



Australian
National
University

National
Security
College

Charter



Australian Government

The National Security College is a joint initiative of the Commonwealth Government and The Australian National University.

Contents

How the NSC does its work	3
How the NSC contributes to ANU-Commonwealth engagement	4
Guiding principles and parameters for the NSC	5

Australians today face an uncertain, complex and rapidly changing strategic environment. The Commonwealth Government and The Australian National University (ANU) want Australians to be well prepared to engage with and develop responses to these challenges.

Together, therefore, the Commonwealth Government and ANU have made a joint, long-term, strategic investment in the ANU National Security College (NSC) to lift national capability and deepen debate about emerging security challenges and policy options.

Now in its second decade, the College works in Australia's national interest to develop whole-of-government and whole-of-nation security capabilities, to foster a skilled national network and communities of practice among Australian security professionals and to facilitate debate and policy contestability on national security, broadly defined.

This Charter sets out how the NSC works with the Commonwealth Government and ANU to deliver its mission. It is to be read in conjunction with relevant contractual arrangements.¹

The Charter was endorsed by the NSC Advisory Board in November 2021.

¹ Namely, the 2019 Official Order Statement of Work (reference CD009038) under the Deed between the Commonwealth and The Australian National University (CERP_DEED006), known as the Participating Agencies Contribution (PAC) agreement, and the 2021 Contract in Relation to the National Security College

How the NSC does its work

The NSC works to develop people, ideas, and networks for a secure Australian future. It aims to lift Australia's whole-of-nation security capabilities and foster communities of practice through executive and professional development, academic teaching and research, futures analysis, policy engagement and outreach.

The NSC:

- underpins its work program by identifying priority national security issues and skills, which are topical and cross-cutting;
- is defined by a trusted status, bridging the academic, government, industry and general communities in its work;
- pursues a collaborative approach and facilitates consideration of a broad range of policy options and perspectives, promoting contestability;
- enhances its work with its secure facilities, security-cleared personnel, secondments to and from the public sector, and security awareness; and
- provides research-enriched learning to undergird distinctive security careers that advance the national interest and international wellbeing.

How the NSC contributes to ANU-Commonwealth engagement

As a joint initiative, the NSC reflects and reinforces a mutually beneficial ANU/ Commonwealth relationship. The College is a whole-of-university resource, with a distinct status within ANU, a place within the university leadership group, and a recognisable operating culture.

The NSC will deliver enhanced whole-of-nation security capabilities and foster communities of practice through its flagship executive and professional development, academic teaching and research, future analysis, policy engagement, dialogue and outreach.

The NSC's value to the Commonwealth is amplified by its establishment within ANU.

The NSC can:

- access and draw input from the disciplinary breadth of ANU academic expertise, research and networks; and
- leverage the academic reputation and international standing of ANU.

Within the University, the NSC:

- serves as a responsive and trusted interface with the Commonwealth Government and agencies on national security issues, understanding and delivering on practitioner needs;
- provides a model for translating academic input to security policy impact; and
- can assist the broader ANU community to understand national security priorities of the Commonwealth Government.

Guiding principles and parameters for the NSC

GOVERNANCE STRUCTURES ENSURE STRATEGIC OVERSIGHT AND POLICY GUIDANCE:

The NSC Advisory Board, made up of representatives of both the Commonwealth Government and ANU, provides strategic oversight and national security policy guidance. In consultation with the Advisory Board and the Secretary of the Department of the Prime Minister and Cabinet, the ANU Vice-Chancellor appoints the Head of College, who has executive authority for leadership and management of the NSC.

The NSC Advisory Board:

- provides advice to the NSC on its activities and programs;
- offers recommendations about and endorsement of NSC reports and plans;
- helps the NSC maintain alignment to current national security priorities;
- evaluates the NSC's performance and inputs to performance measures; and
- promotes the NSC and encourages active participation in NSC activities by members of the national security community.

Sitting underneath the Advisory Board, the Government Contact Group (GCG) provides the NSC operational advice on the Commonwealth Government's national security policy priorities and learning and development needs.

ACADEMIC FREEDOM:

Recognising that academic freedom is fundamental to the life of ANU and enjoyed by all members of ANU², the NSC works to understand government national security priorities and needs.

- The NSC's academic teaching and research embody this fundamental commitment of ANU to academic freedom.
- The NSC's executive and professional development (EPD), futures and policy programs are responsive to changing Government needs but maintain freedom of scope and judgement, independence of content and assessments, and a commitment to academic integrity.

STATUS, REPORTING LINES AND ADMINISTRATIVE ARRANGEMENTS WITHIN ANU:

As a university-wide strategic partnership, the NSC, through the Head of College, directly reports to the ANU Vice-Chancellor regarding its overall mission and critical strategic imperatives.

For efficiency and alignment with ANU processes, NSC's administrative functions are situated within the College of Asia and the Pacific (CAP).

Most of the NSC's Commonwealth-funded activity – EPD, policy engagement and the Futures Hub – is separate from any particular ANU academic unit, and draws on intellectual capital and participation from across the University.

As a joint initiative between the University and Commonwealth Government, the NSC's operating procedures generally accord with ANU standard policies. However, the NSC's distinct role and funding position may require some variations to standard policies and procedures (for instance, the NSC's requirement for a secure zone and seconded or cleared staff).

NSC's academic teaching program and academic reporting arrangements are integrated with the Crawford School of Public Policy. The governance and operating model for NSC's academic teaching and research may continue to evolve depending on resource levels and linkages to other academic units.

A new university-wide consultative group will be convened by the Head of the NSC to connect with academic excellence from all relevant disciplines.

² The Australian National University Statement on Academic Freedom 2018

SUBSTANTIAL INVESTMENTS AND SHARED COMMITMENT TO SUSTAINABLE RESOURCING:

The Commonwealth Government and ANU recognise the substantial investments each makes in the NSC.

The Commonwealth Government:

- underpins the NSC's core staffing and activities with operational funding;
- through the PAC Agreement, provides the framework for participating Commonwealth agencies to pay for NSC executive education programs;
- sponsors relevant NSC staff to obtain and maintain security clearances; and
- through the provision of seconded staff, assists the NSC to access government networks and understand current national security priorities.

ANU:

- provides in-kind contributions to the NSC through cross-subsidisation of indirect costs on the Commonwealth's operational and PAC funding;
- provides access to multi-disciplinary academic expertise from across the University to NSC programs and activities;
- through the Crawford School, manages the NSC's academic teaching program, which is resourced through academic student fees;
- invests in strategic capability in, and senior academic appointments to, the NSC, which also serve as broader ANU resources; and
- in line with fee limits set in the PAC agreement, works with CAP to maintain minimal internal costs and demonstrated value-for-money associated with functional support, services and facilities provided to the NSC.

The Commonwealth expects the NSC to derive about 50 per cent of its income from sources other than the operating funds and the PAC.

THE NSC BRAND:

The NSC nests its brand within the ANU Identity Framework, while projecting its distinct character as an ANU-Commonwealth partnership, including through its outreach activities, publications, podcasts and website. The University promotes the profile of the NSC as a Strategic Initiative and an ANU-Commonwealth joint initiative.



Australian National University

Contact us

National Security College
GJ Yeend Wing (Crawford Building #132a)
1 Lennox Crossing
The Australian National University
Acton ACT 2601
Australia

T +61 2 6125 2233

E epd.nsc@anu.edu.au

W nsc.crawford.anu.edu.au

🐦 [@NSC_ANU](https://twitter.com/NSC_ANU)

in [linkedin.com/company/national-security-college](https://www.linkedin.com/company/national-security-college)

CRICOS #00120C