

AUSTRALIA AWARDS BOARD

AGENDA FOR Meeting #1, [DATE] 2010 [3 hour meeting]

Details

Time:

Location:

Agenda Items

No.	Item	Timing
1	Welcome and apologies	5 mins
2	Register of Personal Interests <ul style="list-style-type: none">This item is to allow Board members to declare any potential material conflicts of interest pertaining to the agenda<ul style="list-style-type: none">and, if so, to determine if conflicts are material.No agenda paper is provided.To be led by the Chair.	5 mins
3	Australia Awards Background, Scope and Vision <ul style="list-style-type: none">This item informs the Board about key elements and scope of the Australia Awards initiative, and presents a preliminary strategy map of the work ahead.An agenda paper is provided.To be led by the Chair.	10 mins
4	Role of the Australia Awards Board <ul style="list-style-type: none">This item outlines the anticipated role and responsibilities of the Board in the initiative.An agenda paper is provided.To be led by the Chair.	10 mins
5	Presentation on current Australia Awards programs <ul style="list-style-type: none">Implementing agencies (DEEWR and AusAID) will provide an overview to the Board on the scholarship programs as currently delivered under the Australia Awards<ul style="list-style-type: none">DEEWR to present on the Endeavour AwardsAusAID to present on AusAID scholarships.An agenda paper is provided.To be led by representatives from DEEWR and AusAID.	30 mins
	Morning/afternoon tea including informal discussion with scholarship recipients.	30 mins
6	Program Organisation <ul style="list-style-type: none">This item engages the Board on the opportunities and risks presented by organisation changes to existing scholarship programs. It notes possible models for consolidation which are currently being investigated by DEEWR and AusAID.An agenda paper is provided.To be led by the Chair.	20 mins

7	Alumni <ul style="list-style-type: none">• The item advises the Board of the current alumni activities taking place under the DEEWR and AusAID scholarship programs and early work on improving these. It suggests three objectives for this alumni program and seeks the Board's advice on strategic direction.• An agenda paper is provided.• To be led by the Chair.	30 mins
8	Public Affairs (Branding, Communications and Reporting) <ul style="list-style-type: none">• This item focuses Board discussion on tackling the challenge of establishing a strong and durable brand for the Australia Awards. The Board's views are sought as to how it can best support the promotion of the Australia Awards.• An agenda paper is provided.• To be led by the Chair.	20 mins
9	Business for next meeting <ul style="list-style-type: none">• This item focuses the Board on the suggested agenda for the second Board meeting and seeks advice from the Board on additional areas of focus.• An agenda paper is provided.• To be led by the Chair.	5 mins
	Meeting Close	

AUSTRALIA AWARDS BOARD MEETING 1

Minutes: 16 August 2011

Venue: Parliament House, Canberra

Meeting opened: 11.00 am

Board Members

Professor Geoff Gallop (Chair)

Ms Simone Bartley

Ms Lisa Paul (*ex officio* DEEWR)

Ms Gillian Bird (*ex officio* DFAT)

Hon Bruce Baird

Ms Jillian Broadbent

Mr Peter Baxter (*ex officio* AusAID)

In attendance

Senator the Hon Chris Evans, Minister for Tertiary Education, Skills, Jobs and Workplace Relations
(Agenda Item 3)

s 47F Chief of Staff, Office of the Minister for Foreign Affairs (Agenda Item 3)

s 47F Ms Jenny Da Rin (AusAID)

s 47F

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Apologies

Professor Peter Coaldrake

Mr Dennis Richardson

Agenda Item 1: Welcome and Apologies

The Chair welcomed everyone to the first meeting of the Australia Awards Board. Professor Peter Coaldrake and Mr Dennis Richardson were apologies.

Agenda Item 2: Register of Personal Interests

Members were asked to declare any personal interests that may be relevant to their work on the Australia Awards Board. The Chair noted that he had declared some work he was doing with the University of Sydney for AusAID in his Personal Interest Declaration for Board appointment, which had been declared 'non-material' interests.

Agenda Item 3: Background to Australia Awards Initiative and State of Play

Senator Evans, s 47F Mr Baxter and Ms Paul were invited to provide their perspective on Australia Awards.

s 47F provided an overview of the vision for Australia Awards. Mr Rudd, the Prime Minister at the time, saw Australia Awards as a mechanism to bring all Australia Government scholarships together under one strong and recognisable brand, building on the success of the Colombo Plan. Mr Green spoke of the importance of scholarships as a foreign policy tool, as well as establishing enduring linkages and developing future leaders. It was acknowledged that scholarships already played a significant role in development, strengthening education linkages and assisting Australia's

national security. With a small amount of additional effort, Australia Awards had the potential to reap significant gains.

Mr Baxter reviewed AusAID's scholarships programs: scholarships were an integral part of the Australian aid program, with 2,300 awards made to developing countries in 2010. By 2013, around 4,000 Development Awards would be offered at a value of \$400 million per annum and by 2014, 1,000 Awards would be available to Africa alone. In 2010, Development Awards expanded for the first time into Latin America and the Caribbean. AusAID scholarships were linked to the development of specific countries, based on their own priorities and needs – they were demand driven, not supply driven. The recent Aid Effectiveness Review had reinforced this, and the ANAO report that reviewed AusAID's scholarships program, had been broadly positive. Gender equity was a key focus of Development Awards, as were opportunities for those with a disability. There were alumni networks operating in 20 countries with various level of activity. Mr Baxter added that AusAID was enthusiastic about working with the Board and two key areas of focus should be the development of clear branding and the establishment of an Australia Awards alumni.

Senator Evans joined the meeting at this time and noted the recent debate on international education in Australia and raised issues concerning education promotion, protection of international students, student migration, and the need to develop a more strategic approach to international education. He noted the value of scholarships as 'soft diplomacy' and the number of prominent people in positions of leadership who were educated in Australia, for example, Indonesian Vice-President, Dr Boediono. Senator Evans reported that Australia had to address the perception that Australia was profiteering from international education, and also consider how to encourage more Australians to travel abroad under reciprocity arrangements.

There was general discussion around the inclusion of other agencies offering scholarships (around 400 per annum); whether they should be included under the Australia Awards umbrella. This point should be noted for future Board consideration.

