



THE AUSTRALIAN NATIONAL UNIVERSITY

REGISTRAR'S DIVISION

ANNUAL REPORT 1997

1. OVERVIEW OF THE YEAR

1997 was a year of consolidation for the Registrar's Division, following the re-structure in 1995 and a substantial budget reduction for the year. Under a Memorandum of Understanding between the Director, Institute of Advanced Studies and Deputy Vice-Chancellor and the Pro Vice-Chancellor (Planning and Administration), School/Centre Secretaries became directly responsible to their respective Directors, although they remained accountable to the Registrar, Academic Registrar and Secretary for central administrative functions.

There was no change to the Division's Strategic Plan and Mission, which is *to support the academic activities of the University and to provide reliable and timely advice and support for planning, policy formulation and resource enhancement and utilisation.*

During 1997 there were several significant external reviews in the higher education sector. Of these the most significant was the West Review and its Discussion Paper, preparation of the submission and response to which was coordinated by the Division. It has also continued to provide support to key University administrative and resource planning processes, including preparation of the University's Rolling Triennial Budget, Profiles and Enrolment Planning, as well as associated external reporting.

The Division's work contributed to the University's ability to deal with the severely constrained resource situation. For example, the rigour now applied to the RTB process is leading both to greater transparency of the budget, as well as to optimum utilisation of the University's increasingly scarce resources. Similarly, analysis of the University's staffing profiles is assisting management make the difficult decisions associated with the URRS and restructuring, and more research income is being generated through more focussed grant application processes.

Staff of the Division maintained their close working relationships with those concerned with the University's teaching and research, and strengthened those with the other administrative divisions and with senior opinion leaders and decision-makers in the higher education sector. This has assisted to smooth the decision making cycle.

In this way, and others described in the sectional reports, which follow, the Division continued to achieve its primary objectives, which are to:

- Maintain the highest level of support for the University's formal decision making processes.
- Improve the quality and timeliness of the University's policy formulation, decision making, resource utilisation and planning.
- Facilitate the development and implementation of the University's strategic plans.
- Coordinate the interactions on policy and resource-related matters between the University and outside agencies (including DEETYA, other government agencies, the Federal Parliament, the ACT Government and non-government bodies such as AVCC).
- Assist the University to diversify and maximise its funding base.

- Assist the University to anticipate change and its implications in Australian and international higher education.
- Enhance the delivery of administrative services through the application of changing technologies.
- Coordinate the development and maintenance of databases of critical or regularly required information.
- Maintain an informed and supportive environment for members and prospective members of the academic community, both staff and students, on a range of administrative, academic and other matters.
- Create a collaborative working environment, which promotes cooperation, respect for individuals and provides opportunities for the personal and professional development of staff.

Like other areas of the University, the Division's capacity to meet these objectives has been affected by limited resources. At times this delayed or caused the abandonment of important activities. The use of technology is assisting to ameliorate some of the effects (in particular, the online reports such as the statistics and enrolment pages from Planning Services, Research Services' on line research database (SPIN) and University legislation and Council papers on the World Wide Web).

Statutory reporting requirements were met in 1997, despite the requirement for considerable manual intervention at times. These situations have highlighted areas where work continues to be required to fully exploit the abilities of the University's administrative systems. A review of tuition fee policy and procedures has also exposed some further areas for policy and system development that will be taken up in 1998.

The Division was disestablished after the end of 1997. In 1998 the new Planning and Policy Coordination Unit will focus on University-wide policy matters, reporting to Government, strategic planning, benchmarking and annual reporting arrangements and support for the Rolling Triennial Budget process and related activities.

2. SECTIONAL REPORTS

2.1 Registrar's Office

The Registrar's Office was principally concerned with the continuing provision of policy advice to the Vice-Chancellor and University Senior Officers, and on maintaining close working relationships with DEETYA, the AVCC and other Australian universities. These, and key activities in the higher education sector, continue to absorb much of the energy and resources of the Office.

The Office oversighted several key aspects of the University's planning cycle - Council support, planning and budget preparation, research grant administration, enrolment planning, profiles (including quality) discussions, all of which demanded constant attention to ensure that the University's interests are properly taken into account. The University's

irrefutable case for a fair allocation of Australian Postgraduate Awards (both with stipend and Research HECS Exemptions), and the negotiations regarding the Research Publications Data Collection are examples of the issues that require continuous, high level interaction with DEETYA on the University's behalf. It is expected that the University's considered submission and response will have a leading and positive effect on the final outcome of the West Review.

The application of changing technology to enhance the delivery of administrative services was a key objective for 1997. Effort invested in this is now beginning to pay dividends in several areas such as enrolment planning and access to Council records. Residual issues surrounding timetabling, AnuSIS and its interaction with DEETYAPAC, some of which are quite complex, will need patience and a continuing investment of resources to resolve. This work will continue in 1998. In future there will have to be greater reliance on the completeness and accuracy of data in the University's management information systems. These data represent the official record of the University, and provide the information on which management decisions and reports, both internal and external, are based. In many cases these are financially auditable. The cooperation of all areas of the University in observing deadlines and associated procedures will be required if the delivery of services, more efficiently, but by different means, is to work effectively.

