

Dear Senator Smith

Senate Education and Employment Legislation Committee (the Committee)

**Inquiry into the Quality of Governance at Australian Higher Education Providers
(the Inquiry)**

I acknowledge receipt of your letter dated 15 August 2025 in your capacity as Chair of the Committee regarding a public hearing of the Inquiry held on 12 August 2025. I was unable to attend the hearing on 12 August 2025 as I was engaged in other pressing business in my role as the UN Secretary-General's Special Envoy on Myanmar and the time between being notified of the public hearing on 7 August 2025, and the hearing occurring on 12 August 2025, did not allow me sufficient time to re-arrange my affairs to attend. The ANU notified the Committee in advance of the hearing that I would be unable to attend and offered that I attend at another time, but the hearing nonetheless proceeded on 12 August 2025.

I would welcome the opportunity to appear before the Committee to address the matters in this reply (being this covering letter and 'Part A' below) at any mutually convenient time in the future.

I note your advice that I, and other senior officers at the Australian National University (the ANU), were subject to 'adverse reflections' during evidence given to the hearing on 12 August 2025 and that I am entitled to a reasonable opportunity to respond to that evidence.

Further, I note your advice that, as evidence given at the Committee is protected by parliamentary privilege, any response I choose to provide is similarly protected.

I understand that the ANU intends to make a separate submission responding to the adverse reflections made against senior officers of the ANU (to the extent appropriate), to whom you have referred but not named in your letter to me, which will also be protected by parliamentary privilege.

At the outset, I note that I have welcomed this Inquiry into the quality of governance in Australian universities for I believe that the ANU has many examples of good governance that we can share, while also providing us with an opportunity to learn from others given that the Council and I are committed to best practice and continuous improvement of the ANU.

However, the way the hearing on 12 August 2025 was used to ventilate serious allegations against me and other senior ANU officers raises grave concerns for a range of reasons – both individually and for the ANU. Having read the 58-page Hansard transcript attached to your letter, I understand that the entirety of the 12 August 2025 testimony was given in a public hearing, was livestreamed and that there were no relevant sessions in private nor any testimony given 'in camera'.

Given the circumstances in which the testimony was given, I am concerned that properly exercising my right of reply necessarily involves reflecting adversely on the veracity of the testimony given by ANU staff and students and naming other members of the ANU community who witnessed the relevant events. This is problematic for several reasons, including inevitably compromising the workplace grievance process on foot and potentially the other processes and inquiries that have been spurred by the complaints made by an ANU academic as well as the testimony of the academic before the Committee. I address these issues further below after some general observations and comments.

General Observations and Comments

I am dismayed that witnesses gave testimony in an environment that failed to meet safe workplace standards, particularly with regard to psychosocial safety.

In your opening statement in your capacity as Chair, you noted that the Committee is ‘a workplace’ and specifically reminded all Senators ‘*of their obligations under the Behaviour Code for Australian Parliamentarians to treat witnesses with dignity, courtesy, fairness and respect*’.¹

Unfortunately, your advice was not heeded.

Comcare, the Federal regulator for work health and safety in workplaces including the Senate, considers exposure to traumatic events or material to be a workplace hazard. Indeed, the *Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024* provides that ‘*reading, hearing or seeing accounts of traumatic events*’ is a psychosocial hazard,² giving rise to a risk of harm to the Committee members and witnesses.

Eliminating that risk or at least taking steps to minimise the risk insofar as was reasonably practicable, should have been the first priority of the Committee both before any witness testified, and during testimony of any witness when the subject-matter of the testimony became apparent.

In fact, in my experience, opening statements are generally provided in advance of the witness appearing before the Committee. If that occurred in this instance, then the Committee was on notice of the content of the witness’ testimony before appearing at the hearing, such that it should have agreed for this testimony to be given in private (that is, in camera).

Notably, Senator Pocock was aware that there was a workplace grievance process underway against the ANU, which it would appear included the allegations levelled at me and other senior officers of the ANU in that grievance. Indeed, Senator Pocock was in possession of a document, which he sought to table at the hearing, and which he

¹ Hansard Transcript of the Hearing on 12 August 2025 (**Transcript**), p 1.

² See ‘Traumatic events or material’ in section 3.1 ‘Common psychosocial hazards’.

confirmed in questions to the witness, contained the substance of a workplace complaint made by the witness.³

As the Senator was aware of the substance of the complaint by at least 15 June 2025, which is when he says he conveyed same in a letter to Minister Clare, it can be assumed that Senator Pocock therefore knew in advance of the hearing on 12 August 2025 what the witness' testimony was likely to be, and that she was likely to be vulnerable and distressed when she appeared before the Committee.

Nonetheless, the statements were made to the Committee publicly, even though there was the option to take the testimony in private session (that is, in camera). The witness was evidently deeply distressed and spoke specifically about suicidal ideation and a miscarriage.

There was no warning about the nature of the testimony likely to be given, and I am concerned that appropriate trauma-informed principles were not applied in relation to her testimony.

This testimony was open to the public present in the hearing room, and it was also livestreamed. I am aware that many of the ANU community were viewing the livestream of the hearing. The testimony was replayed extensively throughout the national media that evening and still to this day. There appeared to be no consideration given to the wellbeing of those viewing the footage and I note that the recording is still accessible on the Senate's website and on multiple other platforms with no warning to viewers who may be triggered by such references.

Adverse reflections made against senior officers of the ANU including me

With respect to the adverse reflections made against senior officers of the ANU including me, I note that paragraph 11 of the Senate resolution on the Procedures to be observed by Senate Committees for the protection of witnesses provides that "*where a committee has reason to believe that evidence about to be given may reflect adversely on a person, the committee shall give consideration to hearing that evidence in private session*".