Ms Paul gave an overview of DEEWR's Endeavour Awards: international education was Australia's third largest export industry at a value of \$18 billion. Endeavour Awards are Australia's only merit-based incoming and outgoing scholarships program. Applications were keenly sought with seven applications received for every award, and selections made by independent academic panels. Endeavour Awards aimed to show-case Australia's education system and Ms Paul was pleased to report that Endeavour awardees had a 98 per cent success rate. Students had case managers to help ensure a positive Australian experience. There was an established Endeavour Awards Alumni Network (EAAN). The administrative ratio of delivering the scholarships program was seven per cent.

Ms Paul noted that joint branding may be a challenge. Some countries, which do not see themselves as aid recipients, may have issue with elite scholarships and development awards being presented together. Mr Baxter observed that the sheer nature and number of Development Awards would mean that they differed substantially from programs such as Fulbright and Chevening.

The Board noted that since 2000, Austrade was responsible for the marketing and promotion of international education. Austrade developed the new Australia Unlimited brand, and as part of this, the Future Unlimited branding for international education.

The Board discussed the importance of establishing partnerships with business and industry, universities and other stakeholders to add value to the scholarship experience. It was agreed that

the Secretariat would prepare a paper on partnerships for consideration at the next Board meeting, to facilitate linkages between relevant governments, institutions, organisations and individuals.

Agenda Item 4: Role of Australia Awards Board

Members considered the role of the Board in providing advice to Ministers on Australia Awards matters.

The Board agreed that its initial focus would be:

- a) establishing the Australia Awards brand;
- b) invigorating the alumni; and
- c) building partnerships.

It was agreed that s3.5 of the Board Charter be amended to remove the word “substantive” qualifying *ex officio* to read “A minimum of five Board members, including at least one *ex officio* member from AusAID, DFAT or DEEWR will constitute a quorum of the AA Board”.

The Board agreed that the Secretariat should provide regular expenditure reports. The Secretariat noted that its budget was \$8 million over the four calendar years 2010-2013 (\$6 million from DEEWR and \$2 million from AusAID) and that approximately \$7.5 million remained after staff salaries and event management costs.

The Board agreed to the following logistics:

- a) that Board meetings would be held, where possible, at Parliament House in Canberra, with the availability of video-conferencing facilities at Parliament House to be explored as a future option for members who were unable to attend.
- b) That Agency staff attend meetings for relevant agenda items

Agenda Item 5: Future Directions

The Board agreed to deal with this at a later time as the approved three focus areas (Agenda Item 4) provided a substantial amount of work to take forward.

Agenda Item 6: Branding and Promotion

The Board considered the interim Australia Awards branding and possible brand designs developed by DEEWR. Members highlighted the need for a broad communications strategy to be developed to articulate the positioning and objectives of Australia Awards. They noted the challenges of one brand covering both Endeavour Awards and Development Awards.

It was agreed that the Secretariat develop a paper that outlined the origin and details of previous branding,^{ss 47C, 47E(d)} information from DEEWR on previous market-testing research; feedback from Posts on similar market-testing questions and advice on the major competitors for scholarships at Post. Board member Simone Bartley would review the material.

It was agreed that the Secretariat would seek further information from Austrade about the current usage of the Future Unlimited branding by government departments. Ms Bartley noted that such branding could be included if articulated in the strategy.

7. Alumni Network and Database

The Board discussed a Secretariat paper outlining current alumni activities and issues for consideration including eligibility for membership for Australia Awards alumni. It was agreed that membership be restricted to those people in receipt of Australian Government scholarships/awards.

It was noted that the success of an alumni network depended on interaction with awardees throughout the scholarship-cycle. The Chair shared with the Board the 10 elements of a scholarship life-cycle:

- . Creating the program – objectives and criteria for choosing recipients
- . Student selection process – Who? Where? How?
- . Pre-course contact and preparation for departure
- . Travel arrangements and arrival
- . University (or other) enrolment and administration
- . The course itself (including student assessment of outcomes)
- . Extra curricula support – welfare, professional development and internships
- . Graduation
- . Help with reintegration
- . Alumni relations – continuing support.

There were opportunities to establish alumni networks in those countries where Australia Awards were offered for the first time. The first step should be to determine good practice from existing alumni networks. It was agreed that Posts be consulted on alumni activities currently being undertaken in-country and that the Secretariat produce a paper for the next meeting outlining the status quo and best practice examples.

DEEWR noted that the Endeavour Alumni Network was supported by a database, which had the capacity to provide an IT platform for the Australia Awards alumni. It was agreed that a Business Analyst be engaged by the Secretariat to scope the development of an Australia Awards database.

Agenda Item 8: Business for next meeting

A summary of activities to be prepared for the next meeting is provided in the table below. The next meeting would be held on Wednesday 7 December 2011 (2.00 pm – 5.00 pm) at Parliament House to enable Members to attend the Prime Minister's Australia Awards reception that evening.

Meeting closed at 2.00 pm.

Action	Responsibility	Timeframe
Amend Board Charter as recommended	Secretariat	7 December 2011
Produce branding paper	Secretariat	7 December 2011
Contact Austrade to determine usage of Australia Unlimited/Future Unlimited branding	Secretariat	7 December 2011
Progress engagement of a BA to develop AA alumni database	Secretariat	Ongoing

Produce paper on existing alumni networks and best practice at posts	Secretariat	7 December 2011
Produce paper on partnerships	Secretariat	7 December 2011
Include financial report in future Board papers	Secretariat	Ongoing

AUSTRALIA AWARDS BOARD
AGENDA
DRAFT

Wednesday 7 December 2011

2.00-5.00pm

Australian Parliament House, Committee Room 1R2.

No.	Item	Timing
1	Welcome and apologies	2.00pm 5 mins
2	Business from previous meeting	2.05pm 10 mins
3	Latest developments and outcome of 2012 Australia Awards scholarship round	2.15pm 5 mins
4	Branding a) Australia Awards Brand History b) Australia Awards Brand Strategy	2.20pm 40 mins
5	Partnerships	3.00pm 35 mins
	Afternoon Tea (Professor Coaldrake will depart)	3.35pm 15 mins
6	Alumni a) Alumni Network Strategy b) Update from Business Analyst	3.50pm 40 mins
7	Annual Progress Report	4.30pm 5 mins
8	Other Business	4.35pm 25 mins
	Meeting close	5.00pm

AUSTRALIA AWARDS BOARD

Meeting 2: Wednesday 7 December 2011

Agenda Item 4(b): Australia Awards Brand Strategy

Purpose: To facilitate discussion on the Australia Awards Draft Brand Strategy, which will be led by Ms Bartley.