2.2 Planning Services Office

The role of the Planning Services Office is to provide (through the Registrar¹) the Vice-Chancellor and the University's Senior Officers with policy advice on a range of issues, in particular concerning strategic planning, profiles, quality, reviews and the commitment of significant University resources. The Office also delivers a range of information to government agencies in accordance with statutory obligations.

Meeting of expectations of clients in 1997 was a significant challenge given that the resources of the Planning Services Office were reduced by over 40% in 1997 compared to 1996. Functions and the structure of the Office were changed accordingly. Further changes will occur in 1998 in line with the Review of the Senior Administration and the establishment of the position of Director, Planning and Policy Co-ordination.

The major outcomes in 1997, and priorities for improvement in 1998, are grouped below under objectives from the Registrar's Division Strategic Plan.

Objective: Coordinate the interactions on policy and resource-related matters between the University and outside agencies (including DEETYA, other government agencies, the Federal Parliament, the ACT Government and non-government bodies such as AVCC).

The Planning Services Office coordinated the preparation of the University's Educational Profile Submission for the 1998-2000 triennium. The Profile is the basis of negotiation with the Commonwealth for funding for each triennium. It includes a student load data collection

¹ With effect from 1.2.98, Director, Policy and Planning Co-ordination)

and student load plans, the University equity plan, an Aboriginal and Torres Strait Islander Education Strategy for the triennium and the University Capital Management Plan. The Planning Services Office also drafted the University's submission to the Higher Education Council on quality.

The Office prepared briefing materials for senior officers involved in discussions with the Commonwealth as well as for meetings with the AVCC and the Joint Planning Committee (which has representatives of the Canberra universities, DEETYA and the ACT Government).

The Office coordinated extensive data collections required to meet the University's statutory obligations to provide statistical information including:

- three major student data collections for DEETYA (March, May, September);
- the staffing data collection for DEETYA (due on 30 June);
- the annual survey of Research and Development for the Australian Bureau of Statistics (ABS) due on 30 August;
- the Higher Education Contribution Scheme (HECS) returns to DEETYA and the Australian Taxation Office (ATO), and
- surveys of labour force statistics for the Australian Bureau of Statistics, which contribute to the Bureau's various national profiles.

The profile preparation and data provision functions were minimised consistent with meeting statutory obligations and the needs of the University.

Priorities for 1998 include data integrity (eg. consistent location codes) across the collections and the labour force statistics for the Australian Bureau of Statistics.

Objective: Maintain the highest level of support for the University's formal decision-making processes.

The Planning Services Office coordinated the preparation of the University's second Rolling Triennial Budget (RTB) for 1998-2000. This included the consideration of budget plans from all University Budget Units, and the formulation of advice for consideration of the Vice-Chancellor on the University's budget for the triennium.

The Office supported decision-making in relation to the development of enrolment plans for the 1998-2000 triennium and the determination of the student intakes necessary in 1997 to meet DEETYA and ANU student load targets. The Office provided position papers for meetings of the Enrolment Planning Committee.

The Office maintained and developed student load projection models and developed enrolment scenarios. For example, the models and scenarios were used to determine the TER cut-offs to be applied in the selection of the University's undergraduate student intake in 1997. The advice has been a factor in the University consistently meeting its student load targets and avoiding funding penalties which can result from not meeting targets.

A reduction in resources for the RTB function was achieved by not providing statistical background information for the RTB process, including analysis of staffing profile information. A reduction in resources for enrolment planning was achieved by withdrawal of secretariat support for the Enrolment Planning Committee and use of the Home Page on the World Wide Web to transmit information for enrolment planning.

Priorities for 1998 include adjustment of the RTB process to ensure support implementation of the new budgetary and planning arrangements in the Report of the Review of the University's Senior Administration, provision of statistical background and analysis for the RTB process.

Objective: Improve the quality and timeliness of the University's policy formulation, decision-making, resource utilisation and planning.

The Planning Services Office assisted with the development and promulgation of the University's policy formulation. Examples of these policies, which are promulgated through the University Home Page on the World Wide Web, include:

- The University's Academic Organisational Structure (Paper 668C/1997)
- Graduate Tuition Fees - Policy (Paper 49/1997)
- Graduate Tuition Fees - Administrative and Procedural Guidelines (Paper 50/1997)

The Office supported projects to improve resource utilisation, planning and decision making including the reviewing of course structures in The Faculties, implementation of a University Card and the coordination of benchmarking activity undertaken through the National Association of College and University Business Officers (NACUBO).

Priorities for 1998 include ensuring that the university's plans and data collections are consistent with the official organisation of the University as approved by Council, the development of an integrated University fees policy and a decision on the University's future involvement in benchmarking.