No such consideration appears to have been given in advance of the hearing on 12 August 2025, despite Senator Pocock's knowledge of the matter and the likely nature of the testimony to be given.

I otherwise wish to make the Committee aware that I had arranged to meet with Senator Pocock at his Parliament House office on 22 July 2025, specifically in relation to his concerns about the ANU.

During a private 30 minute discussion about the ANU, Senator Pocock did not raise any concerns about my leadership in my capacity as Chancellor, nor did he mention any workplace grievance concerning the witness or any other ANU staff member or that he

³ Transcript, p 33.

had been provided with details of a workplace grievance complaint contained in a document (Workplace Grievance Document), presumably containing allegations against me, which he had provided to Minister Clare on 15 June 2025, as he referred to during the hearing on 12 August 2025 and sought to table.⁴

At no time was any notice given to me as to the content of this Workplace Grievance Document or that this workplace grievance would be raised at the Committee hearing.

In fact, at no time prior to the Committee hearing was I given any notice of the existence of this workplace grievance, nor had I seen the Workplace Grievance Document prior to the hearing on 12 August 2025 or since.

As at the time of providing this response, I have still not been formally advised of the substance or details of the workplace grievance, nor have I received a copy of the Workplace Grievance Document in Senator Pocock's possession that he sought to table at the hearing on 12 August 2025.

I note that Jonathan Churchill, Chief Operating Officer of the ANU, said repeatedly during the hearing on 12 August 2025 that he could not comment on the grievance while the University's grievance procedure is on foot, without compromising that process,⁵ and that the ANU's intention is to complete the process properly and come to a determination.⁶ Senator Kovacic acknowledged this testimony, expressing that she was *'concerned that [the Committee] may be compromising a grievance procedure'*.⁷

I am deeply concerned that the existing workplace grievance process has indeed been compromised as a result of the circumstances in which testimony was given to the Committee on 12 August 2025. Had the Committee taken the approach of hearing the testimony in camera, my right to procedural fairness would have been preserved, and my reputation would not have been harmed.

I wish to state on the record that I categorically deny the allegations levelled against me during the hearing on 12 August 2025. I can address and refute each of these allegations but there are real and practical difficulties as well as consequences in doing so in a public response at present, which I set out below.

It would clearly be in my interests to have my name cleared and the damage to my reputation mitigated at the first available opportunity. It would also be in the ANU's interest to have its Chancellor cleared of these allegations, noting that my actions are inextricably linked with the University, and that, as Chancellor, my duties include ensuring the highest standards of good corporate governance within the University – with the testimony given reflecting adversely on my fulfilment of that duty.

However, I cannot in good conscience publicly give testimony to the Committee that may further compromise the workplace grievance process as well as other ongoing

⁴ Transcript, p 33.

⁵ See Transcript, pp 35 & 43.

⁶ See Transcript, p 43.

⁷ Transcript, p 40.

processes and inquiries, or deny the parties involved the necessary protections of confidentiality and procedural fairness that I was denied before the Committee.

In this respect, I understand that the ANU has instigated a further external, arm's length investigation of the workplace grievance complaint, and it is important that the integrity and impartiality of this process be respected and for the process to run its course.

It is apparent that the substance of the workplace grievance complaint has also been referred to TEQSA, and that the allegations raised may require further formal processes to be undertaken by TEQSA.

Other processes and inquiries that have been spurred by the testimony on 12 August 2025

The workplace grievance complaint and the testimony given on 12 August 2025 has spurred a number of processes and inquiries. While I, together with the ANU, will cooperate fully with these various processes and inquiries, it is important that each of them is respected and run their course so as to ensure that none of them are compromised by the actions of another.

Outlined below are a list of some of the current processes and inquiries for the Committee's awareness (in addition to the Committee's current Inquiry):

1. Workplace grievance process investigation – initially conducted by Mr Lachlan Carr until his resignation.
2. Independent assessor into the testimony as per the ANU Council resolution of 19 August 2025.⁸
3. TEQSA's compliance assessment under s 59 of the *Tertiary Education Quality and Standards Agency Act 2011* (Cth) which ANU was notified of on 30 June 2025 - including the appointment of former Public Service Commissioner, Lynelle Briggs AO, on 29 August 2025, as the independent expert to support TEQSA's compliance assessment into the ANU. In her TEQSA role, Ms Briggs has been tasked with reviewing specific aspects of ANU's governance systems and her work will have a targeted focus, including considering the university's self-assurance report alongside interviews with ANU staff, students, executive and governing Council members. Ms Briggs will report back to TEQSA with expert recommendations, which will form one part of the broader scope of complex assessment work currently being undertaken by TEQSA.
4. Independent external review of Council and the senior leadership team – a similar review was undertaken in 2022/23 and is standard practice for the Council and a requirement of its Charter.⁹

⁸ See letter from ANU to TEQSA dated 19 August 2025.

⁹ See letter from ANU to TEQSA dated 19 August 2025.

In addition, the ANU operates in a complex legislative environment (that is, at least 25 active pieces of legislation are relevant to its operations) which create obligations which are also relevant to the above, including the ANU Act and the PGPA Act (amongst others) given its role as a higher education institution and a Commonwealth entity.

Summary

Accordingly, in this letter, I have restricted my response to the Committee to addressing the more general allegations only, including the culture of the Council and my conduct of Council meetings, which I refer to as 'Part A'. I request that both this letter and Part A be published in their entirety on the Committee's website under parliamentary privilege pursuant to my right of reply.