Recommendations:

- **Endorse** the Australia Awards Brand Strategy (**Attachment A**).
- **Note** the Next Steps.

Background

- The Board considered branding of Australia Awards during the 16 August 2011 Board meeting.
- At that meeting the Board identified the need to develop a strategic plan for Australia Awards branding and communication activity.

Australia Awards Brand

- Strong, effective branding will be fundamental to engaging and informing stakeholders and enhancing the awareness of and value placed on the Australia Awards.

Development of the Australia Awards Draft Brand Strategy

- Since the last Board meeting, the Secretariat has worked with Ms Simone Bartley, CEO Seismic Thinking, and Generation Alliance to develop a draft brand strategy for Australia Awards.
- The draft strategy aligns the objectives, mission and values of the Australia Awards and provides a blueprint to help understand the key elements of 'who we are'.
- Designed for internal purposes, the brand strategy provides an informative and inspirational platform for the (subsequent) external expression of the Brand.

The process

- An independent company, Generation Alliance (gen.a), was engaged by the Secretariat to develop the draft brand strategy for the Australia Awards, in collaboration with Ms Bartley
- Ms Bartley and gen.a held separate workshops with AusAID and DEEWR on 9 November to determine the key values and principles of their respective scholarship programs (the current Australia Awards 'sub brands'). A master brand workshop was held on 10 November with both agencies and the Secretariat that aligned the common values and principles underpinning the Australia Awards as a whole-of-government program.
- From the workshops a master brand strategy has been drafted, with active participation by AusAID and DEEWR scholarship teams.
- The process has taken into account the potential for other Australian government-funded awards to come under the Australia Awards umbrella in the future.
- A copy of the draft brand strategy for Board endorsement is at **Attachment A**.

Next Steps

- Ms Bartley has identified the following key steps that need to be undertaken to develop and implement the Australia Awards brand. The Secretariat proposes to engage an external company to undertake this work, through a tender process and in consultation with DEEWR and AusAID.

Design brief

- Articulate the brand architecture – determine if/how the sub brands (Development and Endeavour) and products (award categories) are differentiated under the Australia Awards brand.
- Conduct an audit of where the brand exists in the market place. For example, where Australia Awards branding is currently being used by various stakeholders on websites, brochures etc.

Identity design

- Develop visual brand design, based on the brand strategy and design brief (colour, logo, form etc).
- Develop brand toolkit – how the design will be implemented.

Communication and engagement strategy

- Development of a communication and engagement strategy including:
 - The participant journey (how communication flows consistently through an Award recipient's journey)
 - Ministerial requirements
 - Key messaging (for the potential recipients, Ministers, media and the web)
 - Web & media engagement
 - Case study development
 - Awareness raising and stakeholder training.

Additionally:

- Relevant Ministers will need to be consulted about the brand strategy and kept informed of progress.
- The Secretariat and Ms Bartley also will consult with Austrade to identify possible synergies between the Australia Awards brand and the Australian Government's national brand for education, Future Unlimited.

Australia Awards Board Meeting Tuesday 16 August

Paper 1: Background to the Australia Awards initiative

Announcement and rationale

- . The Government announced the Australia Awards in November 2009.
- . The aim is to draw together the scholarships offered by AusAID (development scholarships) and DEEWR (Endeavour Awards) under one combined and prestigious award umbrella.
- . After the Government decision, the Prime Minister's office issued a note on governance arrangements: a Board would be established comprised of eminent individuals from business, university and the government to facilitate implementation of the Australia awards program.
 - The Board is to provide strategic advice and recommendations, at a high level of generality, on issues including overall strategy and positioning, branding, award consolidation, an alumni scheme, student services, optimal spread and type of scholarship recipients to Ministers which will supplement advice that Ministers would ordinarily receive from their agencies about the management and implementation of scholarships policy.
- . The aim is to achieve greater alignment and coherence between Australia's international scholarship efforts and our enduring national interests – "to maximise the benefit to Australia of its extensive scholarship programs and to support enduring ties between Australia and our neighbours" (statement by the then Prime Minister, Mr Rudd, announcing the initiative on 13 November 2009 at the National University of Singapore (see media release at [Attachment A](#))
- . The awards need to be coordinated, consolidated and better branded.
- . The Australia Awards should build on the achievements of the Colombo Plan which delivered Australian education to the region as a co-ordinated and recognised brand a generation ago, so that the program will, over time, build a new generation of regional and international leaders with strong links to Australia.
- . The earlier Australian Scholarships initiative 2006/7 had some similar goals in terms of scholarship consolidation which were not fully realised. The Australia Awards represents a more whole-of-Government approach.

Current numbers

- . In 2011, 4,273 Australia Awards have been offered to tertiary students, researchers and professionals for study/research/work placement both in Australia and overseas in 170 countries.
- . The Awards are administered by two Commonwealth Government agencies:
 - **the Australian Agency for International Development Assistance (AusAID)** administers Development Awards:
 - : budget for FY2011/12 is \$303 million (an increase of 23% on the previous year)
 - : budget for FY 2010/11 was \$244 million
 - : in Calendar Year(CY) 2011, 3,412 Awards have been offered
 - : 3 Awards are offered (see Attachment B from AusAID)
 - (i)
 - (ii)
 - (iii)
 - **the Department of Education, Employment and Workplace Relations (DEEWR)** administers Endeavour Awards:
 - : budget for FY 2011/12 is \$35 million
 - : budget for FY 2010/11 was \$36 million
 - : in CY 2011, 724 Awards have been offered: 587 incoming awards (for recipients coming to Australia); 137 outgoing awards (for Australian recipients to study abroad)
 - : 6 different Awards currently on offer (see Attachment C from DEEWR)

[NB Not included in the Australia Awards are international scholarships delivered by the Department of Innovation, Industry, Science and Research (International Postgraduate Research Scholarships or IPRS) - \$20.7 million, 330 awards pa; Department of Defence - approx \$5.6 million, 70 awards pa; and the Australian Council for International Agricultural Research (ACIAR)- \$6.8 million of which \$3 million is provided by AusAID, 41 awards pa. These are not included thus far in the AA initiative, but are flagged here for completeness and possible future consideration by the Board].

