive courses.
Director and Deputy, with support from Fellows and Associates

2011-2014
1 course in 2011, 2 in 2012, 3 in 2013, 4 in 2014.
Business in Europe course cancelled due to low enrolment.

Europe training course currently under contract negotiation with DFAT.

5. Diversify income streams

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<tbody>
<tr>
<td>16. Establish an ANUCES Endowment Fund.</td>
<td>Develop strategy for identifying and securing donations. Seek assistance from Advisory Board, Delegation office, embassies and local communities.</td>
<td>Director &amp; Endowment Office</td>
<td>2012</td>
<td>Funding available for postdoctoral or PhD student.</td>
<td>Negotiations with Italian Academy of Human Sciences and Italian Embassy fell through due to budget constraints. Endowment strategy to be pursued more vigorously in 2012.</td>
<td>Explorations underway with advice from Malcolm Latham (Advisory Board); hampered by lack of resources and capacity given staffing limitations.</td>
</tr>
<tr>
<td>17. Launch ANUCES consultancies.</td>
<td>Develop strategy for identifying and securing consultancies. Collaborate with ANU Enterprise. Establish a ‘tax’ for appropriate funds returning to Centre</td>
<td>Director and CASS Finance Office</td>
<td>2011</td>
<td>Consultancies operational.</td>
<td>Successfully completed one research consultancy for DIISRTE. Pursuing others including John Curtin School of Medical Research.</td>
<td>Pursuing other consultancies with DIISRTE and University Australia. Not viable – internal competition. College structures prevent operation. Funding from consultancies can only be channelled to the centre by staff directly</td>
</tr>
</tbody>
</table>
and researcher's AOU.

| associated with ANUCES, not associates from other colleges. |
ANUCES Roundtable: Educational Policies for Raising National Economic Competitiveness

With Dr Pasi Sahlberg, Director General of the Centre for International Mobility and Cooperation in Helsinki

Date: Thursday 27th September 2012
Time: 10.30am - 12.00pm
Venue: ANU Centre for European Studies

Participants:

Prof Andrew Leigh, Member of Parliament for Fraser

Ms Dianne Weddell, Branch Manager, International Education Strategy, Australian Education International,

Mr Andrew Lalor, Acting Branch Manager, Industry, Skills and Productivity, Dept. of Industry, Innovation, Science, Research and Tertiary Education

Dr David Atkins, Acting Branch Manager, Australian Curriculum Branch, Curriculum, Assessment and Teaching Group, Department of Education, Employment and Workplace Relations

Dr Amanda Day, Acting Branch Manager, School Performance and Improvement Branch, Department of Education, Employment and Workplace Relations

Mr Steve Nerlich, Director, International Research and Analysis Unit, Dept. of Industry, Innovation, Science, Research and Tertiary Education

A/Prof Andrew Scott, Associate Head of School of Humanities and Social Sciences, Deakin University

Prof Geoffrey Riordan, Dean of Faculty of Education, University of Canberra,

Terri Redpath, Lecturer in Education, Deakin University

Prof Diana Davis, ANUCES Adjunct Research Fellow

Dr Royston Gustavson, ANU College of Business and Economics & Associate Dean (Education) College of Arts and Social Sciences

Prof Lawrence Saha, ANU School of Sociology

Dr Amanda Smullen, Senior Lecturer, ANU Crawford School of Public Policy,

Melissa Jogie, ANUCES PhD candidate

Will Shannon, ANUCES PhD candidate,

Prof Jacqueline Lo, Director ANUCES (Chair)
Roundtable September 27, 2012

Pasi Sahlberg

1. The GERM Competitive Model vs the Finnish Cooperative Model

2. Australian Contextual Features Identified by Participants

3. Socio-cultural and Political Realities perceived to be potential barriers

4. Issues of Clarification re the Finnish System

5. Directions and Implications
Finnish expert urges major schools rethink

Chances: Paul Sahiberg says all schools in Finland are statistically good because they are funded by the government and do not charge fees.

**EDUCATION**

By Jewel Topsfield

Australia would need to rethink its education policies to meet Prime Minister Julia Gillard's goal of becoming one of the top five schooling systems in the world, according to the director-general of the Ministry of Education in Finland.

Ms Gillard has promised to legislate for a goal of having Australian students among the world leaders in reading, science and maths by 2025.

However, Paul Sahiberg said none of the current high-performing education systems in the OECD had achieved their place using the policies Australia currently has in place.

"The goal is to be on the top five. I think it requires rethinking some of the fundamental policies and reforms as well, here in Australia," he said.

Finland, which does not allow schools to charge fees or force students to sit standardised tests, has ranked at or near the top of international tests of 15-year-olds since they were first conducted by the OECD in 2000.

The Program for International Student Assessment, which is held every three years, compares the results of students from different countries in maths, science and reading.

In 2006, Australian students scored above the OECD average in each of the subjects, finishing ninth in reading, 10th in science and 19th in maths. However, Australia was one of only five countries, and the only high-performing nation, to record a decline since the previous test in 2006.

Dr Sahiberg said competition, school choice and testing was central in Australia, with Catholic, independent and state schools competing for students.

But Dr Sahiberg said he'd be "very surprised" if Australian students were to improve enough to reach the top five in the next test, which is due in 2011.

He said a focus on equity meant ensuring school systems overcame inequalities such as poverty and parental unemployment.

In Finland, no school is allowed to charge fees and almost all Finnish students attend their local community school.

"The four PISA studies show so far have found performance differences between Finnish schools... has been very, very small which indicates that parents don't really need to be concerned where a good school is because, statistically at least, all schools are good schools," he said.

By contrast, children at schools serving the poorest families in Australia are about two years behind their peers in advanced state schools, according to Melbourne University Professor Richard Trese.

Australia spends a higher proportion of public money on private schools than other developed countries except Chile and Belgium, according to an OECD report released this month.

The federal government is seeking to address disadvantage by introducing a needs-based school funding model, which would see all students allocated a base level of funding with additional loadings for disadvantaged students.

Federal Education Minister Peter Garrett said a number of reforms would help achieve the goal to be in the top five in the world, including a stronger focus on teacher quality, improvement plans for every school, a fairer funding system, and more power for school principals.

"Our education system is unique and unlike systems in other countries," Mr Garrett said. "There need not be a conflict between equity and parental choice. But to achieve that, we need to make sure every school is properly funded to provide a high quality education. That's what we are intending to achieve."
ANUCES Roundtable: Russia and the Indo-Pacific

Wednesday 1 August 2012

Time: 9:00 for 9:15 am start -- 12:30 pm.

Venue: ANU Centre for European Studies, 1 Liversidge Street (Bldg 67C), Canberra

Parking: please see the Visitor Parking Map

This by-invitation only ANUCES roundtable aims to contribute to Australia’s preparation for the forthcoming APEC Summit in Vladivostok in Sept 2012. The roundtable brings together academic experts and key members of the public service to discuss Australia’s interest in APEC in relation to developments in Russia. It will also offer an opportunity to consider the longer term role of Russia in the Indo-Pacific region.

The roundtable is organised into 2 sessions concentrating on geo-economics and geo-political matters respectively. Each session will begin with invited commentaries focusing on key issues.

Chatham House rules will apply.

Confirmed participants

David Pearl (Treasury)                     John Burgess
Paul Myler (DFAT)                           Stephen Fortescue (UNSW)
John Larkin (DFAT)                          John Besemeres (ANU)
Heath McMichael (DFAT)                      Jenny Corbett (ANU)
Peter Hunter (DIO)                          Bill Maley (ANU)
Ed Lightfoot (DIO)                           Jeremy Farrell (ANU)
Dr Matthew May (ONA)                        Kyle Wilson (ANU)
Gareth Meyer (ONA)                           John Ravenhill (ANU)
David Wall (ONA)                             Ian McAllister (ANU)
Luke Fomiatti (PM&C)                        Jacqueline Lo (ANU)
Marina Tsirbas (PM&C)                       Elizabeth Buchanan (ANU)
David Sadleir OA
<table>
<thead>
<tr>
<th>Time</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>Coffee</td>
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<tr>
<td>9:10</td>
<td>Welcome by ANUCES Director</td>
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<tr>
<td>9:15-10:45</td>
<td>Session 1: The Geo-Economics of Russia in the Indo-Pacific Region</td>
</tr>
<tr>
<td></td>
<td>15 minute commentaries by David Pearl, Stephen Fortescue, and Paul Myler</td>
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<tr>
<td></td>
<td>Chair: Kyle Wilson</td>
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<tr>
<td>10:45-11:00</td>
<td>Morning tea</td>
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<tr>
<td>11:00-12:30</td>
<td>Session 2: The Geo-Politics of Russia in the Indo-Pacific Region</td>
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<tr>
<td></td>
<td>15 minute commentaries by Bill Maley and Kyle Wilson</td>
</tr>
<tr>
<td></td>
<td>Chair: Ian McAllister</td>
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<tr>
<td>12:30</td>
<td>Sandwich lunch</td>
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ATTACHMENT B | CENTRE FOR EUROPEAN STUDIES

SUBMISSION TO THE REVIEW PANEL BY STAKEHOLDERS.
3 October 2012

Prof Tony Makkai
Dean of the College of Arts and Social Science
The Australian National University
Canberra ACT 0200

Sent by email: p2572@anu.edu.au

Dear Prof Makkai,

I understand that you are chairing the review of the Australian National University Centre for European Studies (ANUCES). As a funder of a key part of the ANUCES activities, the EU has a deep interest in this review and in this respect please find the attached submission.

Over the past ten years the ANUCES has grown into an established part of the fabric that makes up the EU-Australia relationship, with the ANUCES playing a large part in the promotion of a "better understanding of EU institutions, policies and stances on global challenges, economic, social, environmental and political integration processes". Further, the coordination role of the two other Europe centres in Australia and the New Zealand centre played by the ANUCES has been managed with skill and diplomacy and the number of coordinated projects within the network has increased greatly over the last two years.

The EU Delegation is delighted to offer the attached submission for your consideration.

Yours sincerely,

[Signature]

David Daly
Ambassador and Head of Delegation
The EU Centres programme forms part of the Commission’s public diplomacy strategy to promote awareness and understanding of the EU beyond its borders. The first European Centres were established in the United States and Canada in 1998. Since then the initiative has expanded and there are now over 30 Centres across the world, USA, Canada, Korea, Japan, Russia, India, Singapore, Taiwan, China, New Zealand and Australia. The Centres are funded partly by the European Commission and partly by the host institution. Funding of the Centres varies depending on the region. In the US, the Centres are funded "degressively" to encourage sustainability; in Australia, the Centres have received increasingly large grants. While the name differs across the regions, the objectives remain the same, namely:

- to promote a better understanding of EU institutions, policies and stances on global challenges, economic, social, environmental and political integration processes;
- to help raise awareness and understanding of EU affairs and to encourage reflection and discussion on the EU’s relations with these countries and key areas of current common interest to support EU international policy objectives;
- to exert a positive influence on the way individuals and public and private organisations in partner countries perceive the EU and to encourage their greater involvement with the EU to support EU international policy objectives.¹

The most recent evaluation of the EU Centre initiative in 2010-11 stressed the importance of the networking component between the Centres/Institutes/Academic programmes in the different countries and regions.

In 2001, to mark the centenary of Federation, the European Commission and the Australian National University (ANU) embarked on a pilot project to establish the National Europe Centre (NEC) at the ANU. This project was evaluated at the end of its three year program and as a result a call for proposals was initiated in 2005 which resulted in three Centres in Australia being funded at Monash University, La Trobe University and the ANU. In 2009 a further call for proposals resulted in the Centres at ANU and Monash being renewed and a third Centre being established at RMIT. The EU Centre at La Trobe University was not renewed.

In the 2009 proposal, the NEC at the ANU was remodelled to bring together the four colleges of Arts and Social Sciences, Law, Business and Economics, and Asia and the Pacific into partnership. The rationale for this shift was to create a more integrated and multidisciplinary structure.