I have also prepared a second submission, 'Part B', which responds with greater specificity to the allegations which I understand form the basis of the workplace grievance complaint, as well as the specific allegations contained in other testimony given on 12 August 2025.

However, as I am reticent to give specific adverse testimony against an employee of the ANU or indeed name any ANU employee that may be involved in the workplace grievance matter, I do not propose to submit Part B until the condition set out below is met. I note my reticence arises by virtue of:

- there being a workplace grievance and other processes on foot, which must not be further compromised, nor the protections for the individuals involved further infringed; and
- my concern for the health and safety of ANU staff and students. The safety of ANU staff and students is, to me, paramount, and I will not publicly give specific, adverse testimony, naming members of the ANU community, who may be at a risk of harm as a result.

In the circumstances, I respectfully request that, before I submit Part B, the Committee provide a written undertaking that Part B will be taken in camera and not in any way published, in whole or part, on the basis that it is private and confidential, and is provided only to inform the Committee's deliberations in relation to the testimony given on 12 August 2025.

I note this undertaking would facilitate my comprehensive response to the specific allegations raised on 12 August 2025, therefore allowing me a proper opportunity to exercise the right of reply given to me by this Committee. I would accordingly be grateful to receive the Committee's written undertaking, subject to and following which, I will submit Part B. This undertaking would also extend and apply to any oral evidence that I may give before the Committee concerning the allegations raised on 12 August 2025.

May I otherwise respectfully suggest that the conduct of the hearing on 12 August 2025 should raise for consideration by this Committee whether it has complied with the Behaviour Code for Australian Parliamentarians and the Behaviour Standards for Commonwealth Parliamentary Workplaces adopted by the Senate and the House of Representatives in 2024, including whether it is compliant with its work health and safety obligations.

I also raise for consideration whether a referral to the Privileges Committee is warranted.

Your sincerely

Julie Bishop
Chancellor

Office of the Chancellor
Australian National University
Perth Office

Part A following...

Part A: General reply to adverse reflections made at the hearing of the Senate Inquiry on 12 August 2025

1 - My conduct at ANU Council meetings

The ANU is one of the most significant national institutions in our country.

I was deeply honoured to be appointed Chancellor from 1 January 2020, and I continue to be immensely proud of this brilliant University and the academic and professional staff, students, alumni and the wider ANU family.

I have presided over 49 graduation ceremonies, and on each occasion, I pay tribute to the outstanding people who make up our University and how important our University is to our national wellbeing.

I love the University and our people.

I would never seek to cause any harm to any person in any way at our University, and I am always striving to act in the best interests of the University in all I do and say as its Chancellor, including by taking steps to ensure ANU staff have a safe work environment.

I reject absolutely the allegations that I am *'hostile and arrogant'* to staff, that I have *'godlike powers, unchecked'* and the more general allegations that, under my Chairmanship of Council meetings, there is a *'culture of fear and intimidation'*, that *'dissent'* is *'discouraged'*, that Council is *'dysfunctional and toxic under the current regime'*, that elected members are *'afraid'*, that Council is *'orchestrated cinema to make it appear that what's happening is legitimate when.. it's not'* or that the nature of Council is *'divide and conquer'*.¹⁰

Since my appointment as Chancellor, there have been 41 formal meetings of Council and I have chaired each of the 41 meetings, my first on 13 February 2020 after my appointment, including online meetings necessitated by the Covid lockdown, until the most recent on 19 August 2025.

During that period, I have worked with around 40 different Council members, both Ministerial appointees and those elected from within the University.

I have been impressed with the high calibre of our Council members, both the seven members appointed by the Minister and the six members selected by the University community. In relation to adverse reflections on the seven current members appointed by the Minister, I consider them all to be outstanding leaders, all highly experienced professionals with appropriate qualifications, expertise and skills who are committed to the highest standards of governance, together with considerable diversity among the members, including in terms of gender, ethnicity and experience, to ensure Council effectively and competently discharges its duties.

¹⁰ Transcript, pp 9, 29, 30, 31 & 32.

In addition, I chair many ANU Council sub-committee meetings including the Council Standing Committee and Remuneration Committee, as well as the Honorary Committee, Nominations Committee, and Chancellor Awards Committee (these three committees having external members), and I am a member of the ANU Foundation Board (which also has external members), all of which meet regularly or as required.

I ensure that, at each Council meeting and associated meetings, my conduct is highly professional, adheres to the ANU Code of Conduct which accords with my own standards of appropriate personal conduct, and that I maintain consistency in my behaviour to ensure those standards are met.

I have always aimed to ensure that the Council atmosphere is respectful and collegiate, that each member is treated with courtesy and civility as a valued contributor and that our discussions are constructive and inclusive.

I am aware of my legal responsibilities, both statutory and fiduciary, and my obligations pursuant to the Australian National University Act 1991 (Cth) (ANU Act), the ANU Governance Statute (Governance Statute), the Charter of the ANU Council (Charter), the Voluntary Code of Best Practice for the Governance of Australian Public Universities (2018) updated as the Code of Governance Principles and Practice for Australia's Public Universities (2024), the Public Governance Performance & Accountability Act 2013 (Cth) (PGPA Act), and other attendant legislation.

Further, my conduct as Chair of the ANU Council and my understanding of its functions and powers is also informed by over 30 years' experience as a chair, director or member of numerous boards in both the public and private sectors in Australia and globally, and in the for-profit and not-for-profit sectors, including but not limited to a federal statutory authority, a State Government tribunal, another University Senate, as a Fellow of the Australian Institute of Management, as well as my 20 years' experience in government attending Cabinet meetings, subcommittees of Cabinet, including the National Security Committee, numerous Joint, Standing and Select committees, State and Federal ministerial meetings and international meetings of national leaders and ministers.