- . The Australia Awards comprise both long-term and short-term awards.
- . This year, of the 4136 total awards offered, 59% were for long term scholarships of one year or more at either undergraduate or post-graduate level, while 41% were for short-term awards (short courses, certificate-level courses, professional development placements etc).
- . The 9 different scholarships (3 Development and 6 Endeavour) and two administering systems (Development and Endeavour)

lack coherence and could work better together to maximise our substantial investment (approx \$338 million in FY 2011/12).

- . A consolidation and re-branding under one banner is therefore at the heart of the Australia Awards initiative
- . A global alumni network to contact and track alumni over time is another crucial aspect, as it is beneficial not only to individuals themselves, but nationally, to maintain Australia's links with a wide range of former scholarship-holders and future leaders.
 - Some well-known alumni of Australian scholarships include HE Professor Boediono, Vice-President of Indonesia; Dr Marty Natalegawa, Foreign Minister of Indonesia; Professor Nguyen Thi Kim Tien, Vice-Minister of Health, Vietnam; Mr Dashdorj Zorigt, Minister for Mineral Resources and Energy, Mongolia; Professor David Kavanmur, University of Papua New Guinea, who led the task force on the 2010-2050 National Strategic Vision for PNG.

Progress on Consolidation to date

- . An Australia Awards website has been set up which summarises scholarship opportunities across both programs, lists all participating countries with the relevant scholarships for each, and provides news/updates/photos, and a basic interactive link for alumni to register.
- . All awards offered by AusAID and DEEWR are designated as Australia Awards, with "Development" or "Endeavour" being used to describe the sub-set of scholarships offered by each agency. Award numbers are reported in aggregate as well as broken down by type where required.
- . Interim branding and communication guidelines have been adopted; Board views will be sought on a final brand and communications strategy (see Paper #4).
- . Internal award streamlining and consolidation has occurred: several scholarships have been consolidated within each program and AusAID and DEEWR are looking at ways to streamline award conditions and entitlements across agencies.
- . The first phase of the Awards was announced by Mr Rudd in Singapore in 2009 – the Australia Asia Awards. Mr Rudd launched the Australia Americas Awards in a speech in Santiago, Chile, in December 2010. The Australia Awards for Africa have been highlighted in speeches in Africa by the previous and current Ministers for Foreign Affairs
- . an inaugural networking and alumni event for Australia Awards recipients was held in Brisbane in May 2011.

The task ahead

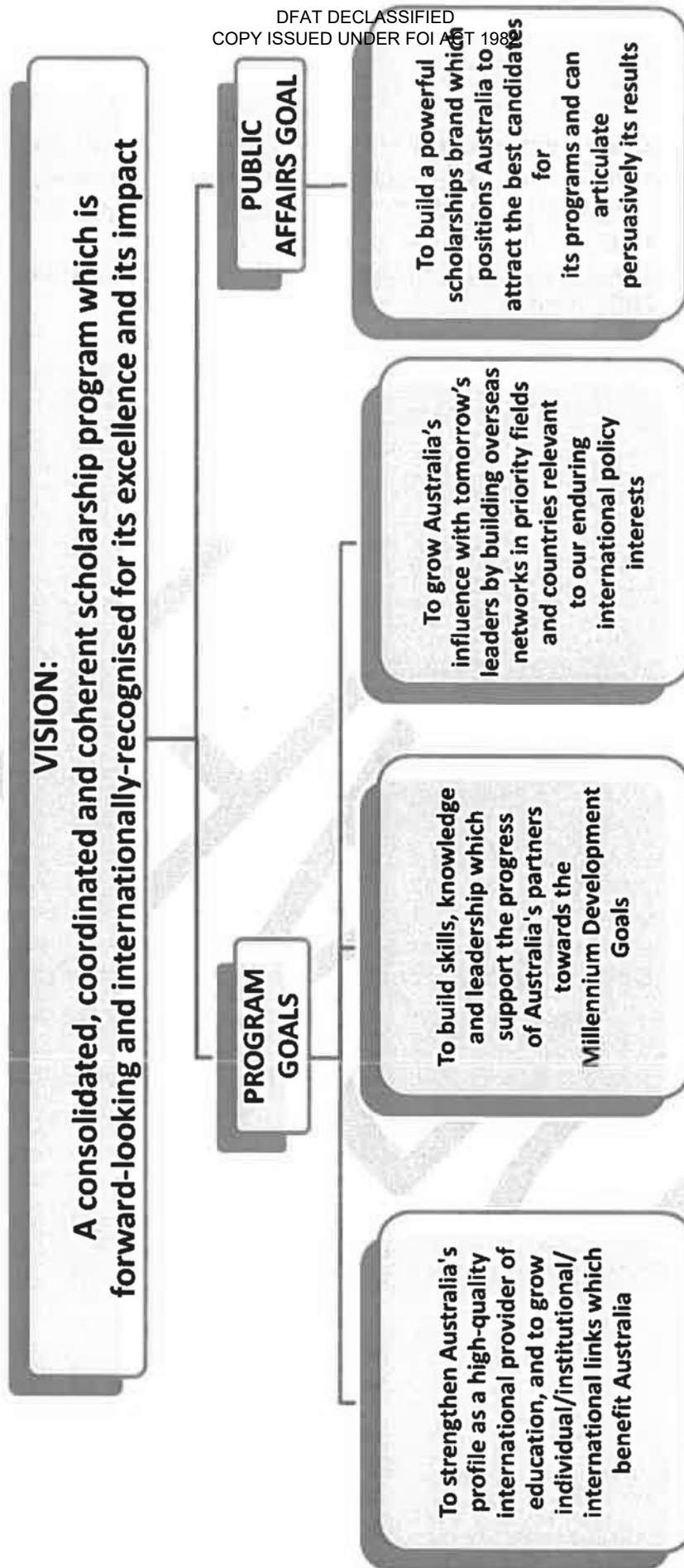
- . **The overarching aim is to lift the Australia Awards into the top tier of internationally-recognised scholarships.** In order to compete with programs such as the Fulbright and Chevening scholarships - which benefit from an unbroken 60 year history in brand consistency - the Australia Awards should seek to build its reputation around a scholarship program which addresses Australia's and our partners' needs over future decades, as well as building on our historical record dating back to Australia's instrumental role in establishing the Colombo Plan in 1950.
- . Our program should anticipate and prosecute Australia's interests in response to forecast international and domestic trends of 2020 and beyond, and Australia's anticipated needs vis a vis our region and globally.
- . Pragmatism will need to guide the work of consolidation as strikingly different existing scholarship programs, with good strengths, are brought under a single umbrella, under resourcing constraints.
- . In order to build a prestigious brand comparable to other international scholarship programs, it may be necessary to define Australia Awards as only comprising the long-term awards or in some other way distinguish between full degree courses and other short courses.
 - The launch speech in November 2009 divided the Awards into an "achievement" stream for individuals who have already demonstrated their potential to be leaders within their own countries, and a "development" stream for high-performing students from developing countries. The press release noted a "leadership stream that will target the best and brightest scholars to come to Australia" and a "development stream that will build capacity in developing countries".
 - : This would not necessarily correspond to the blanket Endeavour and Development Award categories, as each includes both long- and short-term awards.
 - This bifurcation may not necessarily be welcomed by AusAID and DEEWR because it could imply that those selected for some development or short-course awards have not been chosen on the basis of leadership potential or achievement. This could create perception difficulties especially among Award recipients where both agencies are active.
 - This definitional aspect (are we creating a two-tier scholarship system?) will require consideration by the Board with a view to advising Ministers, as will the question of whether IPRS, Defence and ACIAR scholarships should be included in the Australia Awards now or in the future
- . A clear articulation of the program's goals, focus, results and impact, supported by an intelligent presentation of the brand,