Objective: Facilitate the development and implementation of the University's Strategic plans.

The Planning Services Office coordinated the preparation of the University's second Rolling Triennial Budget (RTB) covering the period 1998-2000. This included the drafting of guidelines for preparation of the budget, organisation of meetings between the Pro Vice-Chancellor (Finance and Development) with Budget Groups and Units to discuss plans, and the drafting of the RTB 1998-2000 Version 1.0. The Office provided secretariat support for the Vice-Chancellor's Budget Forum.

The Office provided advice and assistance with strategic planning and resource allocation in the Faculties. This included assistance to the Pro-Vice-Chancellor and Chair, Board of the Faculties with the running of the Faculties Funding Model used to formulate options for the allocation of funding between the Faculties using teaching load and research performance parameters. Analysis for staffing profiles in the Faculties was also provided.

Priorities for 1998 include facilitating the development of a statement of the University's Strategic Directions, support for the new planning and budget arrangements set out in the

Review of the University's Senior Administration including the Resources Advisory Group, the Faculties Planning Group and the Institute planning group (yet to be determined), and assistance with a review of the Faculties Funding Model.

Objective: Coordinate the development and maintenance of databases of critical or regularly required information

The Planning Services Office maintains databases available through the University Home Page to assist areas with the development of their strategic plans and budgets.

Documentation currently maintained includes:

- Official University Statistics
- ANU Strategic Plan 1995 - 2004
- ANU Rolling Triennial Budget documents
- Enrolment Plan
- Links to Related Sites on the Web

The official statistics, which are available, include:

- 1997 Summary Statistics
- 1996 Summary Statistics
- 1996 Statistical Handbook
- 1995 Statistical Handbook
- 1994 Statistical Handbook
- ANU Special "Load" tables - For each School and Faculty

The Planning Services Office also coordinated the provision of student performance information for use in the annual reports of The Faculties and staff profile data used in the reports of Schools to BIAS.

Priorities to be addressed in 1998 include redressing the backlog in provision of University statistics (including the 1997 handbook and 1998 summary data) and the provision of performance indicators and other information, to clients through the World Wide Web.

Objective: Enhance the delivery of administrative services through the application of changing technologies

As indicated above, the Planning Services Office is using the World Wide Web as the primary tool for providing a range of statistical information for internal management and planning. This provides greater and more timely access to statistical information at a lower cost. The production of hard copy statistical publications has been almost eliminated.

Successful innovations in 1997 included the enrolment planning page and the R&D survey pages. The enrolment page enables communication with decision-makers about progress with the University's enrolment plan. This resulted in a sharp reduction in meetings of the Enrolment Planning Committee. The R&D Survey page resulted in a sharp reduction in resources needed to complete that survey.

The Office provided advice to the Registrar on the provision of IT tools and appropriate training to enhance the delivery of services to clients. A priority for 1998 is the provision of better facilities for the analysis of staffing profiles.

Objective: Assist the University to anticipate change and its implications in Australian and international higher education

The Planning Services Office assisted with drafting the University's submission to the West review Discussion Paper on Higher Education Funding, the review of higher education reporting requirements, the draft DEETYA report on performance indicators, and implications for the University arising out of the December 1997 Higher Education Funding Report.

Liaison between members of the Planning Services Office and staff of other University planning and institutional research units on a number of issues (eg. comparative analysis of staff/student ratios for review purposes) continued in 1997. The Office also liaised closely with officers in DEETYA, the ABS and AVCC regarding the meeting of the University's statutory obligations to provide information.

Conclusion

In summary, in 1997 the functions and structure of the Office were changed so as to ensure that the needs of its clients were met as far as possible, within the reduced resources. A number of priorities for improvement have been identified above, relating to the specific objectives of the Office.

In 1998, following the implementation of the Review of the Senior Management Structure, further changes in priorities of the Office and consequently its structure, will be required to meet the needs of the University.

In this context, priority will be given to the provision of relevant tools (including staff training and development and IT tools) needed by the staff to enable them to provide the services needed by the University in a changing environment.

2.3 Research Services Office

The main role of the Research Services Office's role is to assist the ANU in achieving its objective of diversifying its funding base.

Staff of the Research Services Office help identify sources of funding to support research activities; provide advice on preparation of applications and submissions to external agencies; coordinate the submission of applications to external agencies including arrangement for University endorsement; liaise between relevant University personnel and external agencies to coordinate the University's approach and response to external agencies; ensure that when external funds are accepted, the interests of the University and individual researchers are protected.

The Research Services Office is also responsible for the administrative management of internally allocated research funds, including The Faculties Research Grants Scheme (which incorporates ARC Small Grants), The Faculties Research Fund New Staff Grant Scheme, Sub-Committee on Major Equipment Expenditure and the IAS-Australian Universities Collaborative Research Grants Scheme. The Office also provides advice to senior officers of the University on research funding issues.

Objective: To support the University's objective to diversify its funding base.