As to my personal behaviour, I have been in public roles as a Member of the House of Representatives, held a number of Ministerial and Cabinet positions, and otherwise been in senior political leadership roles, during which I have been held to high levels of public scrutiny, which has continued (albeit to a lesser extent) since I retired from Federal Parliament in May 2019.

My current public roles, which include the United Nations Secretary General's Special Envoy on Myanmar and the Chancellor of the ANU, require me to meet and exhibit the highest standards of conduct, ethics, diplomacy, tact, conflict resolution, accountability and the avoidance of reputational harm to those organisations.

In my entire 45 year professional career – 20 years as a legal practitioner, 20 years in public service and now 6 years in a post-political career (including 5 years at ANU), I have never been accused of any behaviour or conduct that remotely reflects, even to

the slightest degree, what was alleged against me at the Senate hearing on 12 August 2025.

2 - Independent Expert Assessment of Council

My conduct as Chancellor and Chair of the ANU Council was independently assessed in 2022.

As a requirement of our ANU Council Charter, under section 20:

‘The Council evaluates its own performance on a regular basis. The evaluation occurs at intervals of two years in a manner determined by the Chancellor that addresses the Council’s acquittal of its governance responsibilities.’

In 2022, Council resolved to undertake this evaluation, and I determined that we engage an independent external expert to carry out the assessment.

After a procurement process led by the University Secretary, BoardsGlobal, well recognised as an expert in governance and board performance with relevant experience in the Australian university sector, was engaged to undertake our self-assessment, which included interviews with all Council members and the management team as well as observation of the conduct of Council and other meetings, with agreed performance and compliance criteria.

The report was tabled at the Council meeting on 2 December 2022.

Relevant findings regarding my conduct as Chancellor included:

“The Chancellor is highly regarded by Council members and is seen as fair, measured, a good listener, purposeful, astute, personable and visionary. Her style is inclusive, and she has high quality relationships with the Vice-Chancellor and management. She is respected for her high intellect, depth of knowledge, sound judgment, and her talents in chairing meetings and managing dynamics effectively.”

The report included a ‘wordle’ regarding the Chancellor’s characteristics, finding that the descriptors used for me as the Chancellor were highly complimentary, noting;

“There is consistently high regard and respect for the Chancellor’s outstanding leadership, her manifest intellect, her direct manner, her adaptability and her inclusive, collaborative and professional approach. The Chancellor is a significant influence within ANU and the Council, and on its culture, which many commented had progressed to the benefit of all. With her leadership capability, she plays a pivotal role in ANU’s continuing success.”

See Appendix 1: Copy of Chancellor’s ‘wordle’ in the BoardsGlobal report to Council December 2022

As to the performance of our Council at that time, among the report’s findings were statements that:

- ***The ANU Council is a highly capable body with many years of valuable experience.***
- ***Council demonstrates many of the characteristics of high performing boards such as emotional intelligence and a high calibre of critical thinking.***
- ***The Chancellor and the Council are committed to high standards of governance.***
- ***Meetings are well led and chaired.***
- ***The Council is collaborative, respectful and collegiate.***

See Appendix 2: BoardsGlobal ANU Council Review Scope and ANU Council Review Interviewees

The recommendations in the report were referred to a sub-committee of Council to form a working group for the purposes of considering and implementing the recommendations from the self-assessment.

In accordance with our obligations under the Charter, we are in the process of undertaking our next self-assessment, which I have again determined will be conducted by an independent expert. The scope of work will include the independent observation of Council meetings.

I have agreed with TEQSA that our independent self-assessment expert will report on their observations directly to TEQSA and will liaise directly with the independent expert, appointed by TEQSA on 29 August 2025, Ms Lynelle Briggs, to support TEQSA's self-assurance review of the ANU currently underway.

I reject the testimony that *'the previous Vice-Chancellor Brian Schmidt kept the Chancellor's behaviour in check.'* Further, I reject any inference that it would take a male Vice-Chancellor to keep a female Chancellor *'in check'*.

In February 2023, then Vice-Chancellor Brian Schmidt gave notice to the ANU Council that he did not intend to serve his full 5-year term to which he had been re-appointed in 2022 and that he would resign from the Vice-Chancellor's role to take effect on the appointment of a successor.

Council authorised me, in accordance with the ANU Act, to undertake a selection process for the new Vice-Chancellor. A subcommittee of 10, including 8 members of Council, a College Dean and the Vice-President of a School was established, and the appointment of the new Vice-Chancellor was unanimously endorsed by Council.

My approach to the chairing of Council meetings and my personal conduct has not changed in any way and is consistent with the observations of the independent expert contained in the BoardsGlobal report of December 2022.

3 - Council meeting on 3 July 2025

During the hearing on 12 August 2025 there were adverse reflections made about the Council meeting on 3 July 2025, including that a motion to 'pause' Renew ANU was not brought to a vote and no satisfactory reason was given as to why.

This was an out-of-session online meeting called for one hour to discuss a letter received from TEQSA seeking a self-assurance process and the ANU's proposed response.

I indicated at the outset that the Vice-Chancellor would leave the meeting at the item of 'any other business'. In the Vice-Chancellor's presence, there was a lengthy discussion as to whether Renew ANU should be 'paused' while TEQSA completed its self-assurance process. The Vice-Chancellor undertook to gauge TEQSA's view on a 'pause' at an upcoming meeting.

Some members then said they needed access to more information before they could consider whether a pause was warranted, and the Vice-Chancellor undertook to consider the documents and information requested and get back to them.