The ANUCES Review Terms of Reference relate specifically to its establishment and functionality within the ANU. Our submission cannot comment on whether the ANUCES is fulfilling its requirements for the ANU. We can however comment on whether the ANUCES is fulfilling its objectives as set out in the Call for Proposals and as listed above.

The ANUCES is uniquely positioned both in terms of being within the ANU, which is recognised internationally as Australia’s leading research University with a longstanding track

record of excellence in research in European studies and in its location in the National Capital, which makes it immediately accessible to the European Union Delegation, the embassies of the member and accession states and the Australian Government and its agencies. It is therefore ideally positioned to undertake all of the objectives. Over the past ten years the NEC/ANUCES has grown into an established part of the fabric that makes up the EU-Australia relationship. The range of projects that they now undertake far exceeds what was reported in 2004 at the end of the first three year pilot project\(^2\).

That the ANUCES has played a large part in the promotion of a "better understanding of EU institutions, policies and stances on global challenges, economic, social, environmental and political integration processes" is shown through:

- the increased number of students taking up EU studies,
- the increased number of research papers on a vast array of topics all with a European theme; and
- the increased number of international fellows who come to the Centre to further their studies on various EU subjects and who contribute to the seminars, workshops and conference.

The integration of the ANUCES within the four colleges has greatly enhanced the input and output of academics from across the University campus. The rotation of the deputy director from one of the four colleges has given a targeted approach to each year's work resulting in a more strategic output.

The coordination role of the two other Centres in Australia and the New Zealand centre played by the ANUCES has been managed with skill and diplomacy and the number of coordinated projects within the network has increased greatly over the last two years. This networking of activities has raised the profile of European Studies in all the Centres and allowed increased mobility of students and researchers and greater opportunities for them to connect outside their home institution.

Projects such as the Graduate Summer School bring students from all over the region thus promoting European Studies and increasing the interest across the university. The Summer school for high school teachers brings Europe into the classroom and not only stimulates the students to think about European Studies as part of their future tertiary education, but educates the educators who take this new knowledge and apply it as part of the school curriculum across many different subjects.

While the ANUCES programme of activities includes, *inter alia* the production of a number of study papers, organisation of regular seminar series on EU focussed topics, conferences and the execution of a vibrant Fellowship program, it is now positioning itself to be THE European Centre for Excellence in Australia. The centre is being sought after to prepare papers which will inform government policy on a wide range of issues, such as mobility of students, international and European law, environment and climate change and the institutions and functioning of the EU itself. The Centre has also developed a national media profile through its "Conversations" project in conjunction with the EU Delegation which will stand it in good stead for future projects.

\(^2\) See National Europe Centre 2002-2003 Annual Report
However, the success of the ANUCES depends very much on its being situated within the best administrative environment which will provide support – both budgetary and intellectually – to enable the centre to run activities that will generate income to support their sustainability. The terms of the EU Grant Agreement are limited in many ways – overheads are capped at 7%; there is no supplement for currency fluctuation (which in today's terms has meant that the EU Grant to the Europe Centre has effectively dropped by 35%); and there is no allowance for the Centres to be able to "profit" from their activities in order to ensure their sustainability.

The European Union plans to continue the funding of Europe Centres worldwide as a major part of its public diplomacy platform.
MEMO

SUBJECT  ANUCES Review

TO    Review Committee, ANUCES

FROM  John Ravenhill
       Head, School of Politics and International Relations, Research School of Social Sciences
       T 5-2135

DATE  4 October 2012

Since taking over as Director of ANUCES, Professor Jacqueline Lo has done a superb job in raising the Centre's profile on campus, in policy circles and in the diplomatic community in Canberra, and internationally, not least with its major sponsor, the European Union. Arguably for the first time since the Centre was established, thanks to Professor Lo’s initiatives, it is realizing its true potential as a focal point for the study of Europe at ANU and as a vehicle for linking ANU researchers with the policy community in Canberra, in Australia, and internationally.

Europe is a major partner for the University—as a source of research funding, as a location in which our students study abroad, and as the home of a large number of academics with whom ANU staff conduct collaborative research. A well-functioning CES is vital to the ANU’s maintenance and development of these linkages.

SPIR has an excellent working relationship with ANUCES. Several of our academic staff and PhD students have been members of projects affiliated with the Centre. A number of others are Centre associates who have played roles in Centre events. SPIR academics currently supervise (without any financial reward) PhD students in the Centre. In the past three months, members of our staff have organized two major international workshops in conjunction with the Centre.

Dr Ben Wellings, a former Deputy Head of SPIR and currently Convenor of European Studies at ANU, works closely with the Centre in coordinating coursework offerings in European Studies at the undergraduate and Master’s levels (the Bachelor of European Studies is offered through SPIR). The Australian National Internships Program, which is also part of SPIR, is currently working with Professor Lo to add a European dimension to its offerings. Both the CES and SPIR are providing training for DFAT—with potential synergies in combining our efforts in the future.

In short, the strong relationships that Professor Lo has built with individuals in SPIR and with the various administrative units within the School have been a significant part of the Centre’s activities in the past two years.

We believe, however, that the capacity of the Centre to further lift its profile in public policy generally and to broaden its teaching offerings, particularly at the postgraduate level, in European studies would be enhanced by the Centre’s being located, for administrative purposes, within the School of Politics and International Relations. The significant contributions we make to the Centre’s educational activities could easily be expanded should the Centre become part of the School.

Although the CES undoubtedly will continue to play an important role in the promotion of the study of European languages, cultures and history at ANU, and in facilitating linkages between students and academics in these fields and universities outside Australia, particularly in Europe, the principal growth opportunities for the CES lie in the areas of politics and public policy. These are the areas on which the European Union wants such centres to concentrate—and it is likely that the EU will remain the single largest external contributor to the Centre’s funding. Moreover, a key future role for the Centre will be to make a significant contribution to the objective stated in ANU by 2020 that “ANU will be recognised as a leading contributor to public policy formulation and debate, addressing the major issues confronted by...
government, business and society.” This potential contribution that the Centre can make to the public policy debate points to the desirability of having the CES deeply integrated with the School of Politics and International Relations, given its substantial expertise in this area.

SPIR would welcome the opportunity to participate fully in the future expansion of CES. We would provide the Centre with the budgetary transparency that it currently lacks. We realize that if the Centre were to be relocated to SPIR then we would take on some potential financial liabilities. We are confident, however, that the outstanding record that the Centre has had under the leadership of Professor Lo will lead to its funding from the EU being renewed, and that it will be very well-placed to diversify its sources of external funding in the future.
2 October 2012

Ms Jane Coultas
jane.coultas@anu.edu.au

Dear Ms Coultas

I refer to the Professor Toni Makkai’s invitation of 21 September to make a submission to the review panel of the ANU Centre for European Studies. On behalf of the Department of Foreign Affairs and Trade, I would like to offer the following comments.

DFAT has valued its relationship with the ANUCES over several years. ANUCES events and activities have had an influence beyond the academic community, and have helped to inform Australian policy towards the EU and Europe more broadly. We have particularly valued ANUCES’s involvement in programs for major visits, including the 2011 visits by EC President Barroso and European Parliament delegations.

ANUCES works very effectively with the EU Delegation and Member State missions in presenting a contemporary picture of Europe to the public. A case in point is the Australia and Europe in Conversation series organised with ABC’s Radio National.

ANUCES is able to draw on an impressive network of specialists and practitioners in its teaching activities on Europe-related topics. From a DFAT perspective, ANUCES’s activities in the international relations area are the most directly relevant and we would therefore support changes to governance, ie where the ANUCES is situated in the University’s colleges and schools that strengthen this aspect of the ANUCES’s work.

We were impressed by ANUCES’s bid to deliver a DFAT training course for APS employees dealing with Europe, as part of a competitive Request for Offer process involving several other institutions. DFAT will shortly commence contract negotiations with the ANUCES for the delivery of this training course.

Yours sincerely

Peter Doyle
Assistant Secretary
EU and West Europe Branch
Dear Toni,

Thank you for inviting me to share with you some of my impressions of ANU's Centre for European Studies (ANUCES).

I have had several interactions with the Centre for over some years in different roles. To start with the recent ones: the Group of Eight is very happy with the collaboration with ANUCES. The joint event with the Vice President of DAAD, Prof Joybrato Mukherjee, was a huge success. The discussions were so intense and informative that it was difficult to get Prof Mukherjee out in time not to miss his flight. Also, ANUCES organised a seminar with one of our stagieres. Ellen Fröhlich from FU Berlin gave a talk about her university, the German research system and funding opportunities for joint projects. At least two new joint research projects were conceived during this event which are presently being developed and will be ready for submission in early 2013. These two recent events proved to be very useful for the Group of Eight and the collaboration with ANUCES is highly appreciated.

In a different context, I have had the opportunity to contribute to specific research workshops on European funding opportunities, notably in the John Curtin School of Medical Research and CASS. These initiatives hoped to stimulate international research collaboration between ANU researchers and their international counterparts. I believe these research workshops and the collaboration they germinate widen the scope of ongoing research at ANU’s institutions, and offer unique opportunities to ANU as a whole. ANU has an important asset in ANUCES as an interdisciplinary platform and it is widely regarded as an excellent example of how a university can use such a Centre to position the whole university as an outward-looking, collaborative and well-connected institution.

The European Commission offers Fellowship opportunities in selected universities in the US, Europe and Asia to senior Commission staff with outstanding project proposals in a broad range of European and/or international issues. In 2010 the ANU was invited to join this elite group of universities which include Yale, Harvard, Oxford, the National University of Singapore and the European University Institute in Florence. The ANU Centre for European Studies is now welcoming the first EU Fellow to the Oceania region. This is yet another recognition of the Centre’s quality and activity, I see it as an important indicator for further collaboration between the ANU and EU institutions, which in itself
reflects the University's efforts to engage more closely with public policy institutes and achieve greater 'policy impact'.

The series of events organised by the AUNCES as part of the 50 years of EU-Australia relations is another example of how to organise scientific outreach. Based on the excellent networks that Prof Lo has established and cultivated, this series of events showcases the ANU as a focal point for interaction and political debate; it also positions the ANU – and Australia more generally - in a very positive light with the participating Ambassadors and their respective countries. This constitutes an important aspect for the international work of the Group of Eight.

The experiences I have had with the ANUCES in previous functions were similarly positive. Presenting COST as a means to develop international research collaboration led to a lot of new initiatives and involvement of ANU researchers in global networks. Based on this experience, I would go so far as to say that the ANUCES has had the most visible impact on fostering collaboration with Europe throughout Australia.

The unique environment in which the Centre operates is, from my point of view, key to its success. Its enthusiastic leadership team enables the Centre to stimulate academic discussions of the highest calibre, which is combined with efficient outreach activities which lead to new opportunities in international collaboration. The ANUCES is ideally positioned to become ANU’s display window to Europe, provided the support continues. With potential to develop even more activities, given the expertise of the persons involved, the ANUCES could become the Nation’s Centre of Excellence in European studies – provided there is an increase in staff numbers to support such a project. Based on my knowledge of past iterations of the Centre, thought should also be given to how a higher degree of staff continuity could be achieved.

In short, the Group of Eight sees in the ANUCES a valuable asset to facilitate difficult interdisciplinary, international research collaboration. The strategic outlook developed through the manifold activities of the Centre is very useful to the development of strategies for the HE sector in Australia. To fully exploit the potential of the Centre it seems reasonable to strengthen staff numbers and ensure continuity. The Centre for European Studies is a globally visible landmark for ANU.

Please do not hesitate to contact me for further questions or aspects not covered in this submission.

Yours sincerely,

Dr Martin Grabert
Director, International & Business Relations
NOTE TO FILE:

Phone submission by H.E. Maija Lähteenmäki, Ambassador, Embassy of Finland
Wednesday 26 September 2012 at 3pm.

The Ambassador stated that the ANU Centre for European Studies and the Embassy had strong working relations, and had worked together on many projects.