will be fundamental to our efforts to build the reputation of the Australia Awards. Attachment D provides a preliminary strategy map which seeks to orient the vision, program goals and strategy for discussion.

- The Board may wish to discuss and adopt or amend the attached map.

AUSTRALIA AWARDS: PRELIMINARY STRATEGY MAP

Attachment D



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AUSTRALIA AWARDS BOARD

Meeting 1: Tuesday 16 August 2011

Agenda Item 6:

Paper No 4. Branding and Promotion

Background

- . An essential part of the Australia awards initiative is consolidating the two major Australian Government scholarship programs under a single recognisable brand.
- . A coordinated and recognised brand will enhance the awareness and value placed on Australia's contemporary scholarship programs.

Board's role

- . The Board's role includes:
 - making recommendations on the branding of the Australia Awards;
 - advising how to build and maintain the brand, and
 - identifying sponsorship opportunities and partnerships.

Brand requirements

- . An Australia Awards brand needs to:
 - be clearly recognisable as an Australian Government initiative
 - reflect a successful, prestigious international scholarship program positioned for visibility and longevity
 - bring together - or evolve - existing branding for AusAID's rapidly expanding scholarship program and DEEWR's Endeavour Awards into one unified 'look'
 - be sufficiently flexible to anticipate future Government announcements of new bilateral or regional schemes
 - promote an awards program which anticipates and meets the challenges of the coming decades
 - build on Australia's 60 year history as a provider of international scholarships (Colombo Plan)
 - showcase Australia's cutting-edge capabilities in the education sector

Current brand usage

- . Australian Government scholarships branding has changed several times over the past five years.
- . Pending a final Board recommendation, an interim Australia Awards brand was agreed with AusAID and DEEWR and applied from February 2010 (see [Attachment A](#)).
 - This interim brand builds upon existing elements of the brand which was developed as part of the Australian Scholarships initiative announced in 2006.
 - It is currently being used by the Secretariat, agencies and the Fulbright Commission (for the Anne Wexler Australian-American studies scholarships in public policy)
 - The Board, however, may wish to revisit these interim arrangements.

ss 47C, 47E(d)

- The proposed brand designs at Attachment B have been designed by DEEWR's corporate communications team. They incorporate the *Future Unlimited* logo which is the national identity brand developed by Austrade as an endorsement mark for education (developed after its more general *Australia Unlimited* brand).
- The *Future Unlimited* brand will be the centrepiece of a renewed global effort to market Australian education, as coordinated by Austrade (see Attachment C). The Australia Awards brand will need to bear this national brand in mind, but the extent of its incorporation should be decided by the Board. Austrade has offered to assist with resolving this issue.
 - Attachment D is the design developed specifically for the inaugural Australia Awards alumni and networking event in May 2011 with input from the Foreign Minister's office.
 - Attachment E is the brand launched recently by AusAID specifically for the aid program.
 - Attachment F sets out the communications work currently undertaken by each agency.
 - The Board's recommendation to Ministers is sought on the most suitable final branding for the Awards.

Australia Awards interim logo

The Australia Awards logo must be used with the Australian Government crest (unless size parameters are impractical).



Austrade Future Unlimited Branding



AusAID Brand

The Government recently outlined a new framework for Australia's aid program called *An Effective Aid Program for Australia*. This new framework, based on an independent review of the program, centres on delivering real results for poor people by maximising aid effectiveness.

With the launch of the new framework, the Government also launched a new logo—known as the Australian Aid identifier—which AusAID will use to mark all Australian aid programs, projects and products overseas. This is a move towards gaining greater visibility and recognition of Australia's work, and hence greater accountability and transparency both in Australia and overseas.

The new Australian Aid identifier does not replace AusAID's Australian Government logo. AusAID will continue to use its logo to represent the agency and its people, but will use the Australian Aid identifier to represent the programs, projects and products it delivers.

Guidelines for the use of the identifier have been drafted and are expected to be finalised by September.



Communication undertaken by each Agency

AusAID and DEEWR currently oversee all communications and marketing for their respective agencies:

Endeavour Awards

- The Endeavour Awards team in DEEWR play the lead role in the development and production of promotional materials, including the development of templates and print-ready materials which are provided to Posts for local use.
- The National Office team are responsible for the on-shore promotion of the Endeavour Awards and all subsequent communication related activities.
- Australia Education International (AEI) Posts are provided with annual funding to contribute towards the promotion of Endeavour Awards in their respective geographical jurisdiction. Assistance is provided as required by National Office.
- Current strategies for promotion of the Endeavour Awards in Australia include engagement with universities and other providers and with the corporate and not-for profit sectors through peak bodies and associations.
- Internationally, the core business of AEI Posts is to build and develop government-to-government relations and institutional and people-to-people linkages, and to promote the Endeavour Awards in their respective geographical jurisdictions.
- From July 2010, the offshore promotional work was transferred to Austrade as part of their broader work in promoting Australia as a study and research destination.