Information Dissemination

During 1997 the Office continued to develop its Web page and its email mailing list as sources of information for ANU staff. The Web page links to the major funding agencies, which now provide guidelines and forms via the Web. It also provides a link to SPIN (Sponsored Programs Information Network) which is an on-line database of funding opportunities. The Office was also involved in developing research pages linked to the ANU's external home page.

Professional Development Activities

The Office continued its application workshops (held in conjunction with CEDAM) and information sessions on funding schemes during the year including, for the first time, a combined Research Infrastructure (Equipment and Facilities) and Major Equipment Workshop. The Office continued its focus on improving the ANU's performance in attracting ARC Collaborative Grant funding, conducting a workshop on the revamped ARC Strategic Partnerships in Research and Training Program. The focus on SPIRT has assisted in increasing the number of SPIRT grants received by the University including the doubling of the number of APA(I) awards.

In late 1997, a general reference handbook, *Research Funding: A Resource Guide*, was published to provide staff with information on grant procedures and potential sources of funding.

Grants, Contracts and Consultancies

The Office processed 980 applications for external funding during 1997 and accepted 503 grants and contracts worth a total of \$46.5 million.

Objective: Support the internal disbursement of funding by managing internal funding schemes and provision of secretariat support to University research funding committees.

Internal Research Funding Allocation

The Office continued its support of internal funding schemes such as The Faculties Research Grants Scheme, New Starters Scheme, the Major Equipment Scheme, Quality and the IAS/Other Australian Universities Collaboration Scheme.

Objective: To act as an initial and central point of contact for University personnel and external funding agencies.

Other Activities

The Office continued to support Senior Offices with advice on research funding issues including those related to the Research Quantum, Composite Index and the DEETYA Research Finance and Publications Data Collection.

The Office participates in the NSW and Australian Research Administrators Network. In April 1997, the Office hosted, jointly with the Research Office of the University of Canberra, a meeting of the NSW Research Administrators Group. The meeting was attended by staff from research offices throughout NSW and provided the opportunity to discuss issues of common concern across the sector.

The Office continues to liaise with DEETYA and other Government agencies on a wide range of research funding issues.

3. 1997 FINANCIAL RESULT

The 1997 net budget allocation for the Registrar's Division, taking into account the previous year's deficit, was \$1,056,000. Within this allocation the Division undertook a wide range of activities in support of its Strategic Plan leading to an expenditure of \$1,108,959. The resulting deficit of \$52,959 reflects a significant achievement in debt reduction. It was made possible largely by restructuring of the Division. The remaining deficit is a result of redundancies that took place during 1997. These will return the budgets of the elements of the Division (now separated under the new higher management arrangements) to a balanced outcome in 1998.



OFFICE OF THE DEPUTY VICE-CHANCELLOR

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29 July 1998

Ms Sue Kosse
Head, Council and Academic Boards
Chancelry

Dear Ms Kosse

Attached please find the 1997 Annual Report for the Registrar's Division for transmission to Council. It was decided earlier in 1998 that following the implementation of the Review of the Senior Management Structure, individual officers would be responsible for the production of an annual report covering areas for which they had portfolio responsibility. The Deputy Vice-Chancellor currently has responsibility for the Library, Information Technology Services (ITS), the Research Services Office and the Planning and Policy Coordination Unit. Both the Library and ITS annual reports for 1997 were received by Council in June 1998. The attached report for what was then the Registrar's Division contains reports for both the Planning and Policy Coordination Unit and the Research Services Office. A report on equity activities, for which I also have portfolio responsibility, will come to Council through the EEO Committee.

Yours sincerely

David H Green
Deputy Vice-Chancellor

THE AUSTRALIAN NATIONAL UNIVERSITY

ACADEMIC REGISTRAR'S DIVISION

ANNUAL REPORT 1997

Overview

The past year has again been one of continuing change and development. Some major changes to the structure of the Division occurred as part of the restructuring of the Central Administrative Divisions. Specifically, the University Counselling Centre was transferred to the Secretary's Division in April; the Office of Student Accommodation was incorporated in the newly-established University Accommodation Services; and with the creation of a new Division of Student Recruitment and International Education, the International Education Office, the Student Recruitment Office and the Careers and Employment Centre transferred to the latter Division towards the end of the year.

Normal operations were inevitably disrupted by the commencement of a much-needed program of refurbishment of the Lower Melville Hall (providing an enhanced location and facilities for the Jabal Centre) and the middle level of the Chancelry Annex. When the work is fully completed, in 1998, there will be a more attractive focus for central student administrative services and a more efficient and pleasant work environment for staff. Staff are to be commended for the patience, persistence and courtesy they displayed in carrying out their duties in trying circumstances.

Of particular significance for the administration of students was that, early in January, as part of the further development of the University's computerised Student Information System, AnuSIS, graduate student information was converted from the Graduate Students System to AnuSIS, facilitating the ultimate automation of student fees and providing greater versatility and sophistication. To accommodate these changes to administrative structure and computer systems, responsibility for all data entry was centralised, with a consequential shift in workloads into the central areas.

