CRAWFORD AUSTRALIAN LEADERSHIP FORUM

Global Realities, Domestic Choices

28-30 June 2015

Crawford School of Public Policy
ANU College of Asia & the Pacific
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Through their sponsorship, these organisations are demonstrating their support for the development of informed debate about the international and domestic issues that matter to Australia.

The Crawford Australian Leadership Forum thanks them for their invaluable support. We encourage you to find out more about the important services they provide.
The central challenge for democratic governments everywhere is to make good policy good politics. Australia is not alone in facing ever more intense geopolitical, economic and social policy challenges, but finding ever more difficulty in building the political and community consensus necessary to confront them effectively.

The Crawford Australian Leadership Forum, now in its second year, brings together on an invitation only basis, 150 distinguished business, public sector and research and advocacy community leaders, Australian and international, to debate for two days both the global realities and the domestic choices needed to address them. There is no more appropriate venue to wrestle with these issues, and to begin building the consensus necessary to resolve them, than this great national university of ours, and I offer all our visitors the warmest of welcomes.

**Gareth Evans AC QC**  
Chancellor, The Australian National University  
Chair, Crawford Australian Leadership Forum

The Australian National University aspires to the highest standards of excellence—to be recognised not only as our only national university but our finest—in three distinct dimensions: not only in research, and in teaching and learning but in our contribution to national and international public policy-making.

The focal point within the ANU for this outreach is the Crawford School of Public Policy, recognised as Australia’s leading school of its kind, a unique and world-class storehouse of expertise and experience in economics, political science, environmental management and development, and on the key Asia Pacific countries. I am proud to welcome you to both Crawford School, and our University.

**Ian Young AO**  
Vice-Chancellor, The Australian National University

From its inception, a central mission of The Australian National University has been to inform and deepen the debate about how Australia should frame and shape its responses to the public policy challenges we face. Those challenges are becoming more complicated, more inter-related and more internationalised.

The purpose of the annual Crawford Australian Leadership Forum is to bring together decision makers and opinion leaders from across Australian and International society who have a stake in, and a commitment to, ways of ensuring better outcomes for Australian public policy.

Our objective is to make this Forum the most significant annual event in Australia for reflecting upon, and debating, the global realities and domestic choices that will shape our country’s future.

**Allan Gyngell AO**  
Director, Crawford Australian Leadership Forum  
Convenor, HC Coombs Policy Forum  
Adjunct Professor, Crawford School of Public Policy, The Australian National University
The Crawford Australian Leadership Forum brings together 150 of Australia’s top leaders—50 each from business, the public sector and politics, and the research and advocacy community—to address the major public policy issues confronting Australian policymakers, and the responses we need to make.

The Forum focuses on the geopolitical and economic issues of most immediate contemporary significance—both internationally and domestically. Discussions are designed to be practically focused, and directly relevant to the interests of business and public sector practitioners.

Each session is introduced by international and Australian speakers who are world-class leaders in their fields. Ample time is allowed for fully interactive discussion.

The limited number of participants and the careful design enables every participant to engage fully in the debates to the extent that she or he wishes.

calf.crawford.anu.edu.au
Convening group

Gareth Evans AC QC
Chair, Crawford Australian Leadership Forum; Chancellor, The Australian National University

Glenys Beauchamp PSM
Secretary, Department of Industry and Science, Australian Government

Allan Gyngell AO
Director, Crawford Australian Leadership Forum; Convenor, HC Coombs Policy Forum; Adjunct Professor, Crawford School of Public Policy, The Australian National University

Greg Hywood
Chief Executive Officer, Fairfax Media

Tom Kompas
Director, Crawford School of Public Policy, The Australian National University

Graeme Samuel AC
Member, ANU Council

Veronica Taylor
Dean, ANU College of Asia and the Pacific, The Australian National University

Jennifer Westacott
Chief Executive, Business Council of Australia

Ian Young AO
Vice-Chancellor, The Australian National University
PROGRAM

Opening evening Sunday 28 June

5pm  Registration

6pm  Reception

7pm
National Gallery of Australia
The global economic outlook: secular stagnation, deleveraging and the great convergence

Keynote speaker: Martin Wolf
Chief Economics Commentator, The Financial Times

Day One Monday 29 June

7.30am  Day One Policy breakfast sessions
Refer to page 9

9am  Plenary session 1
The rules of the game: who will be making them in the new global order?
How are shifts in global geopolitical and economic power changing the way rules are set and norms established by the international community? Can the World Bank, IMF, WTO and the United Nations adjust to these changes? Will new global bodies like the G20 or the BRICS, or new regional institutions like the Asian Infrastructure Investment Bank, play a major role? How should Australia prepare itself for a move away from a rules-based order with the rules largely set by our allies and partners?

Andrew Sheng
Chief Advisor, China Banking Regulatory Commission

Heather Smith
Deputy Secretary, Department of the Prime Minister and Cabinet; Australian Sherpa, 2014 G20 Summit

Martin Wolf
Chief Economics Commentator, The Financial Times

Chair: Gareth Evans
Chancellor, The Australian National University

10.30am  Coffee and tea break
11am Concurrent session 1
A1: Disruptive technologies
How should business and government prepare themselves for the next stages of the information revolution, 3D printing, new materials, biotech and the like? What public policy responses can be made to something as unpredictable as disruption?

Andrew Stevens
Managing Director, IBM Australia and New Zealand (2011–2014)
Irving Tan
President, Asia Pacific and Japan, CISCO
Chris Vein
Chief Executive, Dome Advisory Services; Chief Innovation Officer, World Bank (2012–2015)
Chair: Glenys Beauchamp
Secretary, Department of Industry and Science

B1: Indonesia under Jokowi
What are the challenges facing the Jokowi Government? What are the lessons learned from the experience of the first year? What are the prospects for reform? How should Australia strengthen its relations with Indonesia?

Bill Farmer
Australian Ambassador to Indonesia (2005–2010)
Debnath Guharoy
President, Australia-Indonesia Business Council; Regional Director-Asia, Roy Morgan Research
Marty Natalegawa
Minister of Foreign Affairs, Indonesia (2009–2014)
Chair: Greg Fealy
Senior Fellow, Indonesian Politics, The Australian National University

12.30pm Forum lunch
Policy and business implications of digital disruption
Catherine Livingstone
President, Business Council of Australia
In conversation with
Michael Stutchbury
Editor-in-Chief, The Australian Financial Review

2pm Concurrent session 2
A2: Agriculture, food and water
What—and where—are the prospects for Australian agriculture? What are the sustainability challenges? What is holding it back? How can we improve water management? How can Australia address the export opportunities in Asia?

Karen Hussey
Co-Chair, ANU Water Initiative, The Australian National University
Angus Taylor MP
Member of House of Representative for Hume, NSW
Alison Watkins
Chief Executive Officer, Coca-Cola Amatil
Chair: Jennifer Hewett
Senior National Affairs Columnist, The Australian Financial Review

B2: The dynamics of North East Asia: economics, politics and security
Can the competing interests of China, the US, Japan and the two Koreas be peacefully accommodated? Will economic interests overcome historical animosity? What are the domestic drivers of international policy, including public opinion, in each case? What are the implications for Australia and what can be done to help manage it?

Yoichi Funabashi
Chairman, Rebuild Japan Initiative Foundation, Japan
Moon Chung-in
Professor of Political Science, Yonsei University; Editor-in-Chief, Global Asia
Yao Yunzhu
Director, Center on China-American Defense Relations, People’s Republic of China
Chair: David Irvine
Visiting Fellow, National Security College, The Australian National University; Australian Ambassador to China (2000–2003)
3.30pm
Coffee and tea break

4pm
Concurrent session 3

A3: Wealth, income and fiscal challenges
How can Australia address its fiscal challenges? Can it do so equitably, in particular in the context of inter-generational equity?

John Daley
Chief Executive Officer, Grattan Institute

Heather Ridout
Chair, AustralianSuper

Miranda Stewart
Director, Tax and Transfer Policy Institute, The Australian National University

Penny Wong
Shadow Minister for Trade and Investment

Chair: Laura Tingle
Political Editor, The Australian Financial Review

B3: The defence of Australia
What are the choices now facing Australian policymakers in defence? How well will they be articulated in the new Defence White Paper? What are the budgetary and industry implications? How will the choices we make be perceived in the region?

Robert Hill

Marty Natalegawa
Minister of Foreign Affairs, Indonesia (2009–2014)

Hugh White
Professor of Strategic Studies, The Australian National University

Chair: Michael L'Estrange
Professor of National Security Policy, National Security College, The Australian National University

6pm
Reception

6.30pm
Gareth Evans (Chancellor, ANU) will launch Yoichi Funabashi’s latest book Examining Japan’s Lost Decades.

7pm
Forum dinner
Unlocking Australia’s potential through future growth

Speaker: Warren Truss MP
Deputy Prime Minister of Australia; Leader of The Nationals; Minister for Infrastructure and Regional Development
Day Two Tuesday 30 June

7am  Day Two Policy breakfast sessions
Refer to page 10

9am  Concurrent session 4

A4: Innovation and productivity
How can regulatory, financial and tax incentives, as well as other policy initiatives, work more effectively to encourage innovation and increase productivity? What other policy settings are most relevant?

Don Russell
Chief Executive, South Australian Department of State Development

David Thodey
Former Chief Executive Officer, Telstra (2009–April 2015)

Katherine Woodthorpe
Non-Executive Director, Capital Markets CRC Ltd

Chair: John Hewson
Chair, Tax and Transfer Policy Institute, The Australian National University

B4: China’s internal challenges
What are the principal domestic challenges facing China—political, social, economic and environmental? How are they connected? What responses are Chinese leaders developing?