Two Ministerially-appointed members had to leave the meeting after it had overrun to two hours and then, when we came to 'any other business', the Vice-Chancellor left the meeting, as I wished to provide an update on Vice-Chancellor remuneration and a proposal of the University Chancellors Council (UCC) to adopt Remuneration Tribunal benchmarking. I noted the ANU had already done this in respect to our Vice-Chancellor's remuneration. A few other matters were discussed, and I was about to close the meeting when one elected member proposed that there be a vote on whether, amongst other things, there be a 'pause of Renew ANU'.

I said that, if I were required to rule on a potential motion, I would rule it out of order as it would contradict what had been agreed in the meeting about first seeking TEQSA's advice and then seeking access to documents before there could be a consideration of whether to seek to 'pause' Renew ANU.

Further, I said that there was no notice given of a motion, which would have enormous consequences for our financial position and the numerous change plans already underway and something of this magnitude should be afforded the requisite 7 days' notice and that the Vice-Chancellor had left the meeting with no opportunity to respond. I noted that two members had also left what was to be a one-hour meeting after two hours I believed were entitled to assume that what had been agreed at the meeting would stand.

There was no formal motion moved, it was not formally seconded, and I suggested we may have to consider another out-of-session meeting on Renew ANU in the event that TEQSA advised that there should be a pause.

As it transpired, TEQSA did not advise or request that Renew ANU be paused.

For the reasons outlined above, I reject the characterisation that *'no satisfactory reason was given'* as to why the motion *'was not brought to a vote'* or that this is an example of *'deliberate attempts to limit Council members' access to information and to frustrate any real attempts at oversight or active council involvement'*.

4 - The investigation into an unauthorised disclosure from 3 July meeting

During the hearing on 12 August 2025 there were adverse reflections made that there were *'deliberate attempts to limit council members' access to information'* with members allegedly *'punish[ed]'* for raising concerns.

On 4 July, following the 3 July meeting, it came to my attention that unauthorised confidential matters from the 3 July 2025 meeting had been provided to the media. I sought the advice of the General Counsel, and he undertook to engage an independent expert to investigate what could be a potential breach of the PGPA Act.

I kept Council informed of the process by emails dated 4, 8 and 21 July and 15 August 2025.

The temporary pause in access to the online Council papers and informal briefings was done on legal advice and was reinstated on 15 August.

I am not aware of any member having any difficulty fulfilling their obligations as a Council member while the investigation was underway.

See Appendix 3: My emails dated 4, 8 and 21 July and 15 August 2025

I reject any characterisation that this was an attempt to *'punish'* members for raising concerns.

5 – Engagement with ANU staff and students

During the hearing on 12 August 2025 there were adverse reflections made that Ministerially-appointed Council members *'rarely set foot on campus'* and are *'out of touch with the reality of what is happening at the ANU'*.

All Council members are encouraged to visit the Campus and do attend as often as they are able to around scheduled Council meetings.

I categorically reject this assertion as it relates to me, and I attach a summary taken from my reports to Council of my visits to Campus and interactions with ANU staff and students during the post-Covid years of 2022, 2023 and 2024.

This list does not include my time on other ANU business in my role as Chancellor, such as chairing Council and sub-committee meetings, and all other duties required.

See Appendix 4: My campus and student/staff interactions 2022 – 2024

6 – NTEU - ‘inefficiencies’

I reject the adverse reflection that I made a '*most callous*' comment in relation to job losses by claiming that ANU staff were '*inefficiencies*'.

My reference to '*inefficiencies*' was in relation to data from an international survey by Uniforum which found that ANU had the most '***ineffective and inefficient professional services of any University in Australia***' and that our Renew ANU program was part of our response to that problem.

See Appendix 5: ANU summary of Uniforum Data Summary

Appendices to follow...

Appendix 1: Copy of Chancellor's 'wordle' in the BoardsGlobal report

Chancellor Characteristics

The wordle below illustrates the descriptors used for the ANU Council Chancellor, which it can be seen are highly complimentary. There is consistently high regard and respect for the Chancellor's *Outstanding leadership*, her manifest *Intellect*, her *Direct manner*, her *Adaptability*, and her *Inclusive, Collaborative, and Professional approach*. The Chancellor is a significant influence within ANU and the Council, and on its culture which many commented has progressed to the benefit of all. With her leadership capability, she plays a pivotal role in ANU's continuing success.



Appendix 2: BoardsGlobal - ANU Council Review Scope and ANU Council Review Interviewees

2022 ANU Council Review Scope

Performance and Compliance Criteria
<ul style="list-style-type: none"> a) The performance of the Council, the Audit and Compliance committee, the Chairs of the Council and the committee, and Councillors b) The Council's strengths and achievements c) The nature and quality of interaction among the Council and with the CEO and executives, including the challenge and enquiry by the Council d) The Council's engagement in and contribution to strategy e) The Council's role and responsibilities f) Desired Council skills for the future for inclusion into the Council Skills Matrix g) The Council's influence on and alignment with organisational culture and values h) The Council's role and engagement in stakeholder relations i) The effectiveness and efficiency of governance systems and processes including Council and committee agendas, meetings and minutes, delegations and policies; organisational/management performance monitoring by the Council; Council decision making including effectiveness and timeliness; Council planning j) The utility and currency of Council and committee information and reporting k) Council and governance-related performance markers and benchmarking l) Written reporting which includes areas of potential enhancement or improvement and associated recommendations.

