The governance and legislative context for the Australian National University differs in several important ways from other universities, but the ANU is subject to the same guidelines from the Australian Qualifications Framework and the Tertiary Education Quality and Standards Agency as other Australian higher education institutions. In this document, you are provided with an overview of the governance arrangements and legislative context for the University.

The ANU Executive

Like other universities, the day-to-day operations of the University are managed by a senior executive team. It’s worth learning their names and their roles.

Senior Officers of the ANU

**Chancellor** (something akin to the chairman of a company’s board of directors)
Professor the Hon Gareth Evans AC QC

**Pro-Chancellor** (the Chancellor’s deputy)
Ms Ilana Atlas

**Vice-Chancellor** (something akin to the chief executive officer of a company)
Professor Ian Young AO

**Deputy Vice-Chancellor (Academic)** (one of the Vice-Chancellor’s two deputies; takes care of the education arm of the University)
Professor Marnie Hughes-Warrington

**Deputy Vice-Chancellor (Research)** (the other one of the Vice-Chancellor’s two deputies; takes care of the research arm of the University)
Professor Margaret Harding

Other members of the Senior Executive of the ANU

**Pro-Vice-Chancellor (Research and Research Training)** (assists the DVC-R)
Professor Jenny Corbett (Acting)

**Pro-Vice-Chancellor (Student Experience)** (assists the DVC-A)
Associate Professor Paul Compston (Acting)

**Pro-Vice-Chancellor (Innovation and Advancement)** (works on commercializing University research, and develops / fosters partnerships with industry and government)
Professor Michael Cardew-Hall
Pro-Vice-Chancellor (International and Outreach) (looks after international affairs for the University, including international student recruitment and marketing)
Dr Erik Lithander

Pro-Vice-Chancellor (e-strategies) (takes care of the University’s high level computer-related projects, including the High Performance Computing project)
Professor Robin Stanton

Executive Director (takes care of the money, resources and infrastructure)
Dr Brok Glen

Deans and Directors

College of Arts and the Social Sciences
Professor Toni Makkai

College of Asia and the Pacific
Professor Andrew Macintyre

College of Business and Economics
Professor Jayne Godfrey

College of Engineering and Computer Science
Professor John Hosking

College of Law
Professor Michael Coper (until end 2012)
Professor Stephen Bottomley (from beginning 2013)

Colleges of Science
Professor Andrew Cockburn – Dean, College of Medicine, Biology and Environment
Professor Andrew Roberts – Dean, College of Physical and Mathematical Sciences
Professor Nicholas Glasgow – Dean, Medicine and Health Sciences

The Act

The Australian National University (ANU) was founded in 1946 by an Act of the Commonwealth Parliament. It is a body corporate authorised by the current Australian National University Act 1991.

Under this legislation, the functions of the University are prescribed and are listed as:

(a) advancing and transmitting knowledge, by undertaking research and teaching of the highest quality;
(b) encouraging, and providing facilities for, research and postgraduate study, both generally and in relation to subjects of national importance to Australia;
(c) providing facilities and courses for higher education generally, including education appropriate to professional and other occupations, for students from within Australia and overseas;
(d) providing facilities and courses at higher education level and other levels in the visual and performing arts, and, in so doing, promoting the highest standards of practice in those fields;
(e) awarding and conferring degrees, diplomas and certificates in its own right or jointly with other institutions, as determined by the Council;
(f) providing opportunities for persons, including those who already have post-secondary qualifications, to obtain higher education qualifications;
(g) engaging in extension activities.
In the performance of its functions, the University must pay attention to its national and international roles and to the needs of the Australian Capital Territory and the surrounding regions. This is quite an important aspect of the role of the University, and is played out in the way curriculum is designed and in the way we recruit our students. For example, the University’s focus on national policy issues and its partnerships with federal government have shaped the strategic plans for the institution.

**Organizational structures, teaching and research**

Although it is not immediately obvious from the current organizational chart for the University, the legislation says that:

“There are, within the University:

(a) an Institute of Advanced Studies …; and
(b) a group of faculties and other bodies determined by the Council, to be known as the “The Faculties”.

In broad terms, these notional sections of the University are comprised of the researchers and the teachers. Most academic staff members of the University have responsibilities in both areas of operation, so are seen to be at once members of the Institute of Advanced Studies, and “the Faculties”. However, just to confuse things, the ANU no longer has academic organizational units called Faculties; instead, we have seven Colleges, which incorporate all the teaching units (Schools) and all the research centres.

**University Council**

The University Council is a bit like a company’s Board of Directors. The Vice Chancellor is a bit like a company’s Chief Executive Officer. The Vice Chancellor is a member of Council, and both reports to and advises Council. Members of Council are prescribed by the Act, and comprise:

(a) the Chancellor;
(b) the Vice-Chancellor;
(c) one person who is either a dean or the head of a research school and is elected, in either case, by the deans and the heads of the research schools voting together;
(d) one member of the academic staff of the Institute of Advanced Studies elected by members of that staff;
(e) one member of the academic staff of The Faculties elected by members of that staff;
(f) one member of the general staff of the University elected by members of that staff;
(g) one postgraduate student of the University elected by the postgraduate students of the University;
(h) one undergraduate student of the University elected by the undergraduate students of the University;
(i) 7 members appointed by the Minister on the recommendation of the Nominations Committee of Council.