John Garnaut
Asia Pacific Editor, Fairfax Media

Geoff Raby
Chairman, Geoff Raby & Associates; Australian Ambassador to China (2007–2011)

Andrew Sheng
Chief Advisor, China Banking Regulatory Commission

Zhang Jun
Dean, School of Economics; Director, China Center for Economic Studies, Fudan University

Chair: Richard Rigby
Executive Director, ANU China Institute, The Australian National University

10.30am  Coffee and tea break

11am  Plenary session 2

Molonglo Theatre

Leading the world: if not the US, who?
Does the contemporary world need ‘leadership’, from the US or anyone else? What are the external and internal constraints on the capacity and willingness of the US to lead alone? How able and willing is China to play a global leadership role? What position should US allies, including Australia, take on these issues?

Bob Carr
Director, Australia-China Relations Institute, University of Technology, Sydney; Australian Foreign Minister (2012-2013)

Richard Solomon
Senior Fellow, RAND Corporation; Assistant Secretary of State for East Asian and Pacific Affairs, US Department of State (1989-1992); President, United States Institute of Peace (1993-2012)

Michael Thawley
Secretary, Department of the Prime Minister and Cabinet; Australian Ambassador to the US (2000-2005)

Chair: John WH Denton
Partner and Chief Executive Officer, Corrs Chambers Westgarth
12.30pm
Canberry/ Springbank Room

Forum lunch
Speaker: Tanya Plibersek MP
Deputy Leader of the Opposition; Shadow Minister for Foreign Affairs and International Development

2pm
A5: Acton Theatre
B5: Barton Theatre

Concurrent session 5

A5: Energy and climate change
What is the trajectory for the Paris climate change negotiations in December 2015? Where will the global lead come from? What will Australia’s stand be?

Howard Bamsey
Adjunct Professor, Climate Change Institute, The Australian National University

Warwick McKibbin
Chair in Public Policy, The Australian National University

Steve Sargent
Board Director, Great Barrier Reef Foundation; President and Chief Executive Officer, GE Mining (2014–2015)

Chair: Jennifer Westacott
Chief Executive Officer, Business Council of Australia

B5: India under Modi
What are the requirements for India to be able to exercise broader international influence? What are the domestic constraints? Can it effectively fulfil long-standing aspirations to ‘Look East’? Or will developments around its own borders continue to preoccupy it? What does the future hold for Pakistan? What are the prospects for India’s relationship with China? Can the Australia-India relationship develop new depth?

Latha Reddy
Commissioner, Global Commission on Internet Governance; Deputy National Security Advisor, Indian Government (2011–2013)

Greg Roder
Executive Vice President, Business Development and Growth, Woodside Energy

Chair: Rory Medcalf
Head, National Security College, The Australian National University

3.30pm
Molonglo Theatre

Closing plenary
> What were the main themes to emerge from the discussions?
> Lessons learned for future Crawford Australian Leadership Forums?

Chair: Gareth Evans
Chancellor, The Australian National University
Day One Monday 29 June

7.30-8.45am

PB1 Seminar Room 5
Infrastructure investment: more than just roads
Adrian Kloeden
Chairman, Infrastructure Partnerships Australia
Kerry Schott
Chairman, Moorebank Intermodal
Chair: Greg Hywood
Chief Executive Officer, Fairfax Media

PB2 Seminar Room 6
The ageing Australian population and the future of healthcare
Stephen Duckett
Director, Health Program, Grattan Institute
Ian Yates
Chief Executive, Council on the Ageing
Chair: Peter Whiteford
Director, Social Policy Institute, The Australian National University

PB3 Seminar Room 7
How much taxation reform and how?
Paul Abbey
Partner, Corporate Resources and International Tax Group, PricewaterhouseCoopers
Blair Comley
Secretary, NSW Department of Premier and Cabinet
Chair: Michael Stutchbury
Editor-in-Chief, The Australian Financial Review

PB4 Seminar Room 8
The prospects for Japan: what will Abe be able to do in his second term?
Yoichi Funabashi
Chairman, Rebuild Japan Initiative Foundation, Japan
Murray McLean
Chairman, Australia-Japan Foundation
Chair: Veronica Taylor
Dean, ANU College of Asia and the Pacific, The Australian National University

PB5 Seminar Room 9
Easy border movement versus environmental and physical security: how to strike the balance?
Trevor Danos
Board Director, Civil Aviation Safety Authority
Mike Mrdak
Secretary, Department of Infrastructure and Regional Development
Chair: Allan Gyngell
Adjunct Professor, The Australian National University
Day Two Tuesday 30 June

7.30-8.45am

PB6 Seminar Room 5  The challenges in Melanesia
Jenny Hayward-Jones
Director, The Myer Foundation Melanesia Program, Lowy Institute for International Policy
Stephen Howes
Director, Development Policy Centre, The Australian National University
Chair: Nicole Haley
Convener, State and Society Governance in Melanesia Program, The Australian National University

PB7 Seminar Room 6  The Middle East: how much does it matter to Australia?
Amin Saikal
Director, Centre for Arab and Islamic Studies, The Australian National University
Tony Walker
International Editor, The Australian Financial Review
Talal Yassine
Chairman, Council for Australia-Arab Relations
Chair: Rodger Shanahan
Associate Professor, National Security College, The Australian National University

PB8 Seminar Room 7  Renewing Australian federalism
Doug McTaggart
Commissioner, Queensland Commission of Audit
Cheryl Saunders
Laureate Professor of Law, Melbourne Law School
Chair: Miranda Stewart
Director, Tax and Transfer Policy Institute, The Australian National University

PB9 Seminar Room 8  International education: capturing the world’s best brains
Peter Harris
Chairman, Productivity Commission
Chair: Tom Kompas
Director, Crawford School of Public Policy, The Australian National University

PB10 Seminar Room 9  Socially responsible investment
Steve Gibbs
Chairman, Australian Ethical Investment
Jennifer Hewett
Senior National Affairs Columnist, The Australian Financial Review
Chair: Ian Young
Vice-Chancellor, The Australian National University
**Paul Abbey**  
Partner, International Tax and Transaction Services group, PricewaterhouseCoopers  
A Partner in the International Tax and Transaction Services group of PwC in Melbourne. Has over 20 years experience advising local and international clients on income tax issues with significant experience in relation to tax due diligence, acquisition structuring, capital raisings and IPO’s. Has led and driven PwC’s Tax Reform project, aimed at building momentum within the community around the need for comprehensive tax reform in Australia, most notably, through the development of two formal consultative groups of CEOs, CFOs, chairmen, union and charity representatives to help drive dialogue and debate on the issue, culminating in the publications *Protecting Prosperity: why we need to talk about tax*, and *Protecting Prosperity: how do we fix a tax system*, released by PwC.  
Panelist: How much taxation reform and how? (Day 1, 7.30-8.45am)

**Howard Bamsey AM**  
Adjunct Professor, Climate Change Institute, ANU  
Panelist: Energy and climate change (Day 2, 2-3.30pm)

**Glenys Beauchamp PSM**  
Secretary, Department of Industry and Science  
Secretary of the Commonwealth Department of Industry and Science since September 2013. Formerly Secretary, Commonwealth Department of Regional Australia, Local Government, Arts and Sport; Deputy Secretary in the Commonwealth Departments of Prime Minister and Cabinet and Families, Housing, Community Services and Indigenous Affairs. Formerly held a number of executive positions in ACT Government including Deputy Chief Executive, Department of Disability, Housing and Community Services and Deputy CEO, Department of Health; Began career in Industry Commission. Awarded Public Service Medal in 2010 for coordinating Australian Government support during the 2009 Victorian bushfires. Bachelor of Economics degree from ANU. ANU Public Policy Fellow.  
Chair: Disruptive technologies (Day 1, 11am-12.30pm)

**Bob Carr**  
Professor and Director, Australia-China Relations Institute, University of Technology, Sydney  
Panelist: Leading the world—if not the US, who? (Day 2, 11am-12.30pm)
Blair Comley PSM  
**Secretary, NSW Department of Premier and Cabinet**  
Board Member of Infrastructure New South Wales, Australia and New Zealand School of Government, NSW Public Service Commission Advisory Board and Chair of Secretaries Board of NSW Public Service. Former Secretary of Commonwealth Departments of Resources, Energy and Tourism (2013) and Climate Change and Energy Efficiency (2011-2013; Deputy Secretary 2008-2011). One of the architects of Australia's emissions reduction strategy under the Rudd/Gillard Governments. Formerly held a range of senior positions in Commonwealth Treasury, Represented Australia on economic matters at the OECD and Acting CEO of Australian Office of Financial Management. Served as an Advisory Council member of The University’s Crawford School and a special advisor to PwC on economics and policy. Bachelor of Economics (Honours) and Master of Economics degrees from Monash University. Graduate Diploma in Legal Studies from ANU.  
Panelist: How much taxation reform and how? (Day 1, 7.30-8:45am)

John Daley  
**Chief Executive Officer, Grattan Institute**  
Leading commentator on economic and social issues. Over 20 years of experience spanning policy, academic, government and corporate roles at the universities of Melbourne and Oxford, the Victorian Department of Justice, consulting firm McKinsey and Co, and ANZ Bank where he was Managing Director of E*TRADE, Australia’s second largest stockbroking firm. Bachelor of Laws degree from the University of Melbourne and Doctor of Philosophy from Oxford University.  
Panelist: Wealth, income and fiscal challenges (Day 1, 4-5.30pm)