ANU Council Review Interviewees

Our thanks to all who contributed valuable input for and assisted with this Council review. Interviews were conducted with all Council members and Executives listed below (in alphabetical order):

Interviewees
<ul style="list-style-type: none"> 1. Dr. Liz Allen 2. Prof. Ian Anderson AO 3. The Hon Julie Bishop 4. Prof. Suzanne Cory 5. Naomi Flutter 6. Christian Flynn 7. Tanya Hosch 8. Alison Kitchen 9. Geoff Knuckey 10. Prof. Joan Leach 11. Dr Doug McTaggart 12. Willian Moisis 13. Prof. Craig Moritz 14. Prof Juliana Ng 15. Prof. Keith Nugent 16. Prof. Sarah Pearson 17. Millan Pintos-Lopez 18. Padma Raman PSM 19. Chris Reid 20. Prof. Brian Schmidt AC FAA FRS 21. Anne-Marie Schwirtlich AM 22. Prof. Lyndall Strazdins 23. Anna Tsikouris 24. Prof. Grady Venville 25. Prof. Sally Wheeler 26. Prof. Asmi Wood

Appendix 3: My emails dated 4, 8, 21 July and 15 August 2025

From: Chancellor <Chancellor@anu.edu.au>

Sent: Friday, 4 July 2025 1:49 PM

Subject: Council Meeting 3 July

Dear Council

It has come to my attention that there has been an unauthorised disclosure of confidential information arising from our online Council meeting held on 3 July.

A media inquiry directed to the ANU Head of Public Affairs today referred specifically to events that took place during the Council meeting yesterday. It appears that information from the meeting has found its way to a journalist. This could mean that there has been a potential and substantial breach of the PGPA Act, the ANU Code of Conduct and general good governance by a member of our Council.

Given the nature of this breach, and the impact it will have on Council members' ability to feel secure to engage in open and transparent dialogue during meetings, I have requested the University General Counsel's advice on the best means of expeditiously investigating this matter.

Until the investigation is concluded, I have instructed the secretariat to cease the arrangement of any out of session Council meetings or management briefings to Council.

Kind regards

Julie

Office of the Chancellor
Australian National University
Perth Office

From: Chancellor

Sent: Tuesday, 8 July 2025 2:44 PM

Subject: ANU Council meeting 3 July - update CONFIDENTIAL

Dear Council

Further to my email of 4 July, I provide the following update:

As to my concerns about the unauthorised provision of confidential information to the media arising from our Council meeting on 3 July, I confirm that I requested our General Counsel to advise on appropriate steps to investigate what could amount to a breach of the PGPA Act and the ANU Code of Conduct.

General Counsel has advised that an investigation is warranted, that an external independent investigator be engaged on the basis of an expeditious outcome and that it would be prudent to pause the scheduling of informal meetings or briefings until the investigation is completed.

Each Council member present at the meeting at the relevant time may be interviewed by the external independent investigator (this will also include the University Secretariat) and, as I am sure we wish to return to business as usual as soon as possible, I ask for your urgent co-operation.

Further, in the interests of good governance, I have requested that access to Convene be paused to ensure the integrity of our confidential information pending the outcome of the investigation.

If any member has any concerns, please contact me and I will try to resolve any issues.

In the meantime, I have been advised today that it would appear the contents of my email to Council of 4 July have also been provided to the media, and so this additional potential breach may also be referred to the external independent investigator.

Our next scheduled Council meeting is 1 August in Canberra (on the assumption that the additional travel costs can be met within budget).

Please note that this communication is also confidential to Council members.

Regards
Julie

Office of the Chancellor
Australian National University
Perth Office

From: Chancellor <Chancellor@anu.edu.au>
Sent: Monday, 21 July 2025 8:07 AM
Subject: CONFIDENTIAL - Update on Investigation 3 July Council meeting

CONFIDENTIAL

Dear Council members

Further to my emails of 4 and 8 July, I provide the following update from General Counsel on the investigation currently underway into an apparent unauthorised disclosure of confidential information arising from our online Council meeting held on 3 July.

In line with the advice from General Counsel, I confirmed that he should engage Deloitte Touche Tohmatsu with Matt O'Donnell as the lead partner to undertake an independent, external and expert investigation into the matter and as expeditiously as possible.

I have been informed by General Counsel that the investigation commenced on 8 July and is expected to take 5 weeks with a final report expected by Friday 8 August.

In the meantime, Council will continue to operate as the governing oversight authority and will fulfill its responsibilities pursuant to the PGPA Act and the ANU Charter.

We will next meet for the scheduled formal meeting on 1 August 2025 and on campus, travel budget permitting.

Meetings of sub-committees may continue to be held, although I am mindful that this should not disrupt the proper processes of the independent external investigation.

Specifically, I have asked the management to continue to compile the information sought by several members at our 3 July meeting.

As access to Convene has been paused pending the investigation (which also covers relevant access to our IT system) I am discussing with the Vice Chancellor and the University Secretary the arrangements for the distribution of Council papers in a timely fashion.

Under separate cover I will provide a response to an email I received last Thursday from Lyndall Strazdins and sent on behalf of Brenna, Will, Francis and Juliana.

Since the 3 July meeting, I have received detailed emails from a number of internal ANU members, both individually and collectively.

For Council's information, where the correspondence is directed to me and not copied to Council, I am responding directly to the sender.

Where the email is addressed to me and is also copied to Council members, I will seek to copy you with my responses.

There are a number of instances of duplication of enquiries and by necessity, the information provided in my responses, so I thank you for your patience.

Kind regards

Julie

Office of the Chancellor
Australian National University
Perth Office

From: Chancellor
Sent: Friday, 15 August 2025 1:13 PM
Subject: Update on 3 July meeting

Dear Council members

This week has been a particularly distressing week for many at the ANU, and in light of the Senate hearing last Tuesday, I want to assure everyone affected, including those directly or indirectly named, that we are taking steps to address the issues and allegations raised.