That is, apart from the Chancellor and the Vice-Chancellor, the Council consists of:

- 3 academic members of staff,
- 1 general staff member,
- 2 students, and
- 7 external, appointed members.

With the establishment of the Colleges, the academic members of Council listed in (d) and (e) are now elected by all academic staff members of the University. Only general staff members (now described as the “professional staff”) elect the member of Council described in (f). The external members of the Council are listed and described on the ANU website. Currently they are:
Dr Doug McTaggart, an investment banker and economist from Queensland
Dr Vince FitzGerald, ex-public servant who worked for Treasury
Ms Robin Hughes, a filmmaker
Ms Martine Letts, an ex-diplomat who works for the Lowy Institute
Mr David Miles, a lawyer
Mr Graeme Samuel, an investment banker and ex-Chair of the Australian Competition and Consumer Commission

Committees of the ANU

The ANU, like most Australian universities, has many committees. These fall into one of two categories. They are either committees of Council, and operate under authority delegated to them by Council, or they are among the University's advisory committees, i.e. they have no authority to act and no delegated authority, but provide advice to the University's executive officers (who do have authority delegated to them by Council).

The former report to Council, the latter to the executive officer for whom they provide advice.

At the ANU, the main committees and their functions are described on the website.

Our committees of Council include:
(a) Finance Committee
(b) Academic Board
(c) Audit and Risk Committee
(d) Honorary Degrees Committee
(e) VC Appointment
(f) Emergency VC Appointment
(g) Nominations Committee of Council

Our advisory committees (which also provide regular reports to Academic Board) include:
(a) University Access and Equity Committee
(b) University Education Committee
(c) University Research Committee
(d) University Information Strategy Committee
(e) University Engagement and Outreach Committee

The legislation lists Senior Officers of the University. According to the legislation, these are:
(a) Chancellor (1 only)
(b) Pro-Chancellor (1 only)
(c) Vice-Chancellor (1 only)
(d) Deputy Vice-Chancellor (may be more than 1)
Currently we have two.

Pro-Vice-Chancellors, Deans and Directors are not strictly Senior Officers of the University, but they are generally considered to among the senior managers of the institution.

ANU’s strategic planning

The Vice-Chancellor is author of the University's strategic plan, ANU by 2020, which sets out his vision for the institution. It's worth reading this document in detail, just to get a strong sense of the flavour of the current executive and its management style. The sections called Some Measures of Success are having a strong influence on the way the institution is being managed.
AQF and TEQSA

In addition to the Act, the Council, and the Executive of the University, the education activities of the ANU are guided and constrained by the Tertiary Education Quality and Standards Agency and its Provider Standards, and the Australian Qualifications Framework. The research activities of the University are also guided and constrained, but they are not the focus of this document.

The TEQSA Higher Education Standards Framework (Threshold Standards) 2011 outlines, among other things, government expectations about course design, teaching and learning standards, assessment, course monitoring and review, and the criteria for the awards conferred by the institution.

It is the Provider Standards for course design that have shaped the documentation we use for the approval of new and revised programs and courses, our expectations for assessment regimes and for reviews. When you read pp 14-17 of the document, this relationship becomes very clear. Section 4 (Teaching and learning are of high quality) on p 16, outlines expectations that the “numbers, qualifications, experience, expertise and sessional / full-time mix” of lecturers and tutors are “appropriate to the nature, level, and mode of delivery” of the course and learning outcomes. Among other things, staff members must be qualified to “at least one Qualification Standards level higher than the course of study being taught or with equivalent professional experience”.

The Qualification Standards mentioned in the TEQSA documentation are outlined in detail in the Australian Qualifications Framework.

The ANU offers programs at AQF Qualifications Standards Levels 6-10, with a focus on Levels 7-10.

**Level 6:** We do not offer Advanced Diplomas, and we have only a couple of Associate Degrees on the books. These are offered in collaboration with ANU College or the Canberra Institute of Technology, and provide pathways into ANU award programs for some prospective students.

**Level 7:** Bachelor Degree The ANU offers many Bachelor Degrees.

**Level 8:** Bachelor Honours Degree, Graduate Certificate, Graduate Diploma The ANU offers many of these Degrees.

**Level 9:** Masters Degree (Research, Coursework, Extended) The ANU offers award programs in each of these categories, and further distinguishes between Coursework Entry and Coursework Advanced. A Coursework Advanced program is one where, for example, students are expected to complete a sub-thesis, or where students who have already completed an undergraduate degree in a discipline enrol in a Masters Degree in the same discipline area. For example, students who have never studied accounting who decide to do a Master of Accounting would enrol in an Entry-level Degree; those who already have a Bachelor of Commerce majoring in Accounting would enroll in an Advanced-level Master of Accounting – one that extends their knowledge and skill beyond their existing expertise. The two Extended ANU Masters Degrees are the College of Law’s Juris Doctor and the College of Medicine, Medicine & Health’s Medicinae ac Chirurgiae Doctoranda (an advanced degree in medicine and surgery). Places are available in 2013 for the former, but the latter is not yet on the books.

**Level 10:** Doctoral Degree PhDs and the like

Very detailed guidelines for each type of degree listed here are provided in the Framework, and anyone designing a new or revised course or program ought to be familiar with these guidelines, as well as the University’s own approvals processes, procedures, and policies. Information about approvals for new and revised courses and programs can be found on the CASS website.

Deborah Veness
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