Trevor Danos AM  
**Board Director, Civil Aviation Safety Authority**  
Over 30 years of legal experience in the areas of banking, finance and government procurement. Now pursuing career as a company director and business advisor. Current directorships with the Civil Aviation Safety Authority, TransGrid and Sydney Local Health District. Chair of the Dean of Science’s Advisory Committee at UNSW, a member of the Cooperative Research Centres Committee (UNSW) and a member of the Australian Government Procurement Consultation Committee. Recently wrote and published *The Pursuit of Excellence: A History of the Professor Harry Messel International Science School*. Past President of the Science Foundation for Physics and past Deputy Chair of the Human Research Ethics Committee at the University of Sydney.  
Panelist: Easy border movement versus environmental and physical security: how to strike the balance? (Day 1, 7.30-8:45am)

John WH Denton AO  
**Partner and Chief Executive Officer, Corrs Chambers Westgarth**  
One of Australia’s most respected legal experts in the areas of international trade and investment, and government and workplace relations. Asialaw Leading Lawyer Survey named as one of the best labour law practitioners in the Asia Pacific. One of three prime ministerial representatives on the APEC Business Advisory Council. Business Council of Australia board member and Chair of its Global Engagement Taskforce. Chairman (emeritus) of the Experts Group on Trade and Investment in Indonesia, and has been Chairman of the United Nations High Commission for Refugees Australia for more than a decade. One of two Australian members of the B20 and an external advisor on Australia in the Asian Century White Paper. Former Australian diplomat (1983-1992). Bachelor of Arts (Honours) and Bachelor of Laws from the University of Melbourne, and a Harvard Business School Alumnus.  
Chair: Leading the world—if not the US, who? (Day 2, 2-3.30pm)
Stephen Duckett  
**Director, Health Program, Grattan Institute**  
Spearheaded Grattan Institute’s heath program since 2012. An economist and health services expert with numerous leadership roles in health services in both Australia and Canada. President and CEO of Alberta Health Services (2009-2010), and Secretary of what is now the Commonwealth Department of Health and Ageing (1994-1996), Professor of Health Policy and Dean of the Faculty of Health Science at La Trobe (1996-2005). Former Convenor of the Council of Deans of Health Sciences. A Fellow of the Academy of the Social Sciences in Australia. Bachelor of Economics from ANU and PhD in Health Administration from UNSW.  
Panelist: The ageing Australian population and the future of healthcare (Day 1, 7.30-8.45am)

Gareth Evans AC QC  
**Chancellor, ANU**  
Senator and MHR 1978-98; Cabinet Minister 1983-1996 (Attorney-General; Resources & Energy; Transport & Communications; Foreign Minister); Leader of Government in the Senate (1993-1996); Deputy Opposition Leader (1996-1998), Co-chaired International Commissions on Intervention & State Sovereignty, and Nuclear Non-proliferation & Disarmament, and has written or edited twelve books, including *Australia’s Foreign Relations*, *The Responsibility to Protect*, and *Inside the Hawke-Keating Government: A Cabinet Diary*. Graduate of the University of Melbourne (BA, LLB(Hons)) and Oxford (MA). Chancellor of the ANU since 2010.  
Chair: The rules of the game—who will be making them in the new global order? (Day 1, 9-10.30am); Closing Plenary (Day 2, 3.30-16.15pm)

Bill Farmer AO  
**Former Australian Ambassador to Indonesia**  
Panelist: Indonesia under Jokowi (Day 1, 11-12.30pm)

Greg Fealy  
**Senior Fellow, Indonesian Politics, ANU**  
Chair: Indonesia under Jokowi (Day 1, 11-12.30pm)
Yoichi Funabashi  
Chairman, Rebuild Japan Initiative Foundation  
One of the region’s most respected journalists and commentators. Formerly Editor-in-Chief of Asahi Shimbun, Japan’s leading newspaper. Also served as correspondent in Beijing and Washington D.C. Member of boards of International Crisis Group and Trilateral Commission; and editorial boards for Foreign Policy and Global Asia. Author of several books, including Alliance Adrift (1998); Reconciliation in the Asia-Pacific (2003); The Peninsula Question: A Chronicle of the Second Korean Nuclear Crisis (2007). Recipient of multiple awards including Vaughn-Uyeda Prize (1984) and Japan Press Club Award for reporting on Japan’s foreign policy (1994). Nieman Fellow at Harvard and PhD from Keio University.  
Panelist: The prospects for Japan (Day 1, 7.30-8.45am); The dynamics of North East Asia (Day 1, 2-3.30pm)

John Garnaut  
Asia Pacific Editor, Fairfax Media  
Previously Fairfax Media’s China correspondent (2007-2013). Regular contributor to international media outlets including Foreign Policy, Prospect, The International Tribune and Caijing magazine. Author of The Rise and Fall of the House of Bo. Numerous awards including Walkley Award in 2009 and Lowy Institute Media Prize in 2014. Advisory Board member for China Matters and a regular commentator on Chinese politics. Bachelors degrees in Law and Arts from Monash University.  
Panelist: China’s internal challenges (Day 2, 9-10.30am)

Steve Gibbs  
Chairman, Australian Ethical Investment  
Former Chair of the Responsible Investment Academy Advisory Council, Chief Executive Officer of the Australian Reward Investment Alliance (2000-2008), and Executive Officer of the Australian Institute of Superannuation Trustees. Served as a member of the steering committee which developed the United Nations Principles of Responsible Investment.  
Panelist: Socially responsible investment (Day 2, 7-8.45am)

Debnath Guharoy  
President, Australia-Indonesia Business Council  
Regional Director-Asia of Roy Morgan Research. Spent his entire career in marketing services, across the Asia Pacific region. As an adman, he worked in both local CEO and regional roles at J. Walter Thompson, where he was the youngest international vice-president in the world’s oldest ad agency. After five years as a successful ad agency partner with Roy Morgan, turned to market research and consulting with the company in Australia. Part-time columnist, writer and speaker.  
Panelist: Indonesia under Jokowi (Day 1, 11am-12.30pm)
Peter Harris AO  
Chairman, Productivity Commission  
Previously served as Secretary of the Commonwealth Department of Broadband, Communications and the Digital Economy, and the Victorian Departments of Sustainability and the Environment; Primary Industries; and Public Transport. Worked for the Ansett-Air New Zealand aviation group and as a consultant on transport policy. Has also worked in Canada on exchange with the Privy Council Office (1993-1994). Career with the Federal Government started in 1976 with Department of Overseas Trade and included periods with Treasury; Finance; Prime Minister and Cabinet and Transport. Also served as a member of Prime Minister Hawke’s personal staff. Bachelor of Economics degree from the University of Queensland.  
Speaker: International education—capturing the world’s best brains (Day 2, 7.00-8.45am)

Allan Gyngell AO  
Director, Crawford Australian Leadership Forum  
Concurrently Adjunct Professor and Convenor of the HC Coombs Policy Forum at ANU. Director-General of the Office of National Assessment (2009-2013). Founding Executive Director of Lowy Institute for International Policy (2003-2009). Served as Senior Adviser, International to Prime Minister Paul Keating (1993-1996) and First Assistant Secretary in International Division of the Department of Prime Minister and Cabinet. Early diplomatic postings in Rangoon, Singapore and Washington D.C. Extensive experience in international policymaking and analysis and has written widely on Australian foreign policy, Asian regional relations and the development of global and regional institutions. Publications include Making Australian Foreign Policy (2007).  
Chair: Easy border movement versus environmental and physical security: how to strike the balance? (Day 1, 7.30-8:45am)

Jenny Hayward-Jones  
Director, Myer Foundation Melanesia Program, Lowy Institute for International Policy  
Formerly with Department of Foreign Affairs and Trade serving in Vanuatu and Turkey. Policy Adviser to the Special Coordinator of the Regional Assistance Mission to the Solomon Islands (2003-2004). Research interests focus on Australian policy in the Pacific Island region, political and social change in Melanesia, and the strategic and economic challenges facing Pacific Islands in the Asian century. Author of several publications on Fiji, PNG and Solomon Islands. Holds Bachelor of Political Science and Masters focusing on governance and political change in Vanuatu, from Monash University.  
Panelist: The challenges in Melanesia (Day 2, 7.30-8.45am)

Jennifer Hewett  
National Affairs Columnist, The Australian Financial Review  
Journalist for more than thirty years, including as National Affairs Correspondent for The Australian and U.S. correspondent for the Sydney Morning Herald. Regular TV and radio contributor. Now living in Sydney, and writing daily columns for The Australian Financial Review on a broad range of business and political issues. A Bachelor degree from the University of Western Australia and Masters degree from Columbia University’s Graduate School of Journalism.  
Chair: Agriculture, food and water (Day 1, 2-3.30pm);  
Panelist: Socially responsible investment (Day 2, 7.30-8.45am)
John Hewson AM
Professor and Chair, Tax and Transfer Policy Institute, ANU
Economic and financial expert with experience in academia, business, government, media and financial services. Worked as an economist for the Commonwealth Treasury, Reserve Bank, and International Monetary Fund and adviser to Federal Treasurers Lynch, Howard and Prime Minister Fraser. His academic career included eleven years with the UNSW, and two with Macquarie Graduate School of Management as Dean. His political career included stints as Shadow Finance Minister, Shadow Treasurer and Shadow Minister for Industry and Commerce, and Opposition Leader for four years (1990-94).
Chair: Innovation and productivity (Day 2, 9-10.30am)