Development Awards

- In most cases, AusAID officers at Post are responsible for the promotion of AusAID scholarships, often through third party scholarship managing contractors.
- AusAID Canberra provides a number of centralised communication tools such as pre-departure and returning home information for awardees, and quality assurance advice to posts and contractors.
- In Jakarta, DEEWR are contracted by AusAID to promote their scholarships and thus a more cohesive promotion framework exists.
- Due to the targeted nature of many AusAID programs, extensive promotional material has not been required, though some posts use print and radio advertising to promote the open scholarships.
- A significant component of AusAID's communication strategy is relationship-building with local stakeholders, particularly targeted institutions who nominate award candidates.

AUSTRALIA AWARDS BOARD MEETING No. 2

7 DECEMBER 2011

PARLIAMENT HOUSE, CANBERRA

Summary of Advice to Ministers

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AUSTRALIA AWARDS BOARD MEETING No. 2

Summary of advice to Ministers

7 December 2011, Parliament House, Canberra

Agenda Item 1: Welcome and Apologies

- The Chair welcomed participants to the second meeting of the Australia Awards Board. Mr Peter Baxter, Ms Lisa Paul and Mr Dennis Richardson sent apologies (Attachment A).

Agenda Item 2: Business from Previous Meeting

- The Board members reviewed **business arising from the previous meeting**: (i) Ministerial approval for amendment of the Board Charter, and (ii) acknowledgement of the value of the combined DEEWR / AusAID Scholarships life-cycle flow chart (Attachment C). The Chair suggested that professional development/continuing education and training be added to the 'Alumni Relations' category of the flow chart and Mr Batley suggested that 'Promotion of Awards' be added as a category. The Board concurred with both these suggestions.

Action:	<ul style="list-style-type: none"><i>Secretariat to adjust Scholarships life-cycle flow chart to include 'professional development' under Alumni Relations, and an additional box for 'Promotion of Awards' (Attachment C).</i>
Agenda Item 2	

Agenda Item 3: Australia Awards latest developments and outcomes of the 2012 Scholarship Round

- DEEWR and AusAID provided **updates on Australia Awards developments** since the last Board meeting.
 - DEEWR provided a summary of 2011-12 Endeavour Award offers, including 60 recipients for 2012 Prime Minister's Asia Australia Awards. As a point of interest, [s 47F](#) noted that since 2009 the number of applications had increased by 45%, and awards offered by 50%. He added that there was an emerging public policy issue with uneven geographical distribution of awards; a number of smaller countries were competing successfully for awards, with unexpectedly fewer applications coming from larger countries.
 - AusAID reviewed the Development Awards, noting that the 2012 round had been finalised. Mr Batley highlighted the recent launch of the Transparency Charter — one of the recommendations from the 2011 Independent Review of Aid Effectiveness — as a consequence of which AusAID would be publishing much more detail of scholarship programs online, including gender ratios, completion rates and fields of study for each country program. Mr Batley also noted the importance of the \$127 million 'Mining for Development' initiative, which had direct links with the private sector.
 - The Chair asked *ex officio* representatives how many categories of Endeavour and Development scholarships there were. AusAID noted it was endeavouring to limit the categories of Development scholarships to just two: long term and short term development awards. Australian Mining Awards were not promoted separately, but as generic long term development awards (Australian Development Scholarships). DEEWR noted six broad award categories: four long term and two short term. Non-*ex officio* Board Members

expressed some disquiet about the number of Australia Awards categories and discussed this as a potential issue for Australia Awards branding. The Board agreed that streamlining of the brand would need to be considered in the context of possible promotion of Awards sub-categories at the political level.

<i>Action:</i>	<ul style="list-style-type: none"><i>Advise Chair on consistency between branding and Australian Government announcements of new Awards categories.</i>
Agenda Item 3	

Agenda Item 4: a) Australia Awards Brand History and b) Australia Awards Brand Strategy

- . The Chair noted the record of **brand history for Endeavour and Development Awards**, including the summary of feedback from posts. The latter raised some concerns about the lack of consistency with branding approaches and practices and the need for longevity of brand, leading to confusion in the marketplace and presentational difficulties.
 - The Board discussed the need for flexibility in the way brands were used in different contexts: local market perceptions differed from country to country and posts needed to be able to adapt to these in promoting the Australia Awards brand.
 - Board Members noted a divergent reception to use of the term ‘awards’ over ‘scholarships’, not only in some countries but also in their own dealings with informed education industry counterparts. This led Members to a substantial discussion of the most effective nomenclature for the Australia Awards brand.
 - Mr Gallop summarised views expressed by saying that the issue of nomenclature and that of branding were inter-related and would need to be dealt with together. The Chair undertook to discuss the issue with Ministers. He noted that promotion of the Australia Awards overseas needed to work well within the local context and to that end the local benefit needed to be better understood.
- . Ms Bartley presented the draft **Brand Strategy** paper. She noted the importance of an umbrella strategy for branding, to ensure consistency between the two existing Australia Awards programs and allowing for possible expansion of the number of government agencies offering awards under the Australia Awards banner. The Brand Strategy had been developed with consultant input from Generation Alliance and was based on workshops with AusAID and DEEWR.
 - The Board reviewed three areas of the brand strategy:
 - i. The essence of the brand;
 - ii. What we were intending to achieve through the brand, and
 - iii. The ‘personality’ of the brand.
 - Ms Bartley noted that the brand positioning stating ‘Leadership for development’ was important and provided the differentiating factor for Australia Awards
 - She added that the Brand Strategy was for internal use only, and provided aspirational statements that positioned the Awards initiative in the global marketplace. The Board endorsed the Australia Awards Brand Strategy, on the basis that the ‘Our Positioning’

statement was refined to reflect Board commentary on aspects of the language employed (Attachment D).

- The Board agreed to proceed with the Next Steps s 47C, s 47E(d) specifically, development of the design brief, identity design and the communication and engagement strategy. The Secretariat undertook to proceed with a tender process for these activities. The Chair noted that Ministers would have an interest in the branding issue and he would discuss this with them. The Secretariat will circulate copies of a phased brand strategy development timeline to Board members (Attachment E).