Currently, they were working together to run an invitation only Roundtable with a leading Finnish Education expert, Dr Pasi Sahlberg, on Thursday 27 September, as well as a Public Lecture by Dr Sahlberg on the same day. The Ambassador mentioned that she had found the Centre very accommodating in their treatment of the Embassy and their invited experts. She looked forward to continuing this working relationship between the Centre and the Embassy.

The Ambassador also mentioned that she enjoyed working with Professor Jacqueline Lo as the Director of the Centre, and had always found her easy and pleasant to work with and professional. She considered that Professor Lo had enabled and inspired the good working relationship that the Embassy and the Centre enjoyed.

Jane Coultas.
27/9/12
01.10.2012

Distinguished Chair,
Distinguished Members of the Review Panel,

On the occasion of the reviewing process of the ANU Centre for European Studies, in my capacity as Deputy Head of Mission of the Embassy of Romania, one of the 27 Member States of the EU and as a CES Visiting Fellow for the current semester, I have the honour and the privilege to express my appreciation for the excellent activity exercised by the Centre for European Studies (CES) in Canberra.

Due to the specialized area of expertise and competences, the CES is an important component of the ANU College of Arts and Social Sciences. In the context of a global world with an acute need of knowledge, innovation and communication, based on research and correct information, the CES offers valuable support in understanding Europe generally and the European Union specifically, as the unique organization it is, and as an effective presence in the Asia Pacific region.

The Centre has an important role in creating synergies, and the team is making tremendous efforts in this regard, developing creatively to implement the right projects, to involve the right guest speakers, and to find the easiest way to promote the interdisciplinary dialogue. Building long-term programs gradually and steadily, whilst increasing and maintaining a continuous high level of interest for the different activities organised, are difficult tasks, and the results are quite remarkable.

Moreover, the CES is offering students and scholars from ANU and worldwide, with openness and professionalism, the occasion to express their positions, thoughts or researches, encouraging the enhancement of their work. For all academic level specialists, as well for any interested members of the public, the occasion to get direct and valuable information relating to a large spectrum of relevant subjects is truly fulfilling CES’ educational role focused on European Studies.

The excellent cooperation and the support the EU Delegation and the EU Member States found with the CES is also something that must be acknowledged, with the 2012 “Conversations” as one of the best examples of successful initiatives the diplomatic corps really enjoyed, learned from and gave their best to.

I am confident that this relationship will continue to flourish, as the diplomatic community, and especially the European countries’ missions, will continue provide their support.

I would like to take this opportunity to thank you for having provided us with an opportunity to demonstrate our appreciation of the ANU Centre for European Studies, and look forward to our continued collaboration.

Yours sincerely,

Cristina Stuparu
Dear Prof. Makkai,

With pleasure I would like to submit some comments concerning the review of ANUCES. I am not in a position to comment on all the aspects of the functioning of ANUCES as stated in the Terms of Reference but hopefully my comments can contribute to this review.

1. With regard to the positioning of ANUCES I would like to mention that this Embassy has had some very positive experiences with ANUCES in this regard. In the past year two high-level research missions have visited Australia from the Dutch Scientific Council for Government Policy, a thinktank reporting directly to the Dutch Prime Minister. The reports produced by this thinktank for the government have to be discussed in Parliament as well. The first mission focused on the effects of immigration on the welfare system in the long run (what are Australia’s views and how can The Netherlands use that for its own migration policy). The second mission focused on Australia’s economy and in particular how productivity plays a role in that (as opposed to many other countries). In both cases the Embassy organized a programme for the researchers with various officials in various departments, very useful. However, we also asked ANUCES for assistance by organizing a roundtable with (ANU-)experts on various related topics in order to have a discussion about, instead of with, Australia’s government. This turned out very productive. One of the reasons for that was the role ANUCES played in that respect by bringing people together from different disciplines, therefore creating synergy and promoting interdisciplinary dialogue. In how far this also has contributed to generating collaborative research projects at home and abroad I cannot say. Also I realize that I cannot fully judge the quality of the impact of the ANUCES-contribution since I do not have comparisons but for these specific activities they were highly useful and would have been very difficult to organize them ourselves.

2. Although it is only now and then possible for me to attend activities of the ANUCES I find them normally very useful and interesting. They are always focused on the Australian-EU relationships which are very important in understanding Australia by outsiders. Those activities do not always generate the number of spectators I would expect, but for instance on the Australia-Europe conversations these numbers are very high. So on the enabling side I would certainly think that ANUCES is very effective, on the promotion side I know by my own experience that sometimes it is difficult to generate the numbers you aim for.

3. No comments.

4. In my opinion the international linkages of ANUCES are very effective considering that all EU Member States present in Canberra are very well acquainted with the centre and its staff. Also I am well aware of the fact that there are often international scholars doing research at ANUCES (including some Dutch scholars).

5. No comments.

In general, the Dutch Embassy is glad with this institution so nearby since it is for us a very effective way in accessing Australia. The Centre is capable and willing to assist in organizing interdisciplinary meetings on all sorts of subjects, in return we try to bring in some specific inside knowledge from one of the EU-Member States. This in itself is probably very useful for the centre (and therefore for ANU) as a way of acquiring very specific knowledge.

I am of course available to answer any additional question.

Kind regards,

Nico Schermers
Deputy Head of Mission
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Thank you for the invitation to provide input into the ANU Center for European Studies review and I hope the following comments are helpful.

Let me begin by offering a historical perspective based upon my decade as Director of the New Zealand EU Centres Network and someone who has been actively engaged with the ANU Center since it was originally launched. The ANUCES has been transformed over the last two years and now is once again regarded as one of the leading EUCs within the Asia-Pacific region. The personnel changes and new academic focus that have been introduced has created a dynamic environment and the Center is well placed to benefit from further institutional developments.

Operating a successful EU Center under current circumstances is a significant challenge: the effective loss of 35% income due to the decline of the € exchange rate and yet the contractual obligation to still deliver a 100% of the grant’s activities presents both financial and administrative difficulties. That the ANUCES has thrived and grown during this period is impressive. Given that the current grant has less than two years to run it would be timely to introduce new initiatives to secure continued support. In this regard any review of the ANUCES should balance internal ANU agendas around viability with how the EU’s own agenda is changing and its view of the role of EUCs in general.

The EU is sensitive to the level of institutional support given to EUCs and the extent to which they are embedded within an institution. The actual configuration of the institutional architecture is less important than an assurance that an EUC has sustainability were the level of EU funding support to decline. Any review should look to maximising how the ANUCES can benefit from associated disciplines at the ANU, link with staff with broader European interests and develop a wider network of scholars and base for attracting students. In my experience, the more successful strategy is to align EUC activities directly within a Social Sciences framework and to avoid becoming too associated with a Humanities Language and Cultures identity.

A clearer Social Sciences perspective will help meet the increasingly overt EU public diplomacy agenda of addressing the economic, social and political challenges that the EU currently faces. EUCs will need to ensure that their local agendas also address these central EU concerns as well. Funding is likely to become even more closely tied to relevance. As such, this emphasis would match well the ANU’s wider national objective of providing a leading policy role.

The EUC global initiative continues to encourage synergies and collaboration and the ANUCES has effectively extended its international partnerships over the last two years. The Center has played an effective and often leading role in constructing an Australasian network of European Studies and is one of the most active participants in the wider Asia-Pacific EU studies framework. Any review should acknowledge this contribution as well as further assist in generating meaningful collaborations. In particular, initiatives such as the exchange of students, common workshops and conferences that have begun over the last two years should become a normal part of ANUCES activities and be supported by the university.

Lastly, the value of ANUCES is that it combines linkages with both Europe and with the Asia-Pacific through the network of similar EUCs that operate in our region: in Japan, Korea, China, Singapore, SE Asia, North America. These linkages provide important partnerships that have obvious resonance and direct importance for the ANU’s wider strategic interests.

To conclude, while the ANUCES is in the most robust state it has ever enjoyed in its decade since being launched, the review offers an opportunity to more clearly align its activities and structure to the objectives of both external and internal stakeholders. The current leadership possess the vision and ability to utilise these opportunities to progress towards effective sustainability and the ANUCES is well-placed to make a successful application for continued EU funding in 2014.

Professor Martin Holland
Director, EUCN, New Zealand
Review on ANU Centre for European Studies (ANUCES)
Dr Yeo Lay Hwee (Director, EU Centre in Singapore)

Over the past few years, the ANUCES has put in place a series of interesting outreach activities, and has managed to attract a regular stream of post-docs and visiting researchers to the Centre, adding to its repertoire of activities and creating a hub for networking amongst scholars interested in EU and European affairs. It has also participated actively in various networking meetings organised by other EU Centres or Institutes in the Asia-Pacific.

However, how much more the Centre could achieve and the sustainability of the Centre is somewhat constrained by its current structure as an administrative centre within the College of Arts and Social Sciences. This constraint is something that is felt by the EU Centre in Singapore, which is also set up as a stand-alone administrative centre serving two universities, the National University of Singapore and Nanyang Technological University.

The EU Centres / Institutes initiative in the Asia-Pacific funded by the European Union under its Industrialised Country Instruments (ICI) is supposedly part of the broader public diplomacy strategy of the EU. To be effective and have impact on what the European Union expects of the EU Centres in which they co-fund (usually in the range of 50-75%), a new approach may need to be considered.

Before 2011-12, all the EU Centres and Institutes are located within universities or institutes of higher learning, and hence they are expected to produce outcomes in the area of education and outreach to help improve visibility of the EU and increase awareness of the EU's policies.

In the area of education, the emphasis is put on developing and growing EU studies, increasing number of students interested in EU modules, encouraging academic and students’ exchanges, and developing more research on EU policies and related issues. In the area of outreach, the EU Centres / Institutes are expected to reach out beyond its own community of academics, researchers and students to the broader public through a variety of activities from public lectures to training workshops and briefings for specific groups of people such as government officials, business leaders. EU Centres and Institutes are also expected to help disseminate information about the EU through newsletters, policy studies and survey, etc, and provide a platform for officials and experts from the EU institutions and EU member states to speak and engage the broader public.

For better synergy and better outcome, ideally the EU Centre / Institute should be located within universities/schools that already have a fairly strong and robust European Studies programme that offer contemporary EU modules, and be primarily overseen by existing faculty from the programme to bring objectives and interest of both the EU and the host University in line. The Centre should be an
integral part of the School or Faculty and not set up as a stand-alone administrative centre. In the case of ANUCES, it is perhaps better for it to be located within the School of Politics and International Relations in the Research School of Social Sciences since students interested in EU studies would tend to approach the EU through economics, politics, international relations rather than the arts & humanities. This is especially when the EU’s objective is to raise awareness of the EU and its policies and not really the broader view of European Studies which encompasses the study of language, literature, history (going back to medieval ages) and philosophy.

Also of the existing EU studies and research network in Europe and America, many are focused on policy issues related to security, external relations and diplomacy, trade and finance, social welfare and protection, migration and integration, political identity, and political, legal, sociological and economic theories.

In the area of outreach, it is perhaps unrealistic to expect the ANUCES to effectively engage the “broader public” because of its location. The focus should instead be on the policy makers and politicians and also perhaps a more concerted effort to reach out to the media. This I believed the current ANUCES management has recognised and building up a series of events targeted more at this segment of the “public”. More background and policy briefs can be used as tools to inform and engage the policy makers and politicians.

In conclusion, the ANUCES has done a great job within the constraints it faced. However, moving forward if it wants to contribute to the strengthening and growth of education and research on the EU in Australia, its existing location within the Research School of Humanities and the Arts may not be ideal. It would also need to adapt its strategy to work more with the various government agencies in Canberra so as to “multiply its impact” and gain access to other sources of funding in order to ensure sustainability in the long run. It will also have to develop more and stronger ties with Brussels-based policy think tanks and find synergies to work together in engaging policy makers and politicians.
5 October 2012

Professor Toni Makkai
Dean, College of Arts and Social Sciences
Australian National University
Canberra.