Robert Hill AC
Former Minister for Defence
Panelist: The defence of Australia (Day 2, 4-5.30pm)

Stephen Howes
Professor of Economics and Director, Development Policy Centre, ANU
Prior to joining ANU, he was Chief Economist at AusAID (2006-09) and served with the World Bank (1994-2005), first in Washington D.C. and then in Delhi where he was Lead Economist for India. In 2008, he worked on the Garnaut Review on Climate Change. Also served on the Board of the Pacific Institute of Public Policy, and the Advisory Council of the Asian Development Bank Institute. Currently a Board Member for CARE Australia and Chair of new NGO, Femili PNG, that supports survivors of family and sexual violence in PNG.
Panelist: The challenges in Melanesia (Day 2, 7.30-8.45am)

Karen Hussey
Co-Chair, ANU Water Initiative and Associate Professor, ANU
Associate Professor at the ANU Fenner School of Environment and Society where she undertakes research on policies, institutions and governance for sustainable development. Chief Investigator on two NCCAF projects on climate adaptation; Chief Investigator for ARC Linkage project on trade and investment relations between Australia and European Union; Co-Chair of the ANU Water Initiative; board member for the ANU-UNESCO Chair in Water Economics and Transboundary Water Governance. Bachelor's degree from Melbourne University, Masters from Dublin University and PhD in Political Science from Melbourne.
Panelist: Energy and climate change (Day 2, 2-3.30pm)
Greg Hywood
Chief Executive Officer, Fairfax Media
Walkley award-winning journalist. Held a number of senior management positions at Fairfax Media before appointment as Managing Director and CEO in 2011. Previous roles include Publisher and Editor-in-Chief of each of The Australian Financial Review, Sydney Morning Herald/Sun Herald and The Age, and Group Publisher of Fairfax magazines.
Chair: Infrastructure investment—more than just roads (Day 2, 7.30-8.45am)

David Irvine AO
Visiting Fellow, National Security College, ANU
Chair: The dynamics of North East Asia (Day 1, 2-3.30pm)

Adrian Kloeden
Chairman, Infrastructure Partnerships Australia
Asia Pacific Chairman of international service company Serco; formerly Chief Executive Officer (2002-2007). Also Chairman of Aquasure and Hancock Victorian Plantations. Management experience covers a wide variety of industries, including forestry, agribusiness, manufacturing, distribution, retail, research and development, brand management, technology, e-commerce, defence and tourism and transport. Bachelor of Science degree from ANU. Masters of Business degree from the London Business School and Honorary Doctorate from Deakin University.
Panelist: Infrastructure investment—more than just roads (Day 1, 7.30-8.45am)

Tom Kompas
Professor of Economics and Director, Crawford School of Public Policy, ANU
Also Foundation Director, Australian Centre for Biosecurity and Environmental Economics; member of the Eminent Scientists Group in the Department of Agriculture, Fisheries and Forestry; and, since 2012, Editor-in-Chief of Asia and the Pacific Policy Studies and President of the Asia and the Pacific Policy Society. Formerly Senior Economist at the Australian Bureau of Agricultural and Resource Economics, and Project Leader on Biosecurity for the Commonwealth Environment Research Facilities. Winner of many major awards for both research and teaching, with his bioeconomic modelling and biosecurity research published in the world’s leading journals. Phd in Economics from University of Toronto. ANU Public Policy Fellow.
Chair: International education—capturing the world’s best brains (Day 2, 7.30-8.45am)
Catherine Livingstone AO
President, Business Council of Australia

Speaker: Policy and business implications of digital disruption (Day 1, 12.30-2pm)

Warwick McKibbin
Professor and Chair in Public Policy, ANU
Well known internationally for his contributions to global economic modelling. Has published more than 200 scholarly articles and several books across a wide range of applied economic policy areas. Foundation Director of the ANU Centre for Applied Macroeconomic Analysis and the ANU Research School of Economics; non-resident Senior Fellow at the Brookings Institution in Washington D.C where he is Co-Director of the Climate and Energy Economics Project. Former Member of the Board of the Reserve Bank of Australia (2001-2011), and the Prime Minister’s Science Engineering and Innovation Council (2005-2007). Bachelor of Economics and Econometrics (First Class Honours) degree from UNSW. PhD at Harvard under Jeffrey Sachs. ANU Public Policy Fellow.

Panelist: Energy and climate change (Day 2, 2-3.30pm)

Murray McLean AO
Chairman, Australia-Japan Foundation
A distinguished career in the Australian foreign service with 42 years of experience both in Canberra and overseas, particularly in Asia. Australian Ambassador to Japan (2004-2011) during a period of significant expansion in Australia’s bilateral relationship. Other positions include Special Advisor on the preparation of the Australia in the Asian Century White Paper, board member of the Australia Japan Business Cooperation Committee, Vice Chancellor’s Professorial Fellow at Monash University and Managing Director of private consulting company Dunmore McLean.

Panelist: The prospects for Japan (Day 1, 7.30-8.45am)

Michael L’Estrange AO
Professor of National Security Policy, ANU

Chair: The defence of Australia (Day 1, 4-5.30pm)
Doug McTaggart  
Commissioner, Queensland Commission of Audit  
Concurrently Chairman of Public Service Commission, member of Public Sector Renewal Board, Director of the Suncorp Group and UGL, and Chairman of Galibier Partners. Also a member of the Council of Australian Government (COAG) Reform Council, a Councillor on the National Competition Council, and a past President of the Economic Society of Australia. Served as CEO of QIC for 14 years. Previous roles include Professor of Economics and Associate Dean at Bond University, Under Treasurer of the Queensland Department of Treasury. Member of ANU Council.

Panelist: Renewing Australian federalism (Day 2, 7.30-8.45am)

Rory Medcalf  
Head, National Security College, ANU  
Background includes more than 20 years of experience in diplomacy, intelligence analysis, think tanks and journalism. Most recently Director of International Security Program at Lowy Institute for International Policy (2007-2015). Previously worked at the Office of National Assessments and served as a diplomat in New Delhi and Japan. Work in journalism, commended in the Walkley Awards in 1991. Active in developing Australia’s relations with India, having been Associate Director of the Asia-India Institute and Senior Research Fellow in Indian Strategic Affairs at UNSW. Non-resident Senior Fellow in Foreign Policy at the Brookings Institution.

Chair: India under Modi (Day 2, 2-3.30pm)

Moon Chung-in  
Editor-in-Chief, Global Asia  
Professor of political science and former Dean of Graduate School of International Studies at Yonsei University. Former Chairman of the Presidential Committee on the Northeast Asian Cooperation Initiative—a cabinet-level post in the Korean Government. Served as Ambassador for International Security Affairs in the South Korean Ministry of Foreign Affairs and Trade, adviser to the Governments of Kim Dae-jung and Roh Moo-hyun, and attended the first and second North-South Korean Summits as a special delegate. South Korea’s representative on the ASEAN Regional Forum Experts and Eminent Persons Committee. Has published over 40 books and 300 articles in edited volumes and scholarly journals.

Panelist: The dynamics of North East Asia (Day 1, 2-3.30pm)

Mike Mrdak  
Secretary, Department of Infrastructure and Regional Development  
Began his Australian Public Service career with the Commonwealth Department of Transport and Communications in 1988 and has since held a number of senior positions across the portfolio and with the Department of the Prime Minister and Cabinet as Deputy Secretary for Governance (2008-2009). Extensive experience in the infrastructure and transport portfolio including management of international and domestic aviation policy, and Secretary of Department of Infrastructure and Regional Development since 2009. Appointed in 2014 as Commissioner of the National Transport Commission and Government’s representative on the Board of the Foundation for Rural and Regional Renewal.

Panelist: Easy border movement versus environmental and physical security: how to strike the balance? (Day 1, 7.30-8.45am)
Marty Natalegawa
Minister for Foreign Affairs, Indonesia (2009-2014)

One of Indonesia's most distinguished diplomats, and our most distinguished graduates. Prior to appointment as Foreign Minister served as the Permanent Representative of Indonesia to the United Nations (2007-2009), Ambassador to the United Kingdom (2005-2007) and Ireland (2002-2005). Previously Chief of Staff of the Office of the Minister of Foreign Affairs and Director General for ASEAN Cooperation in the Department of Foreign Affairs. Bachelor degree from LSE, Master degree from Cambridge and PhD in international relations from ANU.

Panelist: Indonesia under Jokowi (Day 1, 4-5.30pm); The defence of Australia (Day 1, 4-5.30pm)

Tanya Plibersek MP
Deputy Leader of the Australian Labor Party


Speaker: Luncheon address (Day 2, 12.30-2pm)

Geoff Raby
Chairman, Geoff Raby & Associates

A distinguished career in the Australian foreign service with 27 years of experience. Australian Ambassador to China (2007-2011), Deputy Secretary of the Department of Foreign Affairs and Trade (2002-2006). Member of the Australian Institute of Company Directors and the Asia Society and in 2015 of the consultative committee for the drafting of Australia's National Strategy for International Education. Now heads Beijing-based business advisory company Geoff Raby & Associates, and is a Non-Executive Director of Fortescue, Oceana Gold Corporation, SmartTrans Holdings, Yancoal Australia and iSentia Group. Bachelor of Economics (Honours), Masters in Economics and PhD from La Trobe University.