Although a more versatile system, difficulties were experienced in the early stages of AnuSIS's postgraduate implementation whilst full functionality was being developed and tested. Gradually the facility to generate fee information on an anniversary-date-driven basis was delivered, along with other functions. Despite the combined work of all relevant areas towards the resolution of difficulties during the early part of the year, frustration was experienced by both students and academic and administrative staff alike.

The summary nature of this report does not permit a detailed account of the activities of the educational support services which in 1997 formed part of the Academic Registrar's Division, and so only brief reference is made to this important group. The relevant services located within the Academic Registrar's Division were: the Careers and Employment Centre, the University Counselling Centre (until April), the Study Skills Centre and the Jabal Aboriginal and Torres Strait Islander Centre (individual reports are available for all four of these centres), the Disability Adviser (who reports through the Disability Advisory Group and the EEO Committee) and the Welfare Officer (jointly funded by the Division and the ANU Students' Association).

Following are some of the more prominent features of a year which was characterised by actual and prospective change, the further development of AnuSIS, the departure of a number of key staff of the Division under the University Retirement and Restructuring Scheme, and the imperative to achieve more with less. Amid a changing landscape of administrative organisation, the everyday business of the Division proceeded largely unremarked, and cannot be at all adequately captured here. The commitment of the staff to the culture of change and innovation, and simultaneously to the often conflicting demands of maintaining essential services, has been vital to the successful functioning of the Division and commands respect.

Student Recruitment and Retention

- There was markedly increased effort in a range of student recruitment activities, aided by special additional funding from The Faculties and the Vice-Chancellor. This included not only more extensive publicity and recruiting missions, but also initiatives such as the enhancement of access to information by prospective students involving co-operative effort with other Divisions, the introduction of new and focused postgraduate and undergraduate scholarships and accommodation bursaries, as well as closer cooperation with other ACT universities and CANTRADE in the promotion of tertiary education. It also featured an International Education Outlook Seminar in August which, for the first time, brought together the various stakeholders on campus to look at the main issues in international education at the ANU.
- An AusAid Liaison Officer position was established within the International Education Office to oversee and administer the University's contract with AusAid.
- The University continued to develop its links with overseas universities, in particular North America, East Asia and South East Asia. The first exchange students were nominated to go to Oxford University under the new agreement between the ANU and Oxford. The Vice-Chancellor also announced a special exchange scholarship for a Japanese exchange student nominated by a partner institution to study at the ANU.
- Several policies initiated by the Admissions Committee to extend opportunities for admission to ANU were implemented by the Admissions Office. These involved changes to the testing arrangements for the Special Adult Entry and University Preparation Schemes which extended the time over which applicants could apply; the introduction, from 1999, of a scheme to allow selected ACT Year 12 students to undertake an ANU unit during their final school year; and a new admissions scheme for Thai applicants using entrance examinations set and marked at the University.
- New initiatives, such as the country-specific Graduate School PhD Scholarships for Malaysia, Singapore and Thailand were implemented at the end of 1997, as were four tuition fee scholarships offered to the highest reserve applicants on the Order of Merit list for Overseas Postgraduate Research Scholarships. Also, Supplementary Scholarships funded for the first two years by the Endowment for Excellence were offered to the ten highest ranked APA recipients, and the number of Supplementary Scholarships funded by Faculties and Research Schools and externally-funded scholarships also increased.
- Several new undergraduate awards were implemented. These included the HECS Equity and Merit Scholarships (14 recipients), the Vice-Chancellor's Awards (30), and Sir Geoffrey Yeend Honours Years Scholarships (3), and were a notable addition to the 128 ANU National Undergraduate Scholarships, 11 National Undergraduate Bursaries and 55 other annual scholarships awarded to undergraduate students. Towards the end of the year, there was heavy involvement in the development and implementation of new schemes for 1998: the ANU Region Scholarships (6), for applicants from the regions around the ANU and the ANU Honours Scholarships (30).