Dear Professor Makkai

I am writing in my capacity as Director of the European Union Centre at RMIT in response to your request for a submission in relation to the review of the ANU Centre for European Studies. I work with the ANU Centre as part of the network of four Centres part-funded by the European Union in Australia and New Zealand.

In the first place, let me comment generally on the very positive leadership offered by ANUCES for the network, and the very generous spirit of collegiality offered by its Director. This has provided a strong foundation for the development of a constructive working relationship between our two Centres.

In relation to your terms of reference, let me offer the following remarks:

1. In the last 18 months, I think that the ANUCES has made a very helpful contribution to creating synergies and promoting interdisciplinary dialogue. The question of sustainability is beyond my knowledge. However, the development of effective partnerships both within ANU, with the other Centres, and with key policy agencies has been a real strength of its contribution. These partnerships have led directly to enhanced research activity, and have supported indirectly the engagement of other researchers on European Union issues.
2. ANUCES has played a prominent role in conducting workshops and related opportunities for professional development and other public education activities, complementing their educational program within ANU (on which others are better placed than me to respond).
3. This is for others to address.
4. ANUCES has a very effective network of international linkages amongst academics, and also key policy and diplomatic personnel in the European Union institutions and agencies, and also national governments and the non-government sector. These appear to have been very effective in promoting improved scholarship within the Centre, and in building new opportunities for research partnerships.
5. For others to comment.

I trust that these comments are useful.

Yours sincerely

[Signature]
Professor Bruce Wilson
Director
Dear Professor Makkai,

I write to strongly support the ANU Centre for European Studies.

The Monash European and EU Centre and the ANUCES have been collaborating for many years now in a whole range of projects. The ANUCES is one of our key partners in our current grant with the European Union.

The coordination between our two centres, and the other EU centres in Australia and New Zealand, has worked extremely well in promoting and enabling activities in European and European Union Studies. The organizational structure of the ANUCES seems particularly well suited to encourage different disciplines at ANU to participate in the Centre’s activities and to ensure its sustainability.

Some of our PhD, Master students and academics have also been fellows at the ANUCES and have reported back very favourably on their experience. Likewise we had the pleasure of hosting professors from the ANUCES at our Centre, who have participated in the Centre’s research and teaching activities. The lectures they gave and the publications that resulted from their research at the Centre were of a very high level indeed.

We have organized a joint summer school this year and have already advertised the next one for 2013. In addition, all four EU Centres in Oceania are currently organizing a multidisciplinary conference which will be held at the ANUCES in 2013. The collaboration has worked very smoothly and I trust that this conference will highlight the excellence of all research projects from our four EU Centres in several disciplines.

Sincerely yours,

Pascaline Winand

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Professor and Director, Monash European and EU Centre (MEEUC)
Jean Monnet Chair in European Integration and International Relations
Postal address: PO Box 197, Caulfield East VIC 3145, Australia
Office location: Room H5.25, Building H, 900 Dandenong Rd, Caulfield East, Melbourne, Australia
Tel: +61 3 990 34633
Fax: +61 3 990 34686

The Monash European and EU Centre is funded through a grant from the European Union and Monash University.
Dear Madam, Dear Sir,

I wish to submit the following statement to the Panel undertaking the review of the Centre for European Studies at the Australian National University. I was a Visiting Fellow from mid-July to mid-August 2012. This award enabled me to come to Canberra to undertake research at the Centre. Although only in Canberra for five weeks, my time spent at the Centre was extremely productive. I wish to emphasise the role the Centre and the staff attached to it played in making the visit so worthwhile. The general environment – my office, computer and access to learning resources (notably the library) at the ANU – helped enormously. More than that, however, the Centre functions in such a way that wider engagement is facilitated massively. Academics and students associated with the Centre meet weekly in an informal way, an event often followed by a seminar. This helps create a real sense of community within a group of potentially quite disparate academics, students and visitors.

With the support of the Centre staff and their contacts, I was able to engage fully in the activities of the wider community, not just across the ANU but also with people connected with Embassies, governments etc. I thus gave an internal seminar at the Centre, co-hosted a Chatham-House-Rules policy Roundtable related to my research, met with staff and postgraduates in the Crawford School, attended seminars across the university and participated in an international conference, hosted at the Centre and organised by Professor Kim Rubenstein. Also, I and my colleague in the Crawford School, Dr Adrian Kay, with whom I am undertaking the research, met with the Brazilian Ambassador to discuss biofuels policies – the theme of our work together during my visit. I hope that by my activities and engagement I was able to give something to the ANU, as well as receiving so much.
All of these opportunities arose because of the position the Centre has within the ANU, cross-cutting four Colleges, and with staff who are so well-embedded in the University’s wider academic community. My own brief but extremely rich experience is that it is a vibrant community that promotes extremely effectively cross-cutting multidisciplinary and interdisciplinary research. I would say that it delivers international connectivity extremely well – not just through, for example, the Visiting Fellow scheme per se, but also because it provides a meeting place for people from different countries to meet. So, for example, as well as coming and working on my own research programme with a colleague from the ANU, I also met and am now collaborating with two other Visiting Fellows from different EU countries. The Centre is also an intellectual hub for EU-related educational activities. As well as seminars and other activities given my members and visitors connected directly, it hosts other academics from across the ANU and welcomes visitors from the international community by virtue of its location in Canberra. I cannot comment on the organisational structure from the perspective of the ANU, but as a visitor I found the way it fitted into the ANUs wider structures excellent, facilitating wider engagement with the ANUs community of scholars.

Yours faithfully,

Rob Ackrill
Professor of European Economics and Policy
Jean Monnet Chair in European Economic Studies
Submission for ANU Centre for European Studies Review
(Friday 12 October 2012)

Dr John Leslie
Political Science and International Programme
Victoria University of Wellington

Over the past two years I have been associated with the ANU CES in several capacities. On several occasions the Centre has hosted me as a visiting researcher, most recently for the period from January through March 2012 as a part of my research and study leave. The (‘Australasian’) regional structure of ‘EU Centre’ grants creates an organizational link with the New Zealand European Union Centres Network (EUCN) that I operate within as a member of the EUCN Executive Board. Finally, I helped to construct and operate the Erasmus Mundus-funded European Union – Oceania Social Science Inter-regional Consortium (EUOSSIC) in which ANU CES and Victoria University of Wellington (VUW) are partners. These relations provided experiences from which I will draw observations about the Centre’s:

- ability to ensure continuing excellence in creating synergies, promoting interdisciplinary dialogue and generating collaborative research projects at home and abroad
- role in promoting and enabling educational activities focused on European Studies
- place within the ANU’s organizational structure
- capacity to maintain effective international linkages

CES has played an invaluable role in progressing my existing research agenda and in developing new linkages with other researchers and stakeholders. For the past two years I have engaged in a successful collaboration with Dr Annmarie Elijah, who is housed by the Centre as a researcher. Our research compares processes of economic integration in the trans-Tasman and European ‘single markets’. While it is beneficial for our research that one of us is located in each capital, it is also necessary for us to meet and work together regularly. The Centre has provided me with excellent facilities and an incredibly supportive atmosphere regardless of whether I am in Canberra for three days or three months. It is also through activities at the Centre—some of which Dr Elijah and I organized and some of which others organized—that our work has become linked to projects at other institutions and in other disciplines. It is also through events at the Center that our work has attracted attention from policy makers. For example, we presented our work at the Centre on 20 March 2012 to an audience that included members of the Australian Productivity Commission. This resulted in an invitation to present our work to the NZ Productivity Commission in Wellington on 27 March and an invitation to place a postgraduate student on the Productivity Commissions’ team producing a report for the two Prime Ministers scoping potential for enhanced integration between the two countries’ economies.
Our work is cited in the PCs’ preliminary report and may have shaped the way the PCs think about the trans-Tasman Single Economic Market in relation to the Single European Market. At another event hosted by the Center we had the opportunity to bring our research to the attention of DFAT and NZ’s MFAT. This resulted in invitations to present our work at two events hosted by these ministries. First, Dr Elijah presented our work to ministers and senior officials at the CER-ASEAN Integration Partnership Forum in Manila on 19 May 2012. The NZ ambassador to the EU invited me to present our work to a select audience of European Commission, Council and parliament officials at the NZ Mission in Brussels on 13 June 2012. These are two examples among a larger number.

ANU CES plays an important regional role in promoting and enabling educational activities focused on European Studies. As a member of the EUCN Board I have recruited secondary school teachers to participate in the Centre’s summer school programme for teachers of European Studies. A trip to Canberra and an association with the ANU’s prestige can be a powerful recruitment device. The quality of the Centre’s programme, in turn, increases the likelihood that these secondary school teachers will then deliver quality European Studies programmes to their students. Reversing roles, the ANU has been active in recruiting and promoting postgraduates to attend the EUCN’s Postgraduate Weekend School on European Studies held in Kaikoura, NZ. A very effective relationship of collaboration has evolved between the EUCN and ANU CES in promotion of these and other programmes, such as the EUOSSIC researcher mobility consortium. This collaborative relationship has produced a tightly linked, trans-Tasman community of EU researchers and scholars. The ANU Centre serves, formally and effectively, as the hub that binds the NZ EUCN to the other Australian EU Centres at Monash and RMIT. Another example of this role is a joint conference of the four EU Centres planned for 2013 in Canberra.

From the perspective of a visiting scholar with a social science research agenda, the organizational structure of the CES seems odd. The rotation of the Deputy Director’s position between different schools seems likely to undermine continuity and stability. It takes an individual time to become effective in the Deputy Director role. Under the present structure, a Dep Dir is replaced shortly after she has mastered the role. This limits the effectiveness of the Dep Dir in relieving the Director and Administrator of many of the tasks and responsibilities that fall to them as a result of their institutional memory. A second problem comes from selection of Deputy Directors from the various schools within CASS, some of which may have only indirect experience with the issues and programmes that occupy the overwhelming majority of Centre energies. The social sciences and law stand at heart of CES’ mission. Much of the Centre’s funding comes from the EU, which is interested in promoting research teaching and outreach on the European Union. The Center would be better served by a permanent organizational attachment to the Social Sciences and a permanent Deputy Director position.

Despite these organizational disadvantages the Centre does an admirable job maintaining international linkages. This is, in great measure, a contribution of the Director. The many organizational and social responsibilities as well as travel
obligations that accompany this role are demanding and exact a price on a research agenda and private life. As a longer-term visitor to the Centre I was impressed by the Director’s and Administrator’s stamina with regard to maintaining these linkages. Despite these demands, the staff seemed intent and effective in building out the Centre’s linkages. I was very impressed by their ability to house and manage the many PhDs and Post Docs who arrived with the EUOSIC mobility consortium. The Centre actively and successfully integrated several in-coming EU scholars while I was there. In fact, these scholars became central to the life of the Centre. These types of linkages endure for the long term. Helping young scholars establish their careers is an act that is not forgotten. By putting in a good deal of hard work in making this and other programmes work, the Centre has built relations with EU scholars into the next generation.

Thank you for taking the time to consider this submission. If I can be of further assistance, please do not hesitate to contact me.

Dr John Leslie
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2 October 2012

Professor Toni Makkai
Dean, College of Arts & Social Sciences
Australian National University

Dear Professor Makkai,

Submission to review of the ANU Centre for European Studies

I am an Associate Professor of Russian Politics at the University of New South Wales. I am an alumnus of the Australian National University, having completed a Bachelor of Arts with Honours in Russian and Political Science in 1972 and a Doctor of Philosophy in Soviet Politics in 1977. I am also a Visiting Fellow at the ANU Centre for European Studies.

I am making this submission to the review of ANUCES in order to applaud the formation in the centre in recent times of a small focus of expertise and research into Russian and East European politics. It has always been a matter of great disappointment to me that what was once an exceptionally strong focus on Russian/Soviet studies at the ANU dissipated, and it is heartening to see some small reversal of that.

In recent times two talented and experienced specialists in Russian and East European politics have retired from the Australian public service and taken up adjunct positions within ANUCES. Both, Dr John Besemeris and Mr Kyle Wilson, are alumni of the ANU. Both have been exceptionally energetic in continuing their research into Russian and East European politics, and in creating and strengthening links between the academic and government/policy communities, both in Australia and abroad.