Panelist: China's internal challenges (Day 1, 9-10.30am)

Latha Reddy
Commissioner, Global Commission on Internet Governance

A distinguished career in the Indian Foreign Service, having served in Lisbon, Washington D.C., Kathmandu, Brasilia, Durban, Vienna and Bangkok. Ambassador of India to Portugal (2004-2006) and Thailand (2007-2009), Secretary (East) in the Ministry of External Affairs in Delhi (2010-2011) with overall charge of India's bilateral and regional relations with Asia. India's Deputy National Security Advisor in the Prime Minister's Office (2011-2013). Current positions include Distinguished Fellow, East West Institute, New York; Member, International Advisory Board, Kaspersky Labs, Moscow; and Member, India-Pakistan Water Dialogue, Atlantic Council, Washington D.C.

Panelist: India under Modi (Day 2, 2-3.30pm)
Heather Ridout AO  
Chair, AustralianSuper
Reserve Bank Board Member and a long-time leading figure in national business and public policy. Currently on the boards of Sims Metal Management, ASX Ltd, and the Climate Change Authority. Formerly Chief Executive of the Australian Industry Group. Previous appointments include Member of Henry Tax Review Panel, National Workplace Relations Consultative Committee, and Prime Minister’s Taskforce on Manufacturing. Bachelor degree (Honours) from Sydney University.
Panelist: Wealth, income and fiscal challenges (Day 1, 4-5.30pm)

Richard Rigby  
Executive Director, ANU China Institute
Chair: China's internal challenges (Day 2, 9–10.30am)

Greg Roder  
Executive Vice President, Business Development & Growth, Woodside Energy
Established a 35 year career spanning energy resources, infrastructure investment, funds management, capital markets and operational asset management.  Had held Chief Executive positions in the oil and gas, electricity, investment banking and social infrastructure sectors and has served as a director on a number of investment and corporate boards.  Master of Business Law from Monash University and PhD from Melbourne University.
Panelist: India under Modi (Day 2, 2-3.30pm)

Don Russell  
Chief Executive, South Australian Department of State Development
Panelist: Innovation and productivity (Day 2, 9-10.30am)
Amin Saikal AM
Professor and Director, Centre for Arab and Islamic Studies, ANU

A leading international scholar and commentator on Middle Eastern and Islamic affairs. Books include *Islam and the West* (2003), *The Rise and Fall of the Shah* (2009); *Modern Afghanistan* (2012); *Democracy and Reform in the Middle East and Asia* (2014); and *Zone of Crisis: Afghanistan, Pakistan, Iran and Iraq*. Published in major dailies, including the *New York Times*, *International Herald Tribune*, *Wall Street Journal*, and *Guardian*; and a frequent commentator on TV and radio. Visiting Fellow at, inter alia, Princeton, Cambridge and Sussex universities. ANU Public Policy Fellow.

Panelist: The Middle East—how much does it matter to Australia? (Day 2, 7.30-8.45am)

Steve Sargent
Board Director, Great Barrier Reef Foundation

A 22-year career with GE spanning the U.S., Europe, Asia and Australia. Most recently President and CEO of GE Mining. Prior to that, responsible for all of GE’s operations across Australia & New Zealand. Member of Australian B20 Leadership Group and Coordinating Chair of B20 Human Capital Taskforce. Board Director of Bond University and Fellow of the Australian Academy of Technological Sciences and Engineering. Former Director of the Business Council of Australia and President of the American Chamber of Commerce in Australia.

Panelist: Energy and climate change (Day 2, 2-3.30pm)

Cheryl Saunders AO
Laureate Professor of Law, Melbourne Law School

Areas of expertise include Australian and comparative federalism, including intergovernmental relations and fiscal federalism. President Emeritus of the International Association of Constitutional Law and International Association of Centres for Federal Studies. Senior Technical Advisor with the Constitution-Building Program of International IDEA. Author of many books and articles; she is co-editor of Intergovernmental Relations in Federal Systems (with Johanne Poirier and John Kincaid, forthcoming Oxford University Press 2015).

Panelist: Renewing Australian federalism (Day 2, 7.30-8.45am)

Kerry Schott AO
Chairman, Moorebank Intermodal

Extensive investment banking experience, including as Managing Director of Deutsche Bank and Executive Vice President of Bankers Trust Australia. Currently Director of NBN Co Limited and NSW Treasury Corporation (TCorp); member of Infrastructure Australia Board, Whitlam Institute, and State Contracts Control Board. Previously served as CEO of the Commission of Audit for NSW Government and Managing Director and CEO of Sydney Water. B.A. (First Class Honours) from University of New England, M.A. from University of British Columbia and PhD from Oxford University.

Panelist: Infrastructure investment (Day 1, 7.30-8.45am)
Heather Smith PSM
Deputy Secretary, Department of the Prime Minister and Cabinet

Appointed Deputy Secretary and G20 Sherpa in the Commonwealth Department of the Prime Minister and Cabinet in 2013. Responsible as Deputy Secretary for economic, industry, infrastructure, environment and strategic policy matters. Formerly Deputy Secretary in the Department of Foreign Affairs and Trade and Deputy Director-General, Office of National Assessments; and positions at the Australian Treasury as General Manager, G20 and APEC Secretariat and General Manager, International Economy Division. PhD in Economics from ANU. ANU Public Policy Fellow.

Panelist: The rules of the game—who will be making them in the new global order? (Day 1, 9-10.30am)

Richard H. Solomon
Professor and Senior Fellow, RAND Corporation

Former President of the United States Institute of Peace (1993-2012), Assistant Secretary of State for East Asian and Pacific Affairs (1989-1992), Director of Policy Planning at Department of State and senior member of the staff of the National Security Council. U.S. negotiator for Cambodia peace treaty (the first UN ‘Permanent Five’ peacemaking agreement); had a leading role in dialogue on nuclear issues between the U.S. and South and North Korea; helped establish the Asia Pacific Economic Cooperation (APEC) initiative. U.S. Ambassador to the Philippines (2002-2003) coordinating closure of U.S. naval bases and developing a new framework for bilateral and regional security cooperation. Awarded in 1995 State Department’s Foreign Affairs Award for Public Service. Began career as professor of political science at the University of Michigan, and served as head of the Political Science Department at RAND. PhD in Political Science, with a specialisation in Chinese politics, from MIT.

Panelist: Leading the world—if not the US, who? (Day 2, 11am-12.30pm)

Andrew Stevens
Director, Committee for Economic Development of Australia

Previously Managing Director of IBM Australia and New Zealand (2011-2014) responsible for the strategic direction and operational management of IBM’s consulting division; and Chief Operating Officer for PwC in the Asia Pacific. Member of the Business Council of Australia, Council of Governors of the American Chamber of Commerce in Australia, and Business Advisory Council of the Australian School of Business at UNSW. Director on the national board of the Australian Information Industry Association, and Chair of the Australian Government Services Leader Group.

Panelist: Disruptive technologies (Day 1, 11am-12.30pm)

Andrew Sheng
Chief Advisor, China Banking Regulatory Commission

Highly influential financial regulator and commentator on global finance. Named by TIME magazine as one of the 100 most influential people in the world (2013). Founding President of Fung Global Institute, Hong Kong based global think tank. Served as Chairman of the Securities and Futures Commission of Hong Kong (1998-2005) and as central banker with the Hong Kong Monetary Authority and Bank Nagara Malaysia. Board director of Khazanah Nasional Berhad, Malaysia, member of the International Advisory Panel to the Australian Treasury’s Financial Systems Inquiry, and advisor to the United Nations Environment Program Inquiry into the Design of a Sustainable Financial System. Academic positions include Adjunct Professor at Tsinghua University, University of Malaya and Pro-Chancellor of Universiti Tun Abdul Razak, Malaysia.

Panelist: The rules of the game—who will be making them in the new global order? (Day 1, 9-10.30am)
Miranda Stewart  
Professor and Director, Tax and Transfer Policy Institute, ANU  
Leading international expert on tax law and policy with more than 20 years experience. Joined ANU in 2014 from University of Melbourne, where she was Director of Tax Studies. She has previously worked at New York University School of Law, in major Australian law firms advising business on tax law, and at the Australian Taxation Office advising on business tax law and policy.  
Panelist: Wealth, income and fiscal challenges (Day 1, 4-5.30pm);  
Chair: Renewing Australian federalism (Day 2, 7.30-8.45am)

Michael Stutchbury  
Editor-in-Chief, The Australian Financial Review  
Chair: Policy and business implications of digital disruption (Day 1, 12.30-2pm);  
Chair: How much taxation reform and how? (Day 1, 7.30-8.45am)

Irving Tan  
President, Asia Pacific and Japan, CISCO  
Previously Vice President of CISCO ASEAN and Country Manager for CISCO Singapore and Brunei. More than ten years leadership experience at CISCO in various roles in Enterprise Sales, Strategy, Planning and Operations, Managed Services, and CISCO’s in-house consulting team: the Internet Business Solutions Group. Formerly with A.T. Kearney and Hewlett-Packard. Has been a consultant to governments around the region helping identify ways to use information and communication technologies to support national transformation. Has also collaborated with CISCO partners in key industry segments such as financial services, oil and gas, manufacturing, and service providers  
Panelist: Disruptive technologies (Day 1, 11am–12.30pm)

Angus Taylor MP  
Federal Member for Hume  
Prior to entering parliament in 2013, a director at Port Jackson Partners and a partner at McKinsey & Co. Publications include The Future for Freight; Economic Analysis of The Cost of Moving Freight on the Inter Capital City Corridor (2005), Earth, Fire, Wind and Water: Economic Opportunities and the Australian Commodities Cycle (2011), Greener Pastures: The Global Soft Commodity Opportunity for Australia and New Zealand (2012). Bachelor of Economics (First Class Honours and University Medal) and Bachelor of Laws (Honours) from University of Sydney; Master of Philosophy in Economics from Oxford (Rhodes Scholar).  
Panelist: Agriculture, food and water (Day 1, 2-3.30pm)
Veronica Taylor
Dean, College of Asia and the Pacific, ANU

Dean, ANU College of Asia and the Pacific, Director Research School of Asia and the Pacific, Director of the Japan Institute at ANU and ANU Public Policy Fellow. Previously Director of the Regulatory Institutions Network at ANU, and Director of the Asian Law Center at University of Washington (2001-2010). Over 25 years experience as a scholar and practitioner designing and leading rule of law and governance projects for the US Department of State and Agency for International Development, World Bank, Asian Development Bank and AusAID. Inaugural Hague Visiting Professor in Rule of Law 2010. BA/LLB from Monash and LLM from University of Washington.