Information Technology

- There was an increasing use of technology in the delivery of student administrative services, emphasised by the need to continue to improve customer service despite reduced staff resources. Examples were the introduction of remote entry of examination results on-line, the development of a computerised lecture timetabling system to operate from the beginning of 1998, and the establishment of a home page on the WorldWideWeb for the convenience of those enquiring about admission, accessible through the Prospective Students Information page. Further, with the development of innovative software by Management Information Services(MIS), a major development occurred in December 1997, with the introduction of interactive Internet access to the Student Administrative System. The process, Interactive Student Information Services (ISIS), allows direct interrogation of the mainframe Student Administrative system. The initial introduction permitted students to obtain coursework examination results by this means.
- The development of ISIS is seen as a major development in achieving improved customer service for students. During 1998 it is hoped that ISIS will be enhanced to allow students to update personal information (addresses and phone numbers etc), to view enrolment details, their own academic record and to pre-enrol via the Web, without being limited to University office hours. With the provision of this on-line service it is hoped the Division will be able to reduce student queues at Central Student Administration and Faculty/School Offices, and permit staff to devote more time to less routine matters.
- The final implementation of the upgraded merger of the Graduate System into AnuSIS was planned and coordinated by the Systems Controlling team with MIS and user areas. This included the implementation of research examination functionality, and the introduction of Annual Reporting and Mid Term Review and Absences processing. Major changes were also introduced for Audit requirements and generalised reporting functionality, SISINFO. Ongoing enhancement and corrections to AnuSIS generated about 780 Application Change Requests which entailed identification, specification, testing and implementation by the Systems Controlling team.
- Graduate Course Convenors were provided with training in the use of AnuSIS by the Division's User Support Group. A major training undertaking during the year was the training of all interested members of the University in the use of the generalised report generator SISINFO.

Student Support Services

- The Disability Adviser was extensively involved in the development of an ANU Disability Action Plan, which received Council approval in June 1997, and with its implementation.
- The Study Skills Centre introduced a new range of specialised small group courses for research students, graduate coursework students and for Australian first-year students whose home language is not English. In addition, the Adviser to graduate students developed a series of very successful Graduate School Induction Programs for graduate research students.
- Mr Neville Perkins commenced duty in May as Head of the Jabal Centre for Aboriginal and Torres Strait Islander Students.
- Ms Margaret Miller, the University's Disability Adviser, was awarded a Council Medal for General Staff Excellence. Ms Miller was nominated for the award for her consistent and outstanding performance; for significant innovation and demonstrated improvements in work practices, especially as they relate to students and staff with disabilities; her outstanding service to the campus community and her assistance in outreach to the benefit of the University community.

Student Administration

With the amalgamation in 1997 of postgraduate student records onto AnuSIS and the creation of a single Student Information System came the need for a number of organisational changes - part of the organisational re-engineering process which had been evolving over the past couple of years. These organisational changes included:

- amalgamation of all student files (postgraduate and undergraduate) into one area (Student Files)
- the creation of a Research and Scholarships Office, responsible for the administration of all postgraduate research and scholarship holders, including fees. The Office also provides the secretariat service to the Graduate Degrees Committee (GDC), as well as policy advice to the Dean of the Graduate School. During the year, this Office was closely involved with two major reviews being conducted by the GDC, relating to the PhD examinations process (which concluded in recommendations for major changes) and the University's graduate coursework offerings (still ongoing at the end of the year).
- the transfer from the former Graduate Students Section to the Admissions Office of responsibility for processing graduate coursework applications. The integration of the undergraduate and postgraduate coursework operations facilitated the promotion of a corporate image and the implementation of a standard design for forms used in Student Administration.
- the creation of a Student Administration area which became responsible not only for the administration of undergraduate students but also those aspects of the administration of postgraduate coursework students previously handled by the Graduate Students Section. The area is also responsible for coursework student fees and HECS.
- the transfer to the Division of responsibility for the development, co-ordination and implementation of the university lecture timetable using Syllabus Plus software.
- refurbishment of the Chancelry Annex allowed the Division to introduce a "one-stop" shop concept allowing students the opportunity to pay student fees/charges, obtain advice/information on both postgraduate and undergraduate admission and enrolment details, complete general student administrative transactions, obtain a student card (and Personal Access Code (PAC)) and academic transcripts all at the one counter (previously this may have involved students going to three or four different counters in two separate buildings, depending upon their requirements)

Following on from the organisational changes at the beginning of the year there was a continuous process of consolidation and "bedding down" of both the new system and new and revised work practices associated with the Student System development. With a reduced complement of staff, heavier workloads were experienced by remaining officers and responsibilities were reassessed and reassigned as a consequence, with the aim of maintaining an efficient and effective service to staff and students. By year's end there was a renewed emphasis on the Division's commitment to providing quality service to all its customers.

I wish to record my deep and sincere appreciation of the efforts of all staff during what has been an especially testing year.

Graham Hutchens
 Director
 Student Administration and Support Services
 June 1998



THE AUSTRALIAN NATIONAL UNIVERSITY

THE JABAL ABORIGINAL AND TORRES STRAIT ISLANDER CENTRE ANNUAL REPORT 1997

This Annual Report refers to the major operations, activities, developments, achievements and initiatives associated with the Jabal Aboriginal and Torres Strait Islander Centre at The Australian National University, during calendar year 1997.

This Report consists of the major highlights for 1997; student profiles, activities and achievements for this year; Jabal Centre changes; Jabal Centre relocation and renovations; the Aboriginal Tutorial Assistance Scheme (ATAS); the University's Aboriginal Education Strategy; the Jabal Advisory Committee; the University's Aboriginal Academic Consultative Committee; and the new initiatives involving the Jabal Centre and other ANU Centres for 1997/98.