I am confident that both will begin to make contributions to the academic literature in the near future, and Mr Wilson and I are certainly planning joint publications. Ms Elizabeth Buchanan is a PhD student working within ANUCES on a purely Russian topic, with whose supervision I am pleased to be involved. I believe that there is potential for more PhD enrollments in the field (particularly given the small but encouraging revival in Russian language teaching at the ANU).

The ANU is well placed to take from government knowledge and expertise on what is still a strategically important part of the world for
Australia, and in turn provide its own knowledge and expertise, as well as trained graduates. Upon retirement from UNSW - something I see as being not too far off - I would seriously consider strengthening my ties with ANUCES. With that in mind, I congratulate ANUCES for the welcome it has provided to my colleagues and indeed to myself, and I encourage the university to continue to support the centre in its endeavours.

Specifically addressing the terms of reference of the review, as an outsider to the ANU I will leave aside points 3 and 5. Regarding the other points, I believe that the account I have given above of the activities of ANUCES in the area of Russian and East European studies shows the positive contribution the centre has made under 1 and 4 (Dr Besemeres and Mr Wilson have excellent connections with academics and non-academics in a range of disciplinary areas at home and abroad) and 2 (through PhD supervision).

Best regards,

Stephen Fortescue
Christina Petterson, postdoctoral research fellow at Humboldt University, Berlin and visiting fellow at ANUCES 2012/13

I was put in contact with CES just after Professor Jacqueline Lo took up the position, by Lars Jensen, who had marked my thesis and thought my work in Postcolonialism would interest Professor Lo. As a result of this, I have visited CES twice. One month (August) in 2011 and three weeks (July) in 2012. During both visits I have been very impressed by the range and quality of seminars and papers presented as well as the attendance. Especially the Conversation series draws quite a crowd. In my opinion, this high quality is due to two things: 1. The careful selection of the best candidates for the visiting fellowships and presenters, and 2. The principle that all visitors present their research, thus ensuring that everyone shares their expertise. Through an extensive and targeted PR campaign around the university and the centre's networks, the centre provides the best possible audience for the presentations. I have attended seminars on bio-fuels, anti-smoking legislation, cloth trade, the place of cultural policy in the EU, and a fascinating 2 day workshop on democracy in Asia and Eastern Europe. While these topics do not intersect with my own research (18th century German Protestantism), I still benefit enormously from them, precisely because they introduce me to a wide range of relevant and current issues.

I am also very impressed by the quality and range of the PhD students, which include fascinating projects in Russian politics to English literature, German politics and student internationalisation. Two of the PhD students from the centre have recently been on Erasmus Mundus fellowships in Berlin, where I currently am employed, and we met up a couple of times and discussed their research and the impact Berlin had on their work.

Personally, the centre has been extremely supportive of my research and done its upmost to introduce me to relevant networks and researchers. This support along with the expertise connected to the centre from all over ANU has meant that I have applied for an ARC grant through the centre.

My overall impression is an efficient and dynamic research environment with extensive networks and inspiring ideas run by firm and capable staff.

Berlin, 1st October 2012.

Christina Petterson
To Whom It Might Concern

Basing on my personal experience as a Visiting Fellow at ANUCES, I would like to confirm the high degree of excellence of this Centre in promoting multidisciplinary research and encouraging debate among academics and non-academics (i.e. Government, or industry). During the time of my Fellowship, I was greatly supported by the ANUCES team of dedicated staff, which was actively and successfully committed in getting me in touch with other scholars in my research field, both at the ANU School of Languages and at other institutions. Each member of the ANUCES community can take advantage of an impressive range of national and international connections, as well as of the efficient way in which new linkages are built. I would also like to make mention of ANUCES as a pleasant, friendly and productive working and meeting environment, in which people quickly develop friendships and a sense of community.

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Submission to the ANU Centre for European Studies Review

1. Whether the ANUCES is positioned to ensure its continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad.

The Centre, under its current direction, is very well positioned to promote interdisciplinary dialogue. The seminar activities and workshops are numerous and varied and usually of a very high standard.

There is strong support for postgraduates and postgraduate research.

The Centre has generated collaborative research projects at home and abroad – notably the project led by individuals such as Adjunct Associate Professor Don Kenyon.

2. The effectiveness of ANUCES in promoting and enabling educational activities focused on European Studies.

The Centre has been extremely successful in this respect, as demonstrated by its wide-ranging program of workshops, seminars and outreach activities, which attract diverse and sizeable audiences.

The 2012 Schuman lecture provides an excellent example of the ability of the Centre to focus on highly pertinent issues and to bring together an audience of highly qualified people.

3. The appropriateness of the organisational structure of ANUCES within the ANU College of Arts & Social Sciences to achieve its overall strategic objectives and maintain long term sustainability.

The current organisational structure has significantly strengthened the maintenance of the long term sustainability of the Centre.

4. How effective the international linkages of the ANUCES are.

The Centre has built on and enhanced these links both in Asia and in Europe. It has been highly effective in this respect. The Centre has also drawn on expertise across the ANU campus to further strengthen such linkages. The Centre’s Director has been especially active in this regard.

The basis for my comments are:

- My involvement over the past eighteen months in roundtable discussions either with delegations from European governments visiting the Centre or as a representative of the Centre at functions involving delegations from European governments.
- Attending seminars, lectures and public speeches organized by the Centre.
- Discussions with members of the Centre about collaborative research projects.
- My prior experience as Professor of European Studies and Foundation Director of the National Europe Centre at ANU (1997-2003).

Adjunct Professor Elim Papadakis

2 October 2012
Dear Sir/Madam,

I am writing this letter to reflect on the contribution of the ANU Centre for European Studies to the knowledge base surrounding issues of EU foreign policy, international trade and the European studies in general. The Centre has developed into a core hub for knowledge exchange on a broad range of contemporary issues related to Europe and neighbouring regions. This facilitates the development of cross-regional cooperation potential and is in line with the increasing EU-Australia interdependence evident across multiple areas.

As a PhD student focusing on the EU-Australia bilateral business relations, I view the role and support offered by the Centre as invaluable. The interdisciplinary focus allows scholars to broaden their framework and take into account a wider range of interrelated issues that all play an important role in EU-Australia relationship. Contributions to international business field stem from a deeper understanding of relevant legal, political, social as well as policy factors influencing country selection and market commitment. Public lectures, visiting academic fellows, dialogues between research students from the EU, New Zealand as well as other regions act as the main instruments in facilitating a contribution to knowledge. Events addressing the following subjects are in particular interest to me: EU foreign policy agendas, upcoming budget and CAP review, perceptions on the greater EU-Australia economic cooperation.

Furthermore, the Centre facilitated PhD Erasmus exchange which allowed me to conduct a multiple case study review of trade and investment between Australia and Ireland. Despite close ties between Ireland and Australia, the knowledge on the bilateral business relations is very limited. The exchange allowed to review the potential that the two countries can offer and study the obstacles faced by the Australian companies in Ireland. Strong international linkages of the Centre are evident from the
contributions of the CES staff and fellows at international conferences. In February, I attended a conference hosted at Goethe-Institut Brussel addressing the subject of regulatory divergences as trade barriers. During the conference a special issue of the Australian Journal of International Affairs was presented by staff and fellows of the Centre. These are only a few examples of the activities and linkages of the Centre that prosper my personal and academic development.

Public lectures hosted by the Centre offer an insight on the latest developments that I can then pass onto undergraduate students when teaching European and International Business subjects at the College of Business and Economics. The centre actively supports student initiatives; it provided essential support to the ANU Eurasian Society in hosting a seminar addressing Eurasian foreign policy.

The Centre for European Studies plays a pivotal role in expanding the circle of knowledge about Europe in Australia. Based on my view of the ANU during the past 8 years, I can state that the achievements of the Centre are exceptional, especially taking into account the size and capacity when compared to other ANU Schools and Centres. The organisational structure of the CES within the CASS will allow consistent development of the Centre. Further, significant contributions to teaching are made through the development of EURO8003 course and the Bachelor of European Studies program. Expanding academic team within the Centre and provision of relevant support to the Centre should be viewed as one of the priorities.

Yours sincerely,

Genrikh Salata

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Submission:
Tomoko Akami, Current Deputy Director 2012-3, from College of Asia and the Pacific
2 October 2012

I would like to refer to the item 1 in the terms of reference on “continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad” from my experience as current Deputy Director.

The support of the ANU four colleges is important for the ANUCES, and the deputy position is supported by these colleges. The position offers an excellent opportunity for a staff in these colleges to challenge and expand his/her skills which cannot be experienced otherwise. The supervisory, moral, admin and collegial supports of the centre are excellent, and the centre maintains a super-efficient, cordial, and caring environment.

For the practical sustainability of this system, nonetheless, the following points need an attention.

1) It will be vital that the appointment of the deputy be made as soon as possible for the following year.

   The teaching arrangements for the following year are normally made around mid-year, and if a staff needs to be spared from teaching duties, the director/dean of the school has to arrange alternative teaching plans and resources. I understand that this appointment takes time, but the earlier the appointment is made, the better for the school/college which is bearing the cost, and the better for the staff. From my experience, it was challenging to teach courses, and especially doing marking as well for these courses in the initial few months of the deputy term when the pressure is on and a learning curve is steep in a different college administrative environment, and this is not fair for all those who are involved. This could be avoided if the appointment was made early.

   This early appointment is also crucial for research and admin plans for the incoming deputy. The in-coming deputy can plan applications for necessary funds for workshop/conference in advance. By the time when the deputy term starts many external funds for the year had already been closed, and there may be insufficient time for proper preparations.

   It also gives time for the in-coming deputy to plan research and have done writing before the term starts. He/she is still under the pressure from the belonging college to keep up a publication record and advance research projects. Once the term officially starts, it is hard to get on research and writing, as there is no break, such as a term/semester break for the position.

2) The deputy has a continuing commitment to various duties of the belonging school/college and the continuing pressure from the belonging college, while he/she is seconded to the centre. This includes ongoing supervisions, assessment duties of theses, ongoing research projects. I think the centre understands this situation well, but it is nonetheless a point to be noted.
Colleagues

I welcome the opportunity to make a submission to the review of the ANU Centre for European Studies. I do so both as acting Director, Research School of Humanities and the Arts and Head, Interdisciplinary Humanities Group (IHuG), the current administrative location of the Centre.

I should also make clear that I was acting Director of the former National Europe Centre (NEC) during the final months of its existence as I was for the first ten months of the life of the new Centre. I thus played a role in both developing the new model, producing the successful application and in the transition to and implementation of the new model underpinning the new Centre.

I regret that I am unable to address the Committee in person but I am unavailable at the time you have allocated to me.

Firstly, I think that it is important to recognise that the former NEC was in need of revitalisation; its programs had become stale and it was in need of a significant administrative overall. The Centre was in debt and, in that configuration, it would have been unable to apply for another tranche of funding. At that time the then Director of RSSS, Professor David Marsh, expressed no interest in reapplying for funding. On the contrary, he actively opposed reapplication. Without RSHA there would have been no application and thus there would not be ANU Centre for European Studies today. In considering the future place of the Centre within CASS I believe that this point of history is not only germane but a vital factor. I am aware that this review was initiated by a bid from RSSS to relocate the Centre from RSHA to RSSS. Frankly, I am both disappointed and concerned that RSSS would now seek to steal the gold watch that they actively sought to discard.

It is also germane to make the point that the Europe Centre was originally established by the Humanities Research Centre (HRC), one of the constituent parts of RSHA (and now located within IHuG). The HRC applied for and received the first (and second) grant from the EU. Again, without the humanities there would be no Centre.