Chair: The prospects for Japan (Day 1, 7.30-8.45am)

Michael Thawley AO
Secretary, Department of the Prime Minister and Cabinet

Formerly Australian Ambassador to the United States (2000-2005) where he played a leading role in securing the Free Trade Agreement, then a senior executive at Capital Group, a major US funds management firm (2005-2014). International Adviser to Prime Minister John Howard (1996-1999) and Head of the International Division of the Department of the Prime Minister and Cabinet under Prime Minister Paul Keating. Joined Foreign Affairs in 1972: posts included Head of the Papua New Guinea and New Zealand bureaus; Head of Current Intelligence at the Office of National Assessments; Minister at the Australian Embassy, Tokyo. Bachelor of Arts (Honours) from ANU.

Panelist: Leading the world—if not the US, who? (Day 2, 11am-12.30pm)

David Thodey
Former Chief Executive Officer, Telstra (2009-2015)

Retired as Telstra’s Chief Executive Officer and Executive Director in May 2015. His distinguished career with Telstra included Group Managing Director of Telstra Mobiles and Group Managing Director Telstra Enterprise and Government. Before joining Telstra, Chief Executive Officer of IBM Australia/New Zealand and previously held several senior executive positions in marketing and sales with IBM across the Asia Pacific. On the Board of the GSM Association Co-Chair of the Infrastructure and Investment Taskforce of the Australian B20 leadership group. Holds a Bachelor of Arts from Victoria University in New Zealand and attended the Kellogg Post-Graduate School General Management Program at Northwestern University in Chicago.

Panelist: Innovation and productivity (Day 2, 9.00-10.30am)

Laura Tingle
Political Editor, The Australian Financial Review


Chair: Wealth, income and fiscal challenges (Day 1, 4-5.30pm)
Alison Watkins  
**Chief Executive Officer, Coca-Cola Amatil**  
Joined Coca-Cola Amatil as Group Managing Director in March 2014. Previous roles include Chief Executive Officer of GrainCorp Limited and Berri Limited, and Managing Director of Regional Banking and Group General Manager Strategy at ANZ. Spent 10 years at McKinsey & Company (1989-1999) becoming a partner in 1996. Has been a non-executive director of Australia and New Zealand Banking Group Limited, Woolworths Limited and Just Group Limited. Former Victorian President and National Board Member of the Australian Institute of Company Directors. A non-executive director of the Centre of Independent Studies.  
Panelist: Agriculture, food and water (Day 1, 2-3.30pm)

Warren Truss MP  
**Deputy Prime Minister of Australia**  
Also Minister for Infrastructure and Regional Development. Became Leader of The Nationals in 2007 and is longest serving federal leader of any political party in Australia today. Third-generation farmer from the Kumbia district near Kingaroy in Queensland. Served in the Howard Government as Minister for Agriculture, Fisheries and Forestry (1999-2005), Minister for Transport and Regional Services (2005-2006), and Minister for Trade (2006-2007). Before entering Parliament, he was Kingaroy Shire Councillor (1976-1990), including seven years as Mayor. Deputy Chairman of the Queensland Grain Handling Authority and a member of the State Council of the Queensland Graingrowers Association for more than 10 years.  
Speaker: Dinner address (Day 1, 7-9pm)

Tony Walker  
**International Editor, The Australian Financial Review**  
Served as the AFR's political editor, and recently completed a long assignment as Washington correspondent. AFR postings have included Beijing and Cairo. A former Middle East correspondent for the Financial Times. A dual Walkley Award winner, he received a Centenary of Federation Award for contributions to journalism and the Paul Lyneham Award for excellence in press gallery journalism. Co-author of *Arafat: the biography*.  
Panelist: The Middle East—how much does it matter to Australia? (Day 2, 7.30-8:45am)

Jennifer Westacott  
**Chief Executive, Business Council of Australia**  
Formerly senior partner at KPMG (2005-11) with responsibility for sustainability, climate change and water. Has occupied leadership positions in New South Wales and Victorian governments, including Director of Housing and Secretary of Education in Victoria, and Director-General of the NSW Department of Infrastructure, Planning and Natural Resources. Coordinated the release of the BCA's landmark Action Plan for Enduring Prosperity in 2013. Non-Executive Director of Wesfarmers since 2013. Bachelor of Arts (Honours) from UNSW, Chevening Scholar at LSE.  
Chair: Energy and climate change (Day 2, 2-3.30pm)
Hugh White AO
Professor of Strategic Studies, Coral Bell School of Asia Pacific Affairs, ANU
One of Australia’s most prominent international relations scholars and commentators. Has worked on Australian strategic, defence and foreign policy issues since 1980, as a journalist; ministerial adviser to Defence Minister Kim Beazley and Prime Minister Bob Hawke; Deputy Secretary for Strategy and Intelligence in the Commonwealth Department of Defence (1995-2000); and inaugural Director of the Australian Strategic Policy Institute (2001-2004). Recent publications include Power Shift: Australia’s Future between Washington and Beijing (Quarterly Essay, 2010), and The China Choice: Why America Should Share Power (2012). Studied philosophy at Melbourne and Oxford Universities. ANU Public Policy Fellow.
Panelist: The defence of Australia (Day 1, 4-5.30pm)

Peter Whiteford
Professor and Director, Social Policy Institute, ANU
Chair: The ageing Australian population and the future of healthcare (Day 1, 7.30-8.45am)

Martin Wolf CBE
Chief Economic Commentator, The Financial Times
One of the world’s most influential writers on economics. Awarded the CBE in 2000 for services to financial journalism. Honorary fellow of Nuffield and Corpus Christi Colleges and Oxford Institute for Economic Policy (Oxonia), and an honorary professor at University of Nottingham. Forum Fellow at the annual World Economic Forums in Davos since 1999 and a member of its International Media Council since 2006. Member of the UK Government’s Independent Commission on Banking (2010-2011). Most recent publications include Why Globalization Works (2004), Fixing Global Finance (2008) and The Shifts and the Shocks: What We’ve Learned - and Have Still to Learn from the Financial Crisis (2014).
Keynote speaker: (Opening Dinner, 6-9pm);
Panelist: The rules of the game—who will be making them in the new global order? (Day 1, 9-10.30am)

Penny Wong
Senator for South Australia; Leader of the Opposition in the Senate
Represented South Australia in the Senate since 2001, and Leader of the Government, then Opposition, in the Senate since 2013. Currently Shadow Minister for Trade and Investment. A member of the Federal Cabinet in the Gillard and Rudd Governments as Minister for Climate Change, Energy Efficiency and Water and Minister for Finance and Deregulation. Graduated in Law and Arts from the University of Adelaide.
Panelist: Wealth, income and fiscal challenges (Day 1, 4-5.30pm)
Talal Yassine OAM  
Chairman, Council for Australia-Arab Relations  
An experienced lawyer, banker and non-executive director. Founder and Managing Director of Crescent Wealth, Non-Executive Director on the Board of Australia Post. Previously served with PwC and Babcock & Brown in its Corporate Finance Group and later in the Technical Real Estate Division. Co-founded Better Place Australia. Has served on the Board of Macquarie University, as Director of Sydney Ports, Director of the Whitlam Institute and as Deputy Chairman of the Gulf-Australia Business Council.  
Panelist: The Middle East—how much does it matter to Australia? (Day 2, 7.30-8.45am)

Yao Yunzhu  
Director, Center on China-American Defense Relations, People’s Republic of China  
Major General Yao is concurrently a senior researcher at the Asia-Pacific Office in the Department of World Studies, both at the People’s Liberation Army’s Academy of Military Science in China. She joined the PLA in 1970. A prominent analyst of nuclear issues with numerous publications on military and security issues, in 2007 she was elected as a member of the 17th CCP Congress and was chosen as one of the Top Ten Outstanding Women in China. Holds a Master degree from the PLA’s Foreign Languages Institute and PhD in military science from the Academy of Military Science.  
Panelist: The dynamics of North East Asia (Day 1, 2-3.30pm)

Katherine Woodthorpe  
Non-Executive Director, Capital Markets CRC Ltd  
Former Chief Executive of the Australian Private Equity and Venture Capital Association (AVCAL). Has held a broad range of management and board positions in Australia and overseas, and cited in the media as one of Australia’s most influential people in innovation. Chair of the Antarctic Climate and Ecosystems Cooperative Research Centre; and non-executive director for, inter alia, Cancer Therapeutics and the Olivia Newton John Cancer Research Institute. BSc (First Class Honours) and PhD in Chemistry from Manchester.  
Panelist: Innovation and productivity (Day 2, 9-10.30am)