The 1997 calendar year has been one of important changes, improvements and consolidation for the Jabal Centre, following a difficult period of management, staffing and student problems during 1996 and early 1997.

This Report has been prepared by the staff of the Jabal Centre for inclusion within the divisional report of the former Academic Registrar's Division and as a basis for The ANU Aboriginal Education Strategy document to be updated by June this year.

HIGHLIGHTS:

The major highlights for the Jabal Centre during 1997 were as follows:

- * The enrolment of additional new Aboriginal and Torres Strait Islander students at The Australian National University, increasing the total number ANU Aboriginal and Torres Strait Islander students to about 72.**
- * The graduation of four ANU Indigenous Australian students in April.**
- * The recruitment of Neville Perkins as the new Aboriginal Head of Jabal Centre from May.**
- * Review and revision of the ANU Aboriginal Education Strategy.**
- * Review and reorganisation of Jabal Centre staffing resources.**
- * The relocation, renovation and redevelopment of the Jabal Centre.**
- * Changes to the management and administration of the ATAS Scheme.**
- * Jabal Centre represented at the Annual Conference of the National Indigenous Australian Higher Education Association in Darwin (NT) in June/July.**

Recruitment of Dr Gordon Briscoe, ANU Aboriginal postgraduate, to the position of Jabal Academic Coordinator, the first Aboriginal person to hold this position.

- * A new part-time position of Aboriginal Academic Coordinator, based within the Faculty of Arts and funded through the Jabal Centre, to assist Aboriginal students.**
- * Launch of the improved new "Jabal Journal" monthly newsletter.**
- * Recruitment campaigns targeting Indigenous Australian high school students and public sector employees from July to October 1997.**
- * ACT Aboriginal and Torres Strait Islander Artist of the Year Award for Alex Tipoti, Jabal student, during National Aborigines Week.**
- * Jabal Centre participation in a national day of protest in Canberra in September against the considerable funding cuts to the Aboriginal Study Assistance Scheme (ABSTUDY) announced by the Commonwealth Government in the 1997/98 Budget.**
- * The proposed new NARU/JABAL Aboriginal Undergraduate Fieldwork Program.**
- * The new Visiting Indigenous Fellowship Program at the ANU School of Resource Management and Environmental Sciences (SRMES), Department of Forestry**
- * Interview and selection of some fifteen new Indigenous Australian students for 1998, through the ANU Aboriginal and Torres Strait Islander Admissions Scheme.**

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Unfortunately, the new Jabal Centre will not be completed and will not be fully operational by the commencement of the 1998 academic year, due to the building work delays and the student registration facility being conducted in the front part of the Centre.

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● The jointly administered and coordinated ATAS arrangements between the Jabal Centre and the Ngunnawal Centre (University of Canberra) were changed from July this year. Arrangements were made for the Jabal Centre per se to administer and coordinate a separate ANU ATAS Scheme, with a Jabal Centre-based Coordinator and with direct funding from the Department of Employment, Education, Training and Youth Affairs to ANU for all ATAS expenses.

It is pleasing to note that the ATAS Scheme was temporarily and effectively administered at the Jabal Centre by Dr Gordon Briscoe in cooperation with the Ngunnawal Centre during the latter part of the year.

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The University's Aboriginal Education Strategy was effectively reviewed and revised at short notice during June by the Head of Jabal Centre and the Deputy Academic Registrar (Student Support).

The result of this review was a much improved Strategy overall for the 1998-2000 Triennium, which received favourable comment from the Department of Employment, Education, Training and Youth Affairs (DEETYA).

The Strategy will again be reviewed and updated for June 1998, in accordance with the requirements of DEETYA.

In accordance with the Aboriginal Education Strategy, the Head of the Jabal Centre commenced the preparation of a Jabal recruitment plan and conducted effective recruitment campaigns targeting Indigenous Australian high school students and public sector employees in the Adelaide area, Alice Springs, Melbourne, Hobart, Townsville and Brisbane between July and October this year.

A very useful summary of the University's successful Strategies for Indigenous Australian Higher Education was prepared by the Head of Jabal Centre later in the year and provided by the Vice-Chancellor to DEETYA for the publication pertaining to Indigenous Australian Higher Education Strategies.

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The Jabal Advisory Committee was constituted and set up to advise the Head of Jabal Centre.

The Advisory Committee continued to meet almost each month during the year, under the Chairmanship of Mr Selwyn Cornish, Dean of Students. The other committee members were Dr Peter Reid, Ms Flo Grant, Ms Brigid Ballard, Mr John Mulvay and Professor Peter Kanowsky.

Mr Mulvay, Jabal Student Representative, retired from the committee and was replaced by Ms Val Cooms until the end of the 1997 academic year. A new Jabal Student Representative should be elected during March 1998 to serve on the Advisory Committee.