Actions:	
Agenda Item 4b	<ul style="list-style-type: none"> • <i>Chair to meet with Ministers to discuss nomenclature and branding.</i> • <i>Ms Bartley and brand strategist to refine the 'Our Positioning' statement in the draft 'Brand Strategy' document.</i> • <i>Ms Bartley and the Secretariat to finalise the Design Brief</i> <ul style="list-style-type: none"> ○ <i>Agencies to identify categories of Award within the overall theme.</i> ○ <i>Secretariat to consult with posts on the local context.</i> • <i>Secretariat to undertake a tender process for the next stages of the Brand Strategy, with guidance from Ms Bartley.</i> • <i>Secretariat to circulate notional timeframes for next phases of the Brand Strategy.</i>

Agenda Item 5: Partnerships

- The Board considered **partnership models** and noted the importance of partner governments, business and industry groups, other scholarship programs and whole-of-government participation. A range of issues were discussed, including funding challenges within the current economic environment and the private sector and its role in providing internships. The Chair referred to the scholarship life-cycle and the importance of incoming students' experience in Australia.
- The role of universities was explored and Board members suggested contacting organisations through business routes such as the Business Council, National Farmers Federation and the Minerals Council of Australia.
- The Chair noted the significance of internships as a strong potential value-added component of Australia Awards – a view endorsed by other Board members. There were suggestions for further investigation of internship pathways for Award holders through Universities Australia (Ms Jenny Lang, Chair Deputy Vice Chancellors - International Committee). The Chair noted that branding of the Australia Awards should be finalised prior to discussions with organisations on partnerships.
- Mr Batley outlined AusAID's commitment to working more closely with private industry and business under the new framework for Australian aid, and the potential to partner with private industry in the delivery of scholarships, particularly in terms of contributing to the learning experience of scholars.
- Agency representatives (DEEWR, AusAID) agreed to look at partnership models and work experience components within existing programs, including the Prime Minister's Awards, and provide feedback to the Board at its next meeting.

Actions:	
Agenda Item 5	<ul style="list-style-type: none"> ○ <i>Chair to meet with UNSW Vice Chancellor Jenny Lang to discuss partnerships issues.</i> ○ <i>Agencies to review partnership models and work experience components of existing programs and report back to the Board.</i>

Agenda Item 6: a) Australia Awards Alumni Network Strategy and b) Combined Alumni Database

- The Board considered the key issues in developing an **alumni network strategy** to invigorate, better coordinate and leverage off Australia Awards alumni activity, including the feedback obtained from posts.
- The Chair noted the **development of the alumni database** as an immediate priority, and invited s 47F (business analyst) to outline key findings from discussions with agencies. s 47F noted that while DEEWR had an established alumni database, AusAID had a range of student management systems which technically could be incorporated into a combined database. The data migration process to a centralised database from Posts was feasible, but political, cultural nuances, and data needs of posts required further investigation. s 47F estimated the timeframe for development of the combined database at four to five months.
- The Chair noted that the Board was keen to have the database established, and outlined major areas for system functionality:
 - i. Information and evaluation
 - ii. Promotion and messaging
 - iii. Decentralisation of usage
 - iv. Social networking.
- Mr Batley outlined the need to establish principles governing the database, including the need to be able to scale up, adjust levels of access to data, set protocols for privacy and use of information held in the database. The Chair said he wanted agencies to agree on modalities for getting the database up and running, and quickly.
- The Board recommended further investigation of existing best practice for alumni networks to consider issues such as how to facilitate student networking, engage alumni effectively, return on investment strategies, reintegration approaches and fund-raising options.
- The Board agreed to recommendations set out in each of the Board papers (Alumni Network Strategy and Alumni Database, respectively).

Actions:	
Agenda Item 6a & 6b	<ul style="list-style-type: none"> • <i>The Chair / Secretariat to consult further with Professor Coaldrake on alumni matters.</i> • <i>The Secretariat to undertake further analysis of best practice for alumni networks and report back at the next Board meeting.</i> • <i>The Secretariat to establish a cross-agency working group to start the development of an Alumni Strategy.</i> • <i>Agencies to agree arrangements for the combined alumni database.</i> • <i>Business Analyst to progress work on a combined alumni database.</i>

Agenda Item 7: Annual Progress Report

- . The Board agreed to the list of items proposed for inclusion in the Annual Progress Report.
 - Mr Batley noted that the Board Charter specified the Annual Progress Report should consider the effectiveness of the program. Ms Bird observed that the Australia Awards initiative was in its foundational stage; given this, measures of effectiveness might not be very instructive at this point. The Board agreed to consider criteria for measures of effectiveness for the Australia Awards as a future work plan item.

Actions:	
Agenda Item 7	<ul style="list-style-type: none">• <i>Secretariat to prepare draft Annual Report for Ministers by March 2012.</i>• <i>Secretariat to follow up on measures of effectiveness.</i>

Agenda Item 8: Other Business

- . The Board noted that the interim financial report was in a useful format for presenting the Budget.
- . The Chair noted the substantial work for the forward work plan, including tendering for the next stages of the brand strategy, development of the alumni database and determining best practice for the alumni strategy.
- . s 22(1)(a)(ii) advised that DEEWR would prepare a report for the Board on feedback provided by Award holders at the conclusion of their scholarship. The report would be tabled at the next meeting.
- . It was agreed that the next Board meeting would be held in March 2012 to coincide with AusAID's Leadership for Development Conference (venue and date to be confirmed).