Nevertheless, RSHA did not throw its whole-hearted support behind the application for a new Centre simply for historical reasons. We believed, and still do, that the Centre has a vital role to play in providing a conduit to connect a range disciplines in RSHA with a broader European community (diplomatic, governmental, academic and community-based both in Australia and in Europe). In terms of disciplines I speak here of music, art, languages, literature and film (among others). Already many successful events involving these disciplines have been held (despite the fact that the ‘CASS year’ when the program will directly reflect the research priorities of the College has not taken place), many of them jointly-sponsored by diplomatic missions.
Let me say that, in a number of respects, I believe the Centre has made significant steps towards realising its potential. I have been very impressed by the range of vast events as well as the connections that have established, many for the first time, with departments of the Australian government. I believe that, for the first time, the Centre has made a significant leadership role as a regional coordinator of other EU funded Centres. The director of the Centre, Professor Jacquie Lo, deserves enormous credit for providing this leadership.

By any measure the programs undertaken in the first two years (by the College of Law and the College of Business and Economics) were an outstanding success.

The long time financial security of the Centre depends on securing external grants, research income (including from publications) and a vibrant and growing teaching program. This is intended to produce income separate from the EU grant that, in principle, will sustain the Centre even if funding is not forthcoming from the EU.

The generation of research and other external funding for the Centre was supposed to be led by the College responsible for each particular year’s program. Unfortunately, I believe that for various reasons this strategy has not produced the results anticipated to this point.

The success of the teaching program to date has been to recruit students who, otherwise, would not have come to ANU. This is the crucial point. Simply merging the Centre and its program into an existing teaching department would be a zero-sum-game unless it attracts students who otherwise would not have come to ANU. The notion that existing teaching staff would provide capacity building for the Centre is a furphy (unless it produces additional enrolments). Without so doing, assigning teaching staff to the Centre would have no positive effect as they would still have to be paid from an existing funding pool. As far as I am aware there is no evidence that simply merging the Centre into an existing department in RSSS (or RSHA for that matter) would produce one extra student. In other words this is patently not, by itself, an avenue to ensure the future financial viability of the Centre.

Thirdly, it is important that we are not mesmerised by the EU guidelines and the directions they require. On the one hand, it is important to remember that fulfilling the terms of the EU grant is only part of the Centre’s mission. Indeed, it was deliberately kept separate. At the same time it is worth noting that the EU happily funded the Centre notwithstanding the fact that the program for the Arts and Social Sciences year was overwhelmingly humanities focussed. Clearly the EU takes a generous view of the areas of interest it expects Centres to engage with. This should not therefore be an important factor in our consideration.

This leads me to my final point and most important point. I have to say that I believe that this review is entirely premature. How can we possibly assess the success or otherwise of the CASS program year, or the best future configuration and location of the Centre within CASS, if CASS has not yet had its ‘year’?

It is worth noting again that the program included in the application was written entirely by colleagues in RSHA and is overwhelmingly humanities focussed. It is, of course, impossible to say if this is a success or not if it hasn’t happened yet.

I strongly suggest that this review be postponed until next year to coincide with the discussions about whether the College is resolved to again seek EU funding as the core of the wider Centre into the future.

Any recommendations made now would be entirely a priori. Now is surely not the time for hunches and best guesses. There is no reason not to wait.

Paul Pickering
Acting Director RSHA.
Head, Interdisciplinary Humanities Group.
The Review Committee, 
ANUCES

We appreciate that the staff of ANUCES have a wide mandate, that there are high expectations of what they can achieve, and that they cannot possibly live up to everyone’s expectations given the large number of things they are currently doing.

Following are suggestions for some fairly simple improvements relating to items 2. and 3. of the terms of reference for the ANUCES review.

Background: European Studies is a large field of research which draws on staff from several colleges and AOUs, including the School of Language Studies (SLS), CASS, which has some 12 staff, including a Professor of Modern European Language Studies, and several visitors and doctoral students who work in this field. The School of Language Studies played a vital role in the development of ANUCES, which evolved in part out of the work of previous staff in the School, notably a previous head, Professor Elim Papadakis, and Dr Karis Muller. Several current members of staff are associates of ANUCES. ANUCES’s workshops on European grants such as ‘Collaborating with Europe: Opportunities and Strategies for Funding’ are very helpful, and associates such as Peter Brown have benefited from ANUCES’s support for Erasmus Mundus applications. There is an excellent newsletter, available only to members and associates of ANUCES. This means that, unless an associate thinks to inform new staff and students of the existence of ANUCES, they are unlikely to learn of the opportunities therein.

2. The effectiveness of ANUCES in promoting and enabling educational activities focused on European Studies;
ANUCES already plays a role in promoting the Bachelor of European Studies, and in supervising students in political science and international relations. Its present work is very much focused towards politics and international relations, and this fits with the commissioned research it is carrying out. However, potentially, ANUCES also has an important role to play in European languages, literature, history and the arts of European societies – both student education (undergraduate, postgraduate coursework and HDR) and research. ANUCES is well placed to help and to collaborate with SLS in these areas, which could benefit ANUCES in terms of EFTSL transfer, and at the same time benefit SLS, in terms of research. Here are some suggestions.

a. The establishment of a management / planning / operational committee to help ensure that ties
are maintained across the university, and all units have input into [see further below]

b. Visitors and doctoral students could be encouraged to give guest lectures in undergraduate and postgraduate coursework courses in the School; some relevant courses include “Language and identity in Europe”, “Postwar German society”.

c. Regularise the involvement of ANUCES visitors, postdoctoral fellows, staff and doctoral students in SLS courses, which could result in some income for ANUCES through EFTSL transfer. Outside of language courses, SLS teaches many content courses in topics related to literature, gender and intercultural studies, law and government, language and society and so on, that are relevant to a wide body of students. Some are taught in the language and others are taught as “common options”, where lectures are given in English (with language-specific tutorials).

d. Consult with relevant areas across the university re visiting fellowships. ANUCES offers 6 visiting fellowships a year. These are decided by the Director and Deputy Director of ANUCES and the choice reflects the interest of the deputy’s college – but, as I understand it, there is no formal mechanism for the deputy to consult with relevant areas of their college. I suggest that there be wider consultation with respect to choosing the visitors. So, for example, if someone specialising in linguistics of European languages applies as a visitor to ANUCES, it would make sense for SLS to be consulted as to their credentials, and as to whether SLS could benefit from the visit. If it is the CAP year for the deputy, then the colleagues in CAP linguistics could be consulted. We could then see about involving the visitor in courses if they wished.

e. Work with staff in relevant AOU's to determine seminar program and seminar times – so as to avoid peak teaching times for seminars (e.g. 11am on Tuesday morning)

f. Streamline the flow of information between ANUCES and SLS in regards to embassy events. Both ANUCES and SLS work with embassies, and a more coordinated effort could help strengthen those ties. Further, this would help SLS realise the recommendation of its 2010 review which urged that there to be a more systematic approach to working with Embassies.

g. Marketing: Events such as Europe Day for high schools could be co-organised so that all areas of European Studies are promoted.

3. The appropriateness of the organisational structure of ANUCES within the ANU College of Arts & Social Sciences to achieve its overall strategic objectives and maintain long term sustainability;

I understand that ANUCES’s current focus on politics, international relations, both in terms of HDR students and commissioned research, and its excellent relations with staff in SPIR/RSSS, lead ANUCES to think its best interests are served by moving to SPIR, and that this would allow for less pro bono work in supervising HDR students by SPIR staff.

This desire reflects the current focus of ANUCES, and the relative lack of engagement between ANUCES and the European humanities researchers. I regret the current imbalance, and would like to see structural connections put in place to ensure that the considerable resources invested in ANUCES are made accessible to all staff working in European Studies at ANU.

The current imbalance in engagement is in part due to the time constraints on SLS staff whose teaching commitments often prevent them from attending ANUCES events, in part due to the lack of information flow, and in part due to the structure of ANUCES. There is no structural connection between ANUCES and all the areas of research in European Studies. The information flow relies solely on ANUCES’s associates getting the word back to their AOU’s about the opportunities at ANUCES, and this is haphazard.

A partial solution would be to have, along with the Advisory Board, a Management/Operational Planning Committee for ANUCES comprising at least:
- Heads of RSHA and RSSS
- Dean of CASS
- Representatives of the other 3-4 colleges
- Convenor of Bachelor of European Studies
- Chair of Modern European Languages
- Representative of European history

Responsibilities of this committee would include matters such as choosing the Director and Deputy Director, reporting, (along with the Director), to the Advisory Board, enhancing the educational activities of ANUCES, assessing the visitor applications, assisting the ANUCES to make its budget sustainable, and generally spreading the word about ANUCES.

Other remedies for the information flow would be:

a. Having once or twice yearly meetings with AOUs as well as associates to
   - plan the year’s events (for example currently many ANUCES seminars are timetabled in prime teaching time - Tuesday mornings, rather than on Mondays or Fridays or late in the day, when there are fewer clashes)
   - brainstorm teaching opportunities – what courses could be offered in what programs
   - brainstorm research opportunities – how can ANUCES help actively promote research on European Studies in different AOUs

b. Circulating the ANUCES newsletter to AOU contacts, as well as to associates of ANUCES.

Yours sincerely

Jane Simpson
For a newly-arrived visiting fellow like myself, I am not in a perfect position to contribute much on the evaluation of the Centre. However, I would like to share my impressions and experience so far from a perspective of a visitor. Particularly, because the Centre also offers short-term fellowship, it is not uncommon that researchers come for a few weeks only.

I am impressed by the outreach and initiatives that this Centre runs given the limits of capacity and staff. Sustainable activities, many in cooperation with Embassies and European Commission, show that the events are not only academic, but gain interests from governments, business, and other interests groups. The themes of events it organizes are highly inter-disciplinary, and hence attract audience from all fields. For myself, trained in Asian Studies, being affiliated in the European Centre is an example of inclusiveness in terms of academic interests. My research is about Asia-Europe relations, particularly the cooperation within Asia-Europe Meeting (ASEM), the affiliation here at the centre gives me a great opportunity to research inter-regionalism from both European and Asian perspectives. Exposure that the Centre provides to the work of affiliated academics contributes well to the growing discipline of comparative regionalism of European and Asian models. I would be glad to see deepening cooperation and common academic projects among the Colleges, research centres and the CES.

ANU CES’ connection to other colleges, for my interest particularly the College of Asia-Pacific, is a gateway for researchers to establish essential networks and engage in cross-disciplinary discussions. I appreciate the inter-disciplinary foci of researchers based in the Centre, as well as their international backgrounds. The Centre has an established and impressive network of scholars not only in Europe, but other regions as well.

The Centre for European Studies provides a very welcoming and communal atmosphere for incoming researchers. Not only does it offer an excellent working environment, but it is also extremely helpful in assisting overseas visitors to settle in Canberra. It is certainly a very attractive academic affiliation for researchers in every stage of their career.

Huong LE THU
PhD Candidate in Asia-Pacific Studies
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Visiting research fellow
ANU Centre for European Studies
huong.le.thu@anu.edu.au
Dear members of a Review Panel for ANU Centre for European Studies Review,

I would like to provide a few comments related to evaluation of ANUCES.

I was recently involved with ANUCES as an ANUCES visiting fellow in the period April 30 – September 13, 2012.

My stay at ANUCES was arranged and financed through Erasmus Mundus program EUOSSIC, in which both ANU and my home university (Charles University, Prague) participate.

During my research visit at ANUCES I actively participated at many research activities and events at ANUCES and RSE. On May 29, 2012 I presented at ANU research seminar my paper Biofuels: Policies on Price and Food Crisis in EU and in a Comparative Perspective. This paper is currently under the peer review at the ANUCES Briefing Papers series. I also participated at ANUCES Roundtable on the Development and Impact of Biofuels Policies on August 3, 2012. My contributions to this Roundtable form a part of another ANUCES Briefing Paper about biofuels which is currently being edited by prof. Robert Ackrill, who visited ANUCES during my stay there. I also attended a number of other seminars and roundtables at ANUCES and RSE. During my stay at ANU I was nominated by prof. McKibbin for a membership at ANU Centre for Applied Macroeconomic Analysis (CAMA) and I was accepted as a Research Associate of Climate Change and Energy program of CAMA.