Chris Vein  
Chief Executive, Dome Advisory Services  
Former Chief Innovation Officer for Global Technology Development at the World Bank where he led the implementation of the World Bank’s Information and Communications Technology Strategy; and Deputy U.S. Chief Technology Officer for Government Innovation in the White House Office of Science and Technology Policy. Over the past two decades, he has served four Presidents of the United States and worked with thousands of professional association practitioners, for-profit consulting organizations, and local government organizations.  
Panelist: Disruptive technologies (Day 1, 9-10.30am)
Ian Yates AM
Chief Executive, Council on the Ageing
Also Deputy Chancellor for Flinders University and board member of the Aged Rights Advocacy Service. Other roles have been Chair of the Cancer Council SA; Director of Cancer Council Australia; Deputy Chair of the Repatriation General Hospital; Deputy Chair of the SA Council of Social Service; Board Member of the Southern Adelaide Health Service; member of the SA Government Health Performance Council; the Australian Energy Regulator; and the Aged Care Funding Instrument Monitoring Group.
Panelist: The ageing Australian population and the future of healthcare (Day 1, 7.30-8.45am)

Ian Young AO
Vice-Chancellor, ANU
Joined ANU in 2011 and elected Chair of the Group of Eight (Go8) in 2014. Formerly Vice-Chancellor Swinburne (2003-11); Executive Dean of Engineering, Adelaide (1999-2003); Professor of Civil Engineering, UNSW; and researcher at Max Planck Institute after PhD from James Cook University. Research on coastal and ocean engineering and physical oceanography continues to be supported by ARC. Has been a consultant to the U.S. Navy and offshore oil and gas industry in Australia, Asia and North America. Distinguished academic career, with three books and more than 100 refereed papers in leading international journals, and numerous awards for teaching and research.
Chair: Socially responsible investment (Day 2, 7.30-8.45am)

Zhang Jun
Dean, School of Economics, Director, China Center for Economic Studies, Fudan University
Panelist: China’s internal challenges (Day 2, 9.00-10.30am)
PARTICIPANTS

Paul Abbey  
Partner, Corporate Resources and International Tax Group, PricewaterhouseCoopers

Jan Adams  
Deputy Secretary, Department of Foreign Affairs and Trade

Shiro Armstrong  
Co-Director, Australia-Japan Research Centre, The Australian National University

Nick Austin  
CEO, ACIAR

Howard Bamsey AM  
Adjunct Professor, Climate Change Institute, The Australian National University

Subho Banerjee  
Deputy Secretary, Department of Education and Training

Gary Banks AO  
Dean, Australian and New Zealand School of Government

Stephen Bartos  
Parliamentary Budget Officer, NSW Parliament

Glenys Beauchamp PSM  
Secretary, Department of Industry and Science

Denis Blight  
Chief Executive, Crawford Fund

Ken Boal  
Vice President, CISCO Australia and New Zealand

Frank Brennan SJ AO  
Professor of Law, Australian Catholic University

John Brogden  
Managing Director and CEO, Australian Institute of Company Directors

Gerard Brown  
Group General Manager, Corporate Affairs, ANZ

Matthew Bultin  
Chair, Victorian Competition & Efficiency Commission; President, Economic Society of Australia

Bob Carr  
Professor and Director, Australia-China Relations Institute, University of Technology, Sydney

James Chalmers MP  
Federal Member for Rankin

Chris Chapman  
Chairman, Australian Communications and Media Authority

Drew Clarke  
Secretary, Department of Communications

Blair Comley PSM  
Secretary, NSW Department of Premier and Cabinet

Melissa Conley Tyler  
National Executive Director, Australian Institute of International Affairs

Michael Cooney  
Executive Director, Chifley Research Centre

Jennifer Corbett  
Professor and Pro Vice Chancellor (Research & Research Training), The Australian National University

Michael Costello AO  
Chief Executive Officer, ActewAGL

John Daley  
Chief Executive Officer, Grattan Institute

Rod Dann  
Partner, Corrs Chambers Westgarth

Trevor Danos AM  
Board Director, Civil Aviation Safety Authority

Megan Davis  
Director Indigenous Law Centre, UNSW Law

Gordon De Brouwer PSM  
Secretary, Department of the Environment

John WH Denton AO  
Partner and Chief Executive Officer, Corrs Chamber Westgarth

Geraldine Doogue  
Journalist and radio and television host, Australian Broadcasting Corporation

Peter Drysdale AM  
Emeritus Professor of Economics; Head, East Asian Bureau of Economic Research, The Australian National University

Stephen Duckett  
Director, Health Program, Grattan Institute

David Epstein  
Vice President Corporate and Regulatory Affairs, Singtel Optus

Gareth Evans AC QC  
Professor and Chancellor, The Australian National University; Chair, Crawford Australian Leadership Forum

William Farmer AO  
Australian Ambassador to Indonesia (2005-2010)

Tim Fawcett  
Executive General Manager Corporate Affairs, CISCO Australia and New Zealand

Greg Fealy  
Senior Fellow, Indonesian Politics, The Australian National University
Allan Fels AO  
Dean, Australian and New Zealand School of Government (2013-2014)

Nadine Flood  
National Secretary, Community and Public Sector Union

Sharon Friel  
Professor and Director, Regulatory Institutions Network, The Australian National University

Yoichi Funabashi  
Chairman, Rebuild Japan Initiative Foundation

John Garnaut  
Asia Pacific Editor, Fairfax Media

Steve Gibbs  
Chairman, Australian Ethical Investment

Andrew Giles MP  
Federal Member for Scullin

Ben Gill  
ANU Council Member; President, ANU Students’ Association

Joel Grant  
Corporate Affairs Manager, Energy Markets, Origin Energy

David Gruen  
Deputy Secretary, Economic, Department of the Prime Minister and Cabinet

Debnath Guharoy  
President, Australia-Indonesia Business Council; Regional Director – Asia, Roy Morgan Research

Allan Gynell AO  
Director, Crawford Australian Leadership Forum; Adjunct Professor, Crawford School of Public Policy, The Australian National University

Nicole Haley  
Convener, State and Society Governance in Melanesia Program, The Australian National University

Peter Harris AO  
Chairman, Productivity Commission

Lin Hatfield Dodds  
National Director, Uniting Care Australia

Catherine Hawkins  
First Assistant Secretary, Attorney-General’s Department

Jenny Hayward-Jones  
Director, the Myer Foundation Melanesia Program, Lowy Institute For International Policy

Jennifer Hewett  
Senior National Affairs Columnist, The Australian Financial Review

John Hewson AM  
Professor and Chair, Tax and Transfer Policy Institute, The Australian National University

Robert Hill AC  
Minister for Defence (2001-2006)

Giles Hirst  
Professor of Leadership, College of Business and Economics, The Australian National University

Martin Hoffman  
Deputy Secretary, Department of Industry and Science

Stephen Howes  
Professor and Director, Development Policy Centre, The Australian National University

Robin Hughes  
Pro-Chancellor, The Australian National University

Karen Hussey  
Co-Chair, ANU Water Initiative, The Australian National University

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Chief Executive Officer, Fairfax Media

David Irvine AO  
Visiting Fellow, National Security College, The Australian National University; Australian Ambassador to China (2000-2003)

Steven Kennedy  
Deputy Secretary, Department of The Environment

Adrian Kloeden  
Chairman, Infrastructure Partnerships Australia

Tom Kompas  
Professor and Director, Crawford School of Public Policy, The Australian National University

Sumio Kusaka  
Ambassador, Embassy of Japan

Jason LaBresh  
Partner, The Boston Consulting Group

Andrew Leigh MP  
Federal Member for Fraser

Shirley Leitch  
Professor of Communication and Dean, College of Business and Economics, The Australian National University

Renée Leon PSM  
Secretary, Department of Employment

Michael L’Estrange AO  
Professor of National Security Policy, National Security College, The Australian National University

Martine Letts  
Chief Executive Officer, Australia China Business Council

Paul Lindwall  
Commissioner, Productivity Commission

Catherine Livingstone AO  
President, Business Council of Australia

Andy Lloyd  
Principal, Lloyd Mine Consulting
Frances Maguire  
Partner, PricewaterhouseCoopers

Robert Manne  
Emeritus Professor of Politics, La Trobe University

Richard Maude  
Director-General, Office of National Assessments

Mark McCallum  
Government Relations Manager, Shell Australia

Alice McCleary  
Chairman, UraniumSA Ltd

Donald McGauchie AO  
Chairman, Australian Agricultural Company

Meg McDonald  
Chief Operating Officer, Clean Energy Finance Corporation

Peter McDonald  
Professor of Demography, Crawford School of Public Policy, The Australian National University

Dallas McInerney  
General Manager, Government Affairs and Public Policy, NAB

Jane McKeon  
Group Executive, Government Relations, Virgin Australia

Warwick McKibbin  
Professor and Chair in Public Policy, The Australian National University

Murray McLean AO  
Chairman, Australia-Japan Foundation

Travers McLeod  
Chief Executive Officer, Centre for Policy Development

Barbara McPake  
Professor and Director, Nossal Institute for Global Health, University of Melbourne

Doug McTaggart  
Commissioner, Queensland Commission of Audit

Rory Medcalf  
Professor and Head, National Security College, The Australian National University

Moon Chung-in  
Professor of Political Science, Yonsei University; Editor-in-Chief, Global Asia

Terry Moran AC  
Senior Adviser, Boston Consulting Group

Sam Mostyn  
Director, Myer-ClimateWorks; Chairperson, Advisory Council, Crawford School of Public Policy, The Australian National University