The Senate has granted a right of reply which we are pursuing.

In the meantime, I am advised by our General Counsel that there is a further piece of work to be undertaken by Deloitte in the external independent investigation into the 3 July Council meeting procedures.

I am conscious of our obligations to continue to fulfill our responsibilities as Council members, and accordingly have sought advice from General Counsel as to whether the investigation is sufficiently advanced that we can reinstate access to Convene.

He has confirmed that it would be appropriate for access to be reinstated and I have accordingly copied in our Governance Office to ensure that is effected as soon as possible.

I am obliged to remind all members of their obligations under the relevant provisions of the ANU Code of Conduct including section 22, and Section 28 (b) of the Public Governance, Performance and Accountability Act 2013.

I have not copied in our new Council members on this email, Mr Andrew Metcalf and the Hon Wayne Martin, but hope to include them in an online meeting to be convened shortly.

With best wishes

Julie

Office of the Chancellor
Australian National University
Perth Office

Appendix 4: My campus and student/staff interactions 2022 – 2024

ANU Staff & Student Engagement 2022		
7-Feb-22	Campus	State of the University Address
7-Feb-22	Campus	Graduation Ceremonies
8-Feb-22	Campus	Graduation Ceremonies
8-Feb-22	Campus	Conferring of Awards Speakers Dinner
9-Feb-22	Campus	Graduation Ceremonies
28-Feb-22	Campus	Meeting with Dean
28-Mar-22	Campus	Meeting with Student
28-Mar-22	Campus	Open Centre for European Studies
29-Mar-22	Campus	Meeting with Staff Member
29-Mar-22	Campus	Chancellor's Panel Alumni Week
22-Apr-22	Melbourne	Alumni VIP Dinner
22-Apr-22	Melbourne	Alumni Reception
11-May-22	Campus	Book launch event
12-May-22	Campus	Event at Toad Hall Residence
26-May-22	London	Alumni 75 Cities Event
3-Jun-22	Campus	National Reconciliation Week Event
5-Jul-22	Campus	John Gee Lecture to staff and students
13-Jul-22	Campus	Graduation Ceremonies
13-Jul-22	Campus	Conferring of Awards Speakers Dinner
14-Jul-22	Campus	Graduation Ceremonies
28-Jul-22	Campus	Chancellor's International Scholarship Event
29-Jul-22	Campus	Closing Ceremony ANU 75th Anniversary Event
11-Aug-22	Sydney	In Conversation DPC Young Professionals Network
22-Aug-22	Campus	Book launch event
28-Sep-22	Campus	Interview with PhD student
28-Sep-22	Campus	Campus Tour
28-Sep-22	Campus	Launch of ARC Centre of Excellence
28-Sep-22	Campus	Book launch event
6-Oct-22	Campus	Meeting with Staff & Student Wellbeing Committee
6-Oct-22	Campus	Filming for student Crisis Simulation Summit
15-Nov-22	Online	Chancellor's Awards Committee
17-Nov-22	Sydney	75 Cities Alumni Reception
17-Nov-22	Sydney	Alumni VIP Dinner
29-Nov-22	Campus	Campus Tour
29-Nov-22	Campus	Filming for student Energy Transition Masterclass
29-Nov-22	Campus	Launch School of Cybernetics
30-Nov-22	Campus	Chancellor and Vice Chancellor Staff Awards
12-Dec-22	Campus	Graduation Ceremony Briefing
12-Dec-22	Campus	National Centre for Indigenous Genomics Event
13-Dec-22	Campus	Filming for End of Year Video
13-Dec-22	Campus	Campus Tour
13-Dec-22	Campus	National Centre for Indigenous Genomics Oration
14-Dec-22	Campus	Graduation Ceremonies
15-Dec-22	Campus	Graduation Ceremonies
15-Dec-22	Campus	Conferring of Awards Speakers Dinner
16-Dec-22	Campus	Graduation Ceremonies
16-Dec-22	Campus	End of Year Staff Event

ANU Staff & Student Engagement 2023		
10-Feb-23	Campus	Yukeembruk Opening Event
10-Mar-23	Online	Meeting with ANU Vice President First Nations
18-Mar-23	Campus	Attended ANU Student Open Day
18-Mar-23	Campus	Chancellor's Panel Event
14-Apr-23	Online	Meeting with Deans
24-May-23	ANU Perth Office	ANU National Security College Event
2-Jun-23	Campus	Shine-Dalgarno Centre for RNA Innovation Event
5-Jun-23	Campus	Campus Tour
6-Jun-23	Campus	Book launch event
12-Jul-23	Campus	Graduation Ceremonies
13-Jul-23	Campus	Graduation Ceremonies
13-Jul-23	Campus	Conferring of Awards Speakers Dinner
13-Jul-23	Campus	Rare Earth Roundtable Event
14-Jul-23	Campus	Graduation Ceremonies
1-Aug-23	Campus	ANU Women's Alumni Network Event
2-Aug-23	Campus	Hilary Charlesworth Myint Zan Law Event
10-Aug-23	Campus	Mana Wahine Event
1-Sep-23	Campus	Chancellor's International Scholarship Event
18-Sep-23	Campus	Student Undergraduate Event
26-Sep-23	Perth	ANU Alumni Event
27-Sep-23	ANU Perth Office	Clontarf Foundation Event
5-Oct-23	Campus	Campus Tour
7-Oct-23	Campus	Spring Circle & Celebration of Giving Events
30-Oct-23	Campus	JG Oration Event
10-Nov-23	Online	Chancellor's Awards Committee
15-Nov-23	Canberra	Rare Earth Element Event
27-Nov-23	Campus	Alumni Awards Event
12-Dec-23	Campus	Graduation Ceremonies
12-Dec-23	Campus	Conferring of Awards Speakers Dinner
13-Dec-23	Campus	Graduation Ceremonies
14-Dec-23	Campus	Graduation Ceremonies
15-Dec-23	Campus	Graduation Ceremonies
15-Dec-23	Campus	End of Year Staff Event
15-Dec-23	Campus	Chancellor's Awards Event