My visit to ANU was my first visit to Australia. During my stay at ANU I was very impressed with a perfect organization of ANUCES and with an efficiency and effectiveness with which ANUCES activities are run. ANUCES created very good working conditions and environment for my research during my whole stay at ANUCES which were as good as a reception I received during my long term research visits at leading US or European Universities like UC Berkeley or University of Cambridge. I especially appreciated the interdisciplinary research environment at ANU. While some of the events and meeting I attended at ANU were directly related to my current research and some of them were essentially irrelevant to my research, there was also a number of occasions when I had an opportunity to listen to presentations and to discuss with speakers on the topics and areas which provided new insights and interesting connections and ideas for my research, which I would not be likely to receive somewhere outside this interdisciplinary environment.

My research stay at ANUCES was quite productive. In addition to already mentioned ANUCES Briefing Papers, I prepared during my stay at ANUCES the following working papers.


I submitted the results of my research conducted at ANU to the following journals: American Journal of Agricultural Economics, Eastern European Countryside, Economic Journal, Energy Economics, Energy Policy, European Physical Journal B, Post-Communist Economies, World Economy. Each submission to these journals was a different original research article, some of them based on the working papers mentioned above.

I expect that in my current and future research dealing with economic aspects of European policies in the areas of renewable resources, food and energy security and international trade I will utilize a number of useful contacts I make with many people from Australia and from EU countries I met at ANUCES.

Karel Janda

Prof. Ing. Karel Janda M.A., Dr., PhD
VTransgas-RWE Chair in Economics and Chairman of the Department of Mathematical Methods and Microeconomics at Institute of Economic Studies, Faculty of Social Sciences, Charles University, Prague. Professor of Finance, Faculty of Finance and Accounting, University of Economics, Prague. Affiliate Fellow, CERGE-EI.
http://ideas.repec.org/e/pja140.html
ANUCES Review: Contribution from Donald Kenyon, AM

My activities in support of ANUCES continue to take place both in Canberra and in Brussels. My work for ANUCES also continues to be divided between; academic research and publications and ‘outreach’ activities with:

- key policy government departments in Canberra, such as DFAT,
- Australian business associations oriented towards Europe, such as the European Australian Business Council (EABC) in Sydney,
- academic think tanks in Brussels such as the Centre for European Studies (CEPS) the European Centre for International Political Economy (ECIPE) and the European Policy Council (EPC) and.
- the European Commission in Brussels

Following is a summary of my major activities in support of ANUCES during the twelve month period from September 2011.

- A significant contribution to the current ARC linkage project *Australia and the EU: a changing trade and business relationship* was made with a ‘special issue’ of the Australian Journal of International affairs (AJIA), August 2011, devoted to research articles arising out of the 2009 ANUCES sponsored conference, *Trade and Investment Issues for the 21st Century: Building an agenda for Australia/EU cooperation*
- The ‘special issue’ of the AJIA was edited by myself and Dr Karen Hussey (ANU) and we jointly wrote the ‘overview’ article for the collection, *Regulatory Divergences: a barrier to trade and a potential source of trade disputes.*
- An ANUCES sponsored launch for the ‘special issue’ took place at the ANU on 20 September 2011, with the contributions from; DFAT, the European Commission, the AIIA and myself (for the contributors)
- A subsequent European launch sponsored by ECIPE took place in Brussels on 3 February 2012, with participation from; the European commission, the Australian Mission in Geneva and several contributors to the collection including’ myself, Professor Patrick Messerlin (Sciences-Po), Professor Jim Rollo (Sussex) and Pascal Kerneis (European services forum)
- The publishers of the ‘special issue’ made available, free of charge, multiple copies of the August 2011 issue of the AJIA for distribution to attendees of the launches of the journal in both Canberra and Brussels
- In September 2011, I participated in the graduate course “Euro 8003” organised by ANUCES, leading a session on, *Economic Integration in the EU*
- Myself and Dr David Lee wrote the chapter on *Australia and Europe* for the 2011 contribution to the AIIA series of publications ‘Australia in the World’, published as “Middle Power dreaming: Australia in World Affairs 2006-2010” published in December 2011
- In late 2011 I contributed to the AIIA ‘Policy Commentary’ celebrating 50 years of official Australia/EU relations with an article entitled, *Australia and the EU: a relationship driven by trade*. This was published in April 2012
- In June 2011, I again represented ANUCES as a participant in the annual EABC business mission to European capitals
- Currently I am in the process of writing another article with Associate Professor Pierre van der Eng, promoting a ‘deep integration’ Ftree Trade
Agreement (FTA) between Australia and the EU. Our provisional title is *Defining a New Relationship Between Australia and the EU: is the framework treaty sufficient?* We hope to complete and have it published in the near future.

Following in a complete list of my publications over the past twelve month period, most of which were in support of the aims and activities of ANUCES.

**2011/12 Publications**


Kenyon D and Van der Eng P *Defining a New Relationship between Australia and the EU: Is the framework treaty sufficient* forthcoming 2012/13.
Submission to the 2012 ANU CES Review

I have been a visiting fellow at the ANU Centre for European Studies since May 2011. For me the Centre has been critical in supporting a long term research project on comparative regional integration and in fostering international collaboration on that project.

Specifically: through the Centre I was able to gain workshop funding through CASS to host a one-day workshop at ANU with my collaborator (Dr John Leslie, Victoria University of Wellington); I have used fellowship funding to attend international and Australian conferences to present my work; and my NZ collaborator was hosted at the Centre for a period of months during his sabbatical which greatly assisted our collaboration. The Centre has also been critical to my research as a base from which to conduct government interviews and surveys and to then communicate findings to relevant agencies (for example, PM&C, DFAT, the Productivity Commission, and NZ’s MFAT and MED). I have found the linkages between the Centre and New Zealand researchers in particular to be extremely effective but have also benefited from the Centre’s connections to other EU Centres in the region.

The project has so far resulted in two workshops, multiple conference papers and an article in a highly regarded international journal of European integration. A further three articles are close to finalisation.

For me the Centre has proven to be a lively and supportive environment and I have greatly appreciated the guidance and support of the Director and the Deputies in pushing my work forward, exploring opportunities for funding and making connections with relevant academics. In addition I have gained valuable teaching experience in a graduate course which has complemented (casual) teaching work in the ANU School of Politics and International Relations.

Thank you for the opportunity to make a submission to the review.

Annmarie Elijah
Visiting Fellow
ANU Centre for European Studies
Review of the ANU Centre for European Studies

I have read the terms of reference and I am aware of the broad nature of the Review. I am in a position to comment on all these aspects of CES operations. Instead, I focus on the first point of inquiry. This is

*Whether the ANUCES is positioned to ensure its continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad.*

The ANUCES occupies a unique position in Canberra as an academic entity that not only supports European Studies at the ANU but also serves as a bridge between the academe, government departments, NGOs and the diplomatic community. Canberra is unique in this respect because of the collocation of government departments, diplomatic missions and a number of academic institutions. Considering the very special nature of EU representation in Canberra and its strong focus on promoting outreach activities in Australia, a “centre” of some kind will inevitably be based in Canberra. Of all local academic institutions, the ANU is best placed to host such an entity but any part-financing by the EU mission is conditional on vigorous outreach activity to be pursued by any such entity. Nevertheless, the EU part-sponsorship offers an element of advantage in more conventional, Europe-focused academic activities such as research and teaching. While all EU-sponsored centres have to engage vigorously with non-academic communities this engagement could be synergistic, thus, benefiting rather than competing against academic research and teaching. While this calls for a delicate balancing act by the ANU to reconcile potentially conflicting interests, I believe that the last review of the Centre adopted a successful formula that strikes the right balance between academic and outreach activities. I also believe that the Centre has been particularly well and energetically led over the past year.

Thus, the Centre is well positioned to continue to operate the way that was envisaged by the last review. It has been very vigorous in promoting interdisciplinary dialogue; as demonstrated by its seminars and visitors. It is also well positioned to engage in more collaborative research although this will not happen overnight as ANUCES is not funded to offer senior research positions and, thus, tends to depend in this respect on its visitors and collaborators. But, Canberra location is a source of advantage in this respect as much collaborative research involves non-academic institutions. Also, overseas engagement is a function of time as the Centre’s reputation as the first point of call for overseas scholars seeking contacts in Australia will grow. As the saying goes: “them who has it gets it”.

Stefan Markowski (A/Prof)
ANUCES Visiting Fellow and Associate
School of Business
The University of New South Wales
Canberra Campus

Warsaw, 1 October 2012
1 October 2012

From:
Dr Katarzyna Williams
Visiting Fellow
ANU Centre for European Studies
Tel.: 02 6125 6603
E-mail: kasia.williams@anu.edu.au

To:
ANUCES Review Panel

Re: ANUCES review

1. Whether the ANUCES is positioned to ensure its continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad;

One of the great advantages of the Centre is the diversity of scholars, educators, diplomats and public figures it attracts both as Visiting Fellows and guests participating in individual events. Within my several months as a Visiting Fellow at the Centre I’ve met and engaged in fruitful discussions with many researchers and established a more significant cooperation with academics from different fields and institutes, including: ANU School of Languages Studies, ANU School of Sociology, ANU School of Politics and International Relations, and also University of Wollongong and University of Western Sydney.

Thanks to the ANUCES there has been collaboration established between the Global Europe (www.global-europe.org) and the Faculty of International Relations and Politics, University of Lodz, Poland, with intention to submit a Visegrad Standard Grant application and jointly publish an international academic journal on EU external affairs.

Regular meetings (including morning tea and seminars) provide great opportunities for informal interdisciplinary forum in which individual projects and interests are discussed in a very friendly atmosphere.

2. The effectiveness of ANUCES in promoting and enabling educational activities focused on European Studies;

The number and quality of educational activities organized by ANUCES is exceptional.

As a Visiting Fellow at the ANUCES, I’m encouraged to participate in various educational activities focused on European Studies. My own recent proposal concerning a workshop for graduate students (on gender and ethnic boundaries in comparative
Australian and European perspective), in collaboration with scholars from other universities and institutions, has been enthusiastically supported by the ANUCES’ Director. Relying on what I’ve observed so far, I believe that every effort will be made to ensure its promotion, professional delivery and effectiveness.

I had a chance to participate in a few graduate students’ presentations: graduate students present their research in a very supportive environment, yet receiving constructive criticism from faculty, visiting scholars and fellow students.

3. The appropriateness of the organisational structure of ANUCES within the ANU College of Arts & Social Sciences to achieve its overall strategic objectives and maintain long term sustainability;

I have no knowledge to comment on that point.

4. How effective the international linkages of the ANUCES are; and

ANUCES maintains close relationship with diplomatic and consular institutions based in Australia. For example, it established a very constructive relationship with the Polish Embassy in Canberra, which results in joint initiatives in Canberra, but also in growing interests of Polish academic and government institutions in establishing/developing cultural, political and economic connections with Australia.

5. The continued relevance of the ANUCES to achieving the strategic objectives contained in ANU by 2020 and the CASS Operational Plan.

Being familiar with the College Operational Plan 2012 and having participated in various ANUCES initiatives, I think that the ANUCES is a very important research and educational unit and its continued activity is pertinent to achieving ANU strategic objectives.

Dr Katarzyna Williams

Visiting Fellow
Centre for European Studies
Australian National University

Assistant Professor
British and Commonwealth Studies Department
University of Lodz, Poland
Danielle TAN  
Erasmus Mundus Postdoctoral research fellow (December 2011-October 2012)  
ANU (Centre for European Studies-College of Asia and the Pacific)/Sciences Po Paris  
Danielle.Tan@anu.edu.au

I am currently based at ANU thanks to a postdoctoral research fellowship (10 months) funded by the EUOSSIC Erasmus Mundus exchange programme which links leading universities in Europe with those in Australia and New Zealand to promote the study of EU external relationships.

Based on that experience, I will try to describe how I benefitted from my research stay at the ANUCES and how I can evaluate the quality of the centre.