Mike Mrdak  
Secretary, Department of Infrastructure and Regional Development

Marty Natalegawa  
Minister of Foreign Affairs, Indonesia (2009 – 2014)

Tanya Plibersek MP  
Deputy Leader of the Opposition; Shadow Minister for Foreign Affairs and International Development

Brendan Pearson  
Chief Executive, Minerals Council of Australia

Sarah Pearson  
CEO, CBR Innovation Network Ltd

Michael Pezzullo  
Secretary, Department of Immigration and Border Protection

Peter Pearson  
Chief Executive Officer, Australian Customs and Border Protection Service

Barbara McPake  
Professor and Director, Nossal Institute for Global Health, University of Melbourne

Anthony Passe-De Silva  
Vice President, Strategic Research and Analysis, Sumitomo Mitsui Banking Corporation

Tony Peake  
Managing Partner, Finance and Operations and National Leader—Government, PricewaterhouseCoopers

Brendan Pearson  
Chief Executive, Minerals Council of Australia

Sarah Pearson  
CEO, CBR Innovation Network Ltd

Michael Pezzullo  
Secretary, Department of Immigration and Border Protection

Tanya Plibersek MP  
Deputy Leader of the Opposition; Shadow Minister for Foreign Affairs and International Development

John Price  
Commissioner, Australian Securities and Investments Commission

Geoff Raby  
Chairman, Geoff Raby & Associates; Australian Ambassador to China (2007-2011)

Latha Reddy  
Commissioner, Global Commission on Internet Governance; Deputy National Security Advisor, Indian Government (2011–2013)

Robert Regan  
Partner In Charge, Corrs Chambers Westgarth

Dennis Richardson AO  
Secretary, Department of Defence

Heather Ridout AO  
Chair, AustralianSuper

Richard Rigby  
Professor and Executive Director, ANU China Institute, The Australian National University

Belinda Robinson  
Chief Executive, Universities Australia
Greg Roder
Executive Vice President, Business Development and Growth Woodside Energy

Don Russell
Chief Executive, South Australian Department of State Development

Joanne Ryan MP
Federal Member For Lalor

Scott Ryan
Senator for Victoria; Parliamentary Secretary to the Minister For Education and Training

Amin Saikal AM
Professor and Director, Centre for Arab and Islamic Studies, The Australian National University

Brendan Sargeant
Chief Operating Officer, Department of Defence

Steve Sargent
Board Director, Great Barrier Reef Foundation

Cheryl Saunders AO
Laureate Professor of Law, Melbourne Law School

Kerry Schott AO
Chairman, Moorebank Intermodal

Carol Schwartz AM
Chair and Founder, Women’s Leadership Institute Australia

Dominic Scott
Managing Director, National Engagement Strategy, CISCO Asia Pacific

Chris Seed
High Commissioner, New Zealand High Commission

Rodger Shanahan
Associate Professor, National Security College, The Australian National University

Andrew Sheng
Chief Advisor, China Banking Regulatory Commission

Rod Sims
Chairman, Australian Competition and Consumer Commission, Australian Government

Anna Skarbek
Chief Executive Officer, ClimateWorks Australia

Heather Smith PSM
Deputy Secretary, Department of the Prime Minister and Cabinet; Australian Sherpa, 2014 G20 Summit

Ric Smith AO PSM
Chair, Rand Corporation, Australian Advisory Board

Jamie Snashall
Senior Adviser, Government Relations, Telstra

Richard Solomon
Senior Fellow, RAND Corporation; Former US Assistant Secretary of State for East Asian and Pacific Affairs, and President, US Institute of Peace

Andrew Stevens
Director, Committee for Economic Development of Australia

Miranda Stewart
Professor and Director, Tax and Transfer Policy Institute, The Australian National University

Michael Stutchbury
Editor-in-Chief, The Australian Financial Review

Irving Tan
President, Asia Pacific and Japan, CISCO

Angus Taylor MP
Federal Member for Hume

Veronica Taylor
Professor and Dean, ANU College of Asia and The Pacific, The Australian National University

Michael Thawley AO
Secretary, Department of Prime Minister and Cabinet

David Thodey
Former Chief Executive Officer, Telstra (2009–April 2015)

Laura Tingle
Political Editor, The Australian Financial Review

Warren Truss MP
Deputy Prime Minister for Australia; Minister for Infrastructure and Regional Development

Tony Walker
International Editor, The Australian Financial Review

Tony Warren
Group Executive, Corporate Affairs, Telstra

Alison Watkins
Chief Executive Officer, Coca-Cola Amatil Limited

Tim Watts MP
Federal Member for Gellibrand

Jennifer Westacott
Chief Executive, Business Council of Australia

Hugh White AO
Professor of Strategic Studies, Coral Bell School of Asia Pacific Affairs, The Australian National University

Peter Whiteford
Professor and Director, Social Policy Institute, The Australian National University
Kim Williams AM
Former CEO of News Limited, Foxtel, Australian Film Commission and Musica Viva

Martin Wolf CBE
Chief Economics Commentator, The Financial Times

Penny Wong
Leader of the Opposition in the Senate; Shadow Minister for Trade and Investment

Tony Wood
Program Director, Energy, Grattan Institute

Katherine Woodthorpe
Non-Executive Director, Capital Markets CRC Ltd

Yao Yunzhu
Director, Center on China-American Defense Relations, People’s Republic of China

Talal Yassine OAM
Managing Director, Crescent Wealth; Chairman, Council for Australia-Arab Relations

Ian Yates AM
Chief Executive Officer, Council on The Ageing

Ian Young AO
Vice-Chancellor, The Australian National University

Zhang Jun
Dean, School of Economics; Director China Centre for Economic Studies, Fudan University

Helen Zimmerman
Group General Manager Government And Stakeholder Relations, Navitas Ltd
Nathan Deutscher  
Sir Roland Wilson Fellow*  
PhD student at the Crawford School of Public Policy, focusing on intergenerational mobility, looking at how economic outcomes pass from parents to children. Previously worked in a variety of roles in the Treasury, including in the Deputy Prime Minister and Treasurer’s Office.

Shane Johnson  
Sir Roland Wilson Fellow*  
PhD student at the Crawford School of Public Policy, focusing on taxpayers’ understanding of, and responses to, the Australian tax system. Previously worked in a variety of roles in the Treasury, covering taxation, fiscal and macroeconomic policy.

Eliza Murray  
Sir Roland Wilson Fellow*  
PhD student at the Crawford School of Public Policy, investigating the relationship between interest groups and bureaucrats in the development of Australia’s climate change policy. Previous roles include Director of Land Sector Policy at the former Department of Climate Change.

Rick Zentells  
Sir Roland Wilson Fellow*  
PhD student at the ANU Fenner School of Environment and Society, looking at a better way to manage military training areas. Previously worked in a number of Director-level positions at the Departments of Defence, Environment and Finance and De-regulation and has represented the Department of Defence at international forums.

* The Sir Roland Wilson Foundation offers PhD scholarships for high-performing Australian Public Service employees to undertake research in areas of priority public interest at ANU.
Shuttle Bus Timetable

For hotel departures, please assemble in the hotel foyer prior to the scheduled departure time. Where indicated, two bus transfers will be provided.

**Sunday 28 June**
- 5.35pm  University House to National Gallery of Australia (Opening dinner)
- 5.45pm  HotelHotel and Peppers Gallery Hotel to National Gallery of Australia (Opening dinner)
- 9.15pm  Shuttle buses will leave for HotelHotel and Peppers Gallery Hotel every half hour from 9.15pm

**Monday 29 June**
- 7.15am  HotelHotel and Peppers Gallery Hotel to Crawford School of Public Policy (CALF venue)
- 7.30am  HotelHotel and Peppers Gallery Hotel to Crawford School of Public Policy
- 5.35pm  Crawford School to HotelHotel and Peppers Gallery Hotel
- 6.15pm  HotelHotel and Peppers Gallery Hotel to University House (Day 1 dinner)
- 6.30pm  HotelHotel and Peppers Gallery Hotel to University House (Day 1 dinner)
- 9.35pm  Shuttle buses depart University House to HotelHotel and Peppers Gallery Hotel every half hour as required

**Tuesday 30 June**
- 7.15am  HotelHotel and Peppers Gallery Hotel to Crawford School of Public Policy
- 8.30am  HotelHotel and Peppers Gallery Hotel to Crawford School of Public Policy
- 4.10pm  Bus departs Crawford School to airport as required
FORUM VENUES
Crawford School of Public Policy
The Australian National University

Crawford School is Australia’s leading public policy school, recognised as world-class storehouse of expertise and experience in economics, political science, environmental management and development, and on the key Asia Pacific countries, especially China, Japan, Korea, Vietnam and Indonesia. It is The Australian National University’s focal point in contributing to national public policy research, education and public debate.

Crawford School’s location in the national capital, alongside the Parliament and Government, together with The Australian National University’s reputation for excellence in research, education and public policy development, means that the Crawford School enjoys strong relationships with all levels of government. Its graduate and executive educational programs have trained the region’s leaders for several decades, while its research has had a direct and demonstrated impact on national policymaking.

The Australian National University is a world-leading university in Australia’s capital city, Canberra. Our location points to our unique history, ties to the Australian Government and special standing as a resource for the Australian people. Our focus on research as an asset, and our approach to education, ensures our graduates are in demand the world over for their abilities to understand, and apply vision and creativity to addressing complex contemporary challenges.

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