ANU Staff & Student Engagement 2024		
8-Feb-24	Campus	PNG Prime Minister Event
28-Feb-24	Canberra	Fulbright Gala Event
29-Feb-24	Sydney	Visit ANU Sydney Office
7-Mar-24	Campus	Meeting with Staff Member
7-Mar-24	Campus	Meeting with PhD Student
7-Mar-24	Campus	Gareth Evans Oration Event
15-Mar-24	Campus	Campus Tour
15-Mar-24	Campus	Meeting with Staff Members
15-Mar-24	Campus	Filming for Wiyi Yani U Thangani Institute
15-Mar-24	Campus	Meeting with author and ANU Staff
16-Mar-24	Campus	Attend various Student Orientation Day Events
25-Mar-24	Campus	Susan Ryan Oration Event
25-Mar-24	Campus	International Women's Day Event
27-Mar-24	Canberra	ANIP Student Intern Event at Parliament House
4-Apr-24	Campus	Book launch event
15-Apr-24	ANU Perth Office	National Security College Event
22-Apr-24	Cambridge	Cambridge University Australian and New Zealand Society Event
23-Apr-24	London	ANU Alumni Event and Conferring of ANU Awards
24-Apr-24	London	ANU Alumni Meeting
13-Jun-24	Campus	Meeting with Staff Members
10-Jul-24	Campus	Graduation Ceremonies
10-Jul-24	Campus	Conferring of Awards Speakers Dinner
11-Jul-24	Campus	Graduation Ceremonies
11-Jul-24	Canberra	ANU Management Program for Australian Public Service Event
12-Jul-24	Campus	Graduation Ceremonies
8-Aug-24	Campus	Toad Hall 50th Anniversary Event
9-Aug-24	Campus	Chancellor's International Scholarship Event
12-Aug-24	ANU Perth Office	National Security College Event
27-Aug-24	ANU Perth Office	Filming Australian Crisis Simulation Event
3-Sep-24	ANU Perth Office	Meeting with Staff Member
12-Sep-24	Campus	Meeting with Staff Member
12-Sep-24	Campus	Campus Tour
12-Sep-24	Campus	Meeting with Staff Member
21-Oct-24	Campus	Meeting with PhD Student
5-Dec-24	Campus	Meeting with Staff Member

Appendix 5: ANU Uniform Data Summary

Uniform External Benchmarking of Services and Performance

The international UniForum data benchmarks the efficiency and effectiveness of university professional and administrative support services over time and enables meaningful comparisons between universities of different scales and research intensities.

It is the accepted benchmark for the sector.

The UniForum data shows that ANU ranks lowest on the national benchmark of overall satisfaction and efficiency for all services (see Figure 1) with the most inefficient and ineffective professional services of any university in Australia.

This external benchmarking makes clear that there is an opportunity to streamline and improve our approach to service delivery.

The rest of the Group of Eight have already taken such steps over the past decade.

OVERALL EFFECTIVENESS SCORE VS. NORMALISED COST - PARTS 1 & 2 SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023

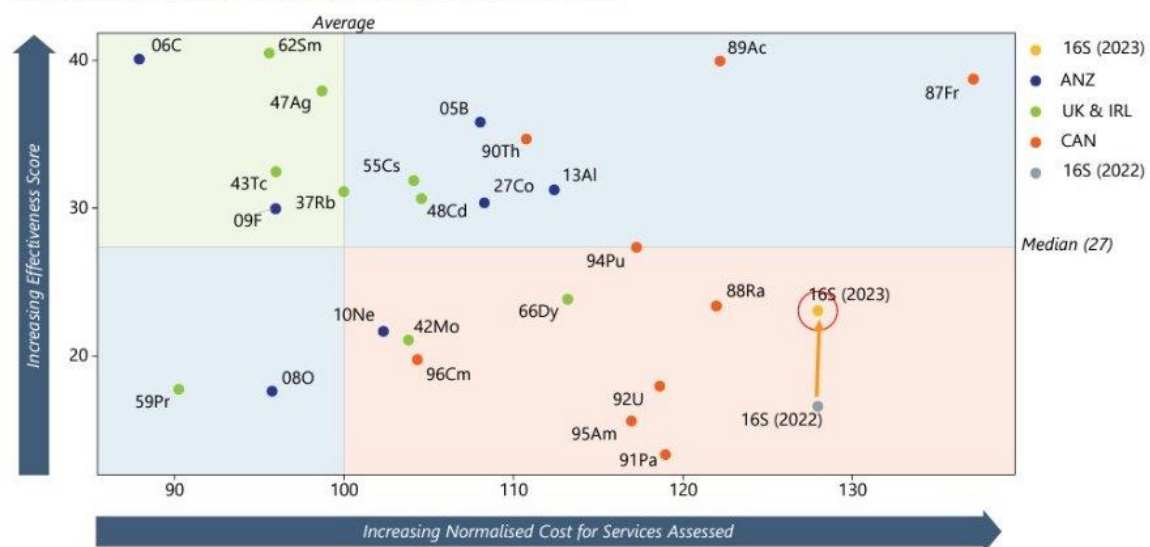


Figure 1. UniForum data, 2017-2023. ANU (16S) is circled in red. Source: UniForum Database February 2024; NousCubane analysis.