First, despite the small size of the staff at the ANUCES, I could settle very rapidly in Canberra and at ANU specifically. I am grateful to Jacqueline Lo who managed to provide me the perfect academic environment to continue my research. That was all the more challenging that I am not a specialist of European studies. However, my research interests include regional integration focused on Southeast Asia. Jacqueline Lo seized the opportunity of the “Asian year” topic at the centre to enable me to be both affiliated with the ANUCES and the College of Asia and the Pacific. This interdisciplinary dialogue and academic exchange was amazing. I had the chance to attend a great number of conferences and events at the centre, on a wide range variety of topics, and at the same time, I could exchange with the most brilliant scholars on Asian studies.

Thanks to this academic exchange and brainstorming, I could enlarge my field of research through developing a comparative analysis on regional integration process between Europe and Asia. Last July, with my Erasmus Mundus colleagues, we organized a workshop at the ANUCES gathering the Erasmus Mundus scholars based in Australia and New Zealand, and we also had the chance to integrate those who just came back from Europe. This workshop was a wonderful opportunity to exchange and discuss our respective research. The workshop programme was also scheduled in the way to integrate it in the rich academic life of the centre. Some of the Erasmus Mundus previously attended a conference held in Singapore in June 2012, organized by the New Zealand partner (University of Canterbury). At that occasion, me met with Dr Yeo Lay Hwee, director of the EU Centre in Singapore and editor of the *Asia-Europe Journal*. The workshop we organized in July will lead a special issue on “Asia/Europe/Australia Dialogue” which will be published in the Asia-Europe Journal next June 2013. This special issue invites submissions from early career researchers that interrogate the political, cultural or social challenges in fostering mutual dialogue between Asia, Europe and Australia. This special issue intends to introduce the work of scholars involved into the EUOSSIC Erasmus Mundus exchange programme.
Second, I attended many seminars and courses (Summer school; EURO8003) which proved high quality educational knowledge on European studies. The EU-Australia conversations, aired by national radios, were also vibrant events to promote European studies.

Unfortunately, the small size of the staff (coordination and academic), as well as the location in terms of organizational structure within the ANU CASS, won’t allow the ANUCES to position itself to maintain long-term sustainability and develop more collaborative research projects. It is a pity because the centre has proved its efficiency in terms of developing strong international linkages.

I hope that this personal account will answer the question raised by the panel review. From my perspective, the ANUCES has ensured excellent and creative synergies, promoted interdisciplinary dialogue, and generated collaborative research project at home and abroad. The centre should be relocated in the organizational structure within the School of Politics and International Relations to ensure a scientific coherence with respect to the activities implanted by the ANUCES, but also to attract more students, thus ensuring long-term sustainability.
Submission to Review of
ANU Centre for European Studies

Introductory Comments

In 2012, I submitted a thesis in fulfilment of the requirements of the degree of Doctor of Philosophy at the ANU. I graduated in July 2012. During the last few years of my degree I was supported through the Centre for European Studies. I provide this submission to the review of the Centre from the perspective of a post graduate, distance student.

As a distance student, my early experiences with ANU were not very satisfactory. I found administrative services overly bureaucratic and cumbersome but, more importantly, the support services available to me were limited and hard to access resulting in significant frustration. However, approximately midway through my studies, I relocated to the Centre for European Studies and found that support was not only available but easily accessible and delivered in a friendly, understanding and supportive manner. The intimacy of a small Centre not only created a sense that I was indeed a valued member of the University but also provided real and meaningful opportunities for academic discussion and reflection and easy access to new colleagues and university expects.

Response to Selected Terms of Reference

1. Whether the ANUCES is positioned to ensure its continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad;

   During my studies with ANU, the Centre encouraged my learning by supporting and facilitating the creation of synergies and interdisciplinary dialogues allowing me to enrich my learning experiences and extend the scope of my research.

   Since the completion of the studies, I have remained in regular dialogue with the Centre and am currently examining options for collaborative research both within Australian and Europe.

3 The appropriateness of the organisational structure of ANUCES within the ANU College of Arts & Social Sciences to achieve its overall strategic objectives and maintain long term sustainability;

   From my perspective as a student, the size and structure of the Centre for European Studies allows it to be flexible and responsive to student needs while encouraging
excellence and sustainability. It created an open, collaborative learning environment which promoted cross disciplinary dialogue and reflective practice.

Thank you for the opportunity to provide this brief submission. My contact details are provided below:

Name: Peter Anthony SKIPPINGTON, PhD, MEd, BA.
Address: 9 Skew Street
          SHERWOOD Q 4075
Phone: 0423 429 155
Email: peter.skippington@gmail.com
As a PhD candidate over the past two years at the ANU Centre for European Studies, I have found the Centre to be an excellent environment to work and learn. The facilities are great and the Director and Coordinator ensure that it is a supportive and collegial environment. There are also many opportunities provided for the Higher Degree Research students here to gain knowledge and experience that will be useful when we embark on our careers post PhD.

In terms of the broader activities of the Centre, the research conducted by staff, students and visitors covers a wide range of interesting topics and the Centre continually organises interesting and well-attended events, which engage the wider community.

Beyond this the Centre is limited in what it can do with very few permanent academic staff, but it would be great if the Centre was able to contribute more to wider university activities, such as teaching towards the Bachelor for European Studies.
1. Whether the ANUCES is positioned to ensure its continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad?

As far as I can see from the perspective of a doctoral visiting scholar, the Centre for European Studies fulfils its role of the hub for Europe within the ANU very well. The Centre puts together scholars from different disciplines sharing the interest in Europe. During nine months working at the Centre, I’ve got an opportunity to meet with economists, historians, political scientists, cultural geographers or lawyers from different universities. Within academia the Centre belongs to few places where the dialogue between academics and people from practice occurs. The existence of dialogue across disciplines and boundaries between academia and practice is definitely one of strengths from which the Centre can benefit. Despite this broad focus I’ve identified at least three areas for which the Centre can provide a deeper and coherent expertise: (1) identities, historical memory and cultural integration; (2) comparison of processes of regional integration in Asia and Europe and (3) recent Russia and post-soviet bloc. I suppose that each of these areas can be considered as a candidate for visible and recognizable flag-ship of the Centre. The development in these three areas can be also forced by already existing networks of associates, adjuncts and visiting fellows, visiting scholars and doctoral students.

In terms of programme Erasmus Mundus which I am part of it the Centre has been providing an important ground integrating all scholars from Australian and New Zealand universities (organizing a workshop and coordinating a common publication). The Centre very closely cooperates with the New Zealand European Union Centres Network and the EU Studies Association Asia Pacific. These collaborations also represent a strong benefit for early career visiting scholars like me.

2. The effectiveness of ANUCES in promoting and enabling educational activities focused on European Studies?

The Centre offers the course EURO8003: The European Union: Regional Integration in Comparative providing a deep insight into to processes of regional integration for advanced students. Personally, I would like to highlight a role of the Centre in promoting educational activities targeting to broad public. The concept of the ‘third or fourth role of universities’ has been repeatedly mentioned in EU documents. Wide range of events like conversation on Europe or public lectures organized by the Centre or publication activities scholars like Dr. John Besemeres represent good example how to fulfil this role in praxis.
3. The appropriateness of the organizational structure of ANUCES within the ANU College of Arts & Social Sciences to achieve its overall strategic objectives and maintain long term sustainability?

As a visiting scholar I cannot properly answered this question. Having a background in sociology and political studies I would prefer a closer contact between the Centre and the School of Politics and International Relations. School of Politics and International Relations also offers the course The Bachelor of European Studies. These two institutions might mutually reinforce each other in development of comparative research and promoting educational activities.

4. How effective the international linkages of the ANUCES are? The continued relevance of the ANUCES to achieving the strategic objectives contained in ANU by 2020 and the CASS Operational Plan?

I cannot judge how effective the international linkages are and what is the relevance of the ANUCES in terms of CASS Operational Plan. I’ve already mentioned the high number of visiting fellows form overseas and involvement of the Centre into the circles of European centres in Asia and Pacific.

Karel Čada

Erasmus Mundus Visiting Doctoral Scholar

Home University: Charles University of Prague
1. **Whether the ANUCES is positioned to ensure its continuing excellence and sustainability in creating synergies, promoting interdisciplinary dialogue, and generating collaborative research projects at home and abroad;**

   At ANUCES weekly seminars are hosted with guest speakers and researchers from a range of academic disciplines both locally and abroad. These seminars help inspire discussions about various fields and research inspire research interests. Each person from the Centre comes from a different field however there is a wonderful sense of community that enables individuals to discuss and develop projects that enable collaboration between different disciplinary fields.

2. **The effectiveness of ANUCES in promoting and enabling educational activities focused on European Studies;**

   ANUCES sends out weekly communication to everyone at the Centre and promotes educational activities throughout the campus via email. Most members of the Centre, like myself, also contribute by inviting colleagues from other Colleges and classes to seminars hosted by the Centre. The Centre has a rich resource of academics and individuals doing research on European studies. All events hosted are well promoted and well supported by people who attend these sessions from throughout the university.

3. **The appropriateness of the organisational structure of ANUCES within the ANU College of Arts & Social Sciences to achieve its overall strategic objectives and maintain long term sustainability;**

   I believe the organizational structure of ANUCES within the ANU College of Arts and Social Sciences is quite appropriate, although ANUCES does reach out into a range of other Colleges at the University, in other words there are also members from ANU Law Faculty, ANU Asia & the Pacific College and ANU Business & Economics who attend and participate in sessions and seminars the Centre offers.

4. **How effective the international linkages of the ANUCES are;**

   The international linkages are very effective at ANUCES. On a weekly basis there are always new international visiting fellows being hosted at the Centre and their individual presentations and talks help bridge an introductory understanding between their research and ours at the Centre. They also embody language, tradition and cultural values from different countries across Europe, which helps build professional networks worldwide.

5. **The continued relevance of the ANUCES to**
achieving the strategic objectives contained in *ANU by 2020* and the CASS Operational Plan.

I believe if ANUCES continues on its steady course of achievements it will successfully achieve the strategic objectives by 2020. The Centre is successfully managed and operated with dedication and professionalism with the aims of broadening knowledge, networking skills and abilities and a commitment to growth and excellence. Personally, it has been a true privilege to be part of ANUCES.

Melissa Jogie

PhD Candidate
ANU Centre for European Studies.
ATTACHMENT C | CENTRE FOR EUROPEAN STUDIES

TIMETABLE OF INTERVIEWS WITH THE REVIEW PANEL.
Schedule

ANU Centre for European Studies Review Panel Meeting

Venue: CASS Meeting Room 2, Level 3, Beryl Rawson Building #13

Friday 12 October 2012

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<td>10.30 – 11.00</td>
<td>Meeting of the Panel</td>
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<td>11.00 – 11.50</td>
<td>Meeting with the Director of ANUCES</td>
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<td>11.50 – 12.30</td>
<td>Interviews with stakeholders</td>
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<td>11.50 – 12.10</td>
<td>Professor Adam Graycar</td>
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<td>12.10 – 12.30</td>
<td>Professor John Ravenhill</td>
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<td>12.30 – 1.00</td>
<td>Lunch</td>
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<td>1.00 – 2.00</td>
<td>Interviews with stakeholders</td>
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<td>1.00 - 1.30</td>
<td>DVC Research &amp; DVC Academic</td>
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<td>1.30 -1.50</td>
<td>Professor Jane Simpson</td>
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<td>2.00 – 2.45</td>
<td>Meeting with Graduate Students and Post-Doctoral Fellows of ANUCES.</td>
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<td>Attendees:</td>
<td>Rhys Merrett</td>
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<td>Genrikh Salata</td>
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<td>Dorota Gozdecka</td>
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<td>Liz Buchanan</td>
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<td>2.45 – 3.00</td>
<td>Meeting with European Union Fellow – Mr Edgar Thielmann</td>
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<td>3.00 – 3.30</td>
<td>Meeting with the Director of ANUCES</td>
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<tr>
<td>3.30 – 5.00</td>
<td>Panel to draft report recommendations</td>
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