Actions:	
Agenda Item 8	<ul style="list-style-type: none">• <i>Secretariat to confirm date in March 2012 for the next Board Meeting.</i>• <i>DEEWR to prepare report on Award holder feedback for next Board meeting.</i>

Participants and Apologies: Australia Awards Board Meeting, 7 December 2011

Board Members

- . Professor Geoff Gallop AC (Chair)
- . Hon Bruce Baird AM
- . Ms Simone Bartley
- . Ms Jillian Broadbent AO
- . Professor Peter Coaldrake AO (via teleconference)
- . s 47F, *ex officio* DEEWR (representing Secretary, DEEWR, Ms Lisa Paul)
- . Mr James Batley, *ex officio* AusAID (representing Director General, AusAID, Mr Peter Baxter)
- . Ms Gillian Bird, *ex officio* DFAT (representing Secretary, DFAT, Mr Dennis Richardson)

In Attendance

- . s 47F (DEEWR)
- . s 47F (DEEWR)
- . s 22(1)(a)(ii) (AusAID)
- . s 22(1)(a)(ii) (AusAID)
- . s 47F (Foreign Minister's Office) (Agenda Items 4 - 8)
- . s 22(1)(a)(ii) (Secretariat)
- . s 22(1)(a)(ii) (Secretariat)
- . s 22(1)(a)(ii) (Secretariat)
- . s 22(1)(a)(ii) (Secretariat - Consultant Business Analyst)

Apologies

- . Mr Peter Baxter, Director General, AusAID
- . Ms Lisa Paul, Secretary, DEEWR
- . Mr Dennis Richardson, Secretary, DFAT

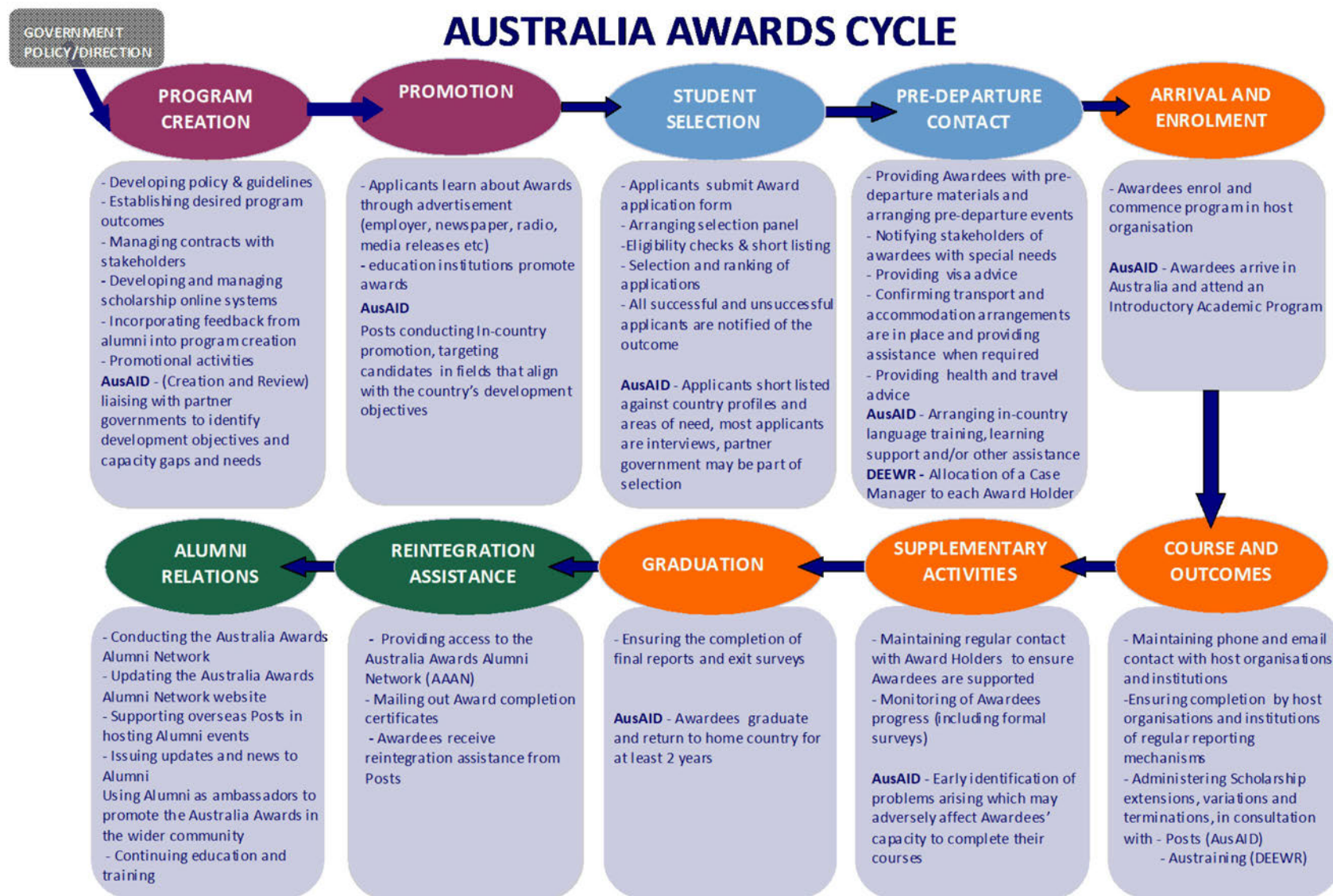
Attachment B

Summary of Action Items – Australia Awards Board Meeting, 7 December 2011

Focus area	Summary Actions	Responsibility	Timeframe
Business arising from previous meeting	<i>Adjust Scholarships life-cycle flow chart to include 'professional development' under Alumni relations, and an additional box for 'Promotion of Awards'</i>	Secretariat	December 2011
Agency update	<i>Advise Chair on consistency between branding and Government announcements of Awards</i>	Secretariat and Agencies	March 2012
Brand strategy	<i>Meet with Ministers to discuss nomenclature and branding</i>	Chair / Ms Bartley	January 2012
	<i>Revise the 'Our Positioning' statement in the draft 'Brand Strategy' document</i>	Ms Bartley	December 2011
	<i>Finalise the design brief</i>	Ms Bartley / Secretariat	January 2012
	<i>Identify categories of Award within the overall theme</i>	Agencies / Secretariat	March 2012
	<i>Consult with posts on the local context</i>	Secretariat	March 2012
	<i>Circulate notional timeframes</i>	Secretariat	December 2011
	<i>Complete tender process for the Brand Strategy and implement recommendations, with guidance from Ms Bartley</i>	Secretariat / Ms Bartley	January – September 2012
Partnerships	<i>Meeting with UNSW VC Jenny Lang to discuss partnerships issues</i>	Chair	March 2012
	<i>Review partnership models for existing programs including the Prime Minister's Awards</i>	Agencies / Secretariat	March 2012
Alumni strategy and database development	<i>Consult further with Professor Coaldrake on alumni matters</i>	