The Advisory Committee considered such matters as the Jabal Centre redevelopment, the revised Aboriginal Education Strategy, staffing, the deployment of Academic Coordinators in the Faculties, the Jabal Centre budget, progress reports from the Head of Jabal Centre and the ANU Aboriginal and Torres Strait Islander Academic Consultative Committee.

ABORIGINAL ACADEMIC CONSULTATIVE COMMITTEE

The University's Aboriginal Academic Consultative Committee met in November this year.

The Consultative Committee meeting was chaired by Professor Francesca Merlan and attended by Mrs Mary McCullagh, Mr Selwyn Cornish, Dr Nicholas Peterson, Professor Jon Altman, Professor Isobel McBryde, Associate Professor Eleanor Bourke, Ms Jennifer Clarke, Mr Russel Taylor, Ms Kay Price, Mr Neville Perkins, Dr Jerry Schwaab and Ms Mary-Jane Mountain.

The Committee discussed a number of unresolved issues from 1996 and invited Neville Perkins to become a member of the Committee. The Committee also discussed the ANU Aboriginal Education Strategy, ABSTUDY and the new NCEPH Master of Applied Epidemiology degree course (Indigenous Health). The next meeting of the Committee has been scheduled for March 1998.

NEW INITIATIVES

It is pleasing to note a number of new initiatives involving the Jabal Centre and other ANU Centres during the year, including the following:

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The new ANU School of Resource Management and Environmental Sciences
Visiting Indigenous Fellowship undertaken by Ms Lynette Liddle towards the end of
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X-Send: e940712@pophost.anu.edu.au
X-Mail: QUALCOMM Windows Eudora Light Version 3.0.5 (32)
Date: Wed, 08 Jul 1998 11:57:12 +1000
To: Sue.Kosse@anu.edu.au
From: Deputy Director Student Administration and Support Services <DepDir.SASS@anu.edu.au>
Subject: JABAL CENTRE 1997 ANNUAL REPORT

Sue

I attach the report for your information.

Regards
Susan



Report97.doc

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Deputy Director
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Canberra ACT 0200

E-Mail: DepDir.SASS@anu.edu.au
Tel: 02) 6249 2778
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"ANU Open Day - 12 September 1998"



THE AUSTRALIAN NATIONAL UNIVERSITY

THE JABAL ABORIGINAL AND TORRES STRAIT ISLANDER CENTRE ANNUAL REPORT 1997

This Annual Report refers to the major operations, activities, developments, achievements and initiatives associated with the Jabal Aboriginal and Torres Strait Islander Centre at The Australian National University, during calendar year 1997.

This Report consists of the major highlights for 1997; student profiles, activities and achievements for this year; Jabal Centre changes; Jabal Centre relocation and renovations; the Aboriginal Tutorial Assistance Scheme (ATAS); the University's Aboriginal Education Strategy; the Jabal Advisory Committee; the University's Aboriginal Academic Consultative Committee; and the new initiatives involving the Jabal Centre and other ANU Centres for 1997/98.

The 1997 calendar year has been one of important changes, improvements and consolidation for the Jabal Centre, following a difficult period of management, staffing and student problems during 1996 and early 1997.

This Report has been prepared by the staff of the Jabal Centre for inclusion within the divisional report of the former Academic Registrar's Division and as a basis for The ANU Aboriginal Education Strategy document to be updated by June this year.

HIGHLIGHTS:

The major highlights for the Jabal Centre during 1997 were as follows:

- * The enrolment of additional new Aboriginal and Torres Strait Islander students at The Australian National University, increasing the total number ANU Aboriginal and Torres Strait Islander students to about 72.**
- * The graduation of four ANU Indigenous Australian students in April.**
- * The recruitment of Neville Perkins as the new Aboriginal Head of Jabal Centre from May.**
- * Review and revision of the ANU Aboriginal Education Strategy.**
- * Review and reorganisation of Jabal Centre staffing resources.**
- * The relocation, renovation and redevelopment of the Jabal Centre.**
- * Changes to the management and administration of the ATAS Scheme.**
- * Jabal Centre represented at the Annual Conference of the National Indigenous Australian Higher Education Association in Darwin (NT) in June/July.**

- **Recruitment of Dr Gordon Briscoe, ANU Aboriginal postgraduate, to the position of Jabal Academic Coordinator, the first Aboriginal person to hold this position.**
- * **A new part-time position of Aboriginal Academic Coordinator, based within the Faculty of Arts and funded through the Jabal Centre, to assist Aboriginal students.**
- * **Launch of the improved new "Jabal Journal" monthly newsletter.**
- * **Recruitment campaigns targeting Indigenous Australian high school students and public sector employees from July to October 1997.**
- * **ACT Aboriginal and Torres Strait Islander Artist of the Year Award for Alex Tipoti, Jabal student, during National Aborigines Week.**
- * **Jabal Centre participation in a national day of protest in Canberra in September against the considerable funding cuts to the Aboriginal Study Assistance Scheme (ABSTUDY) announced by the Commonwealth Government in the 1997/98 Budget.**
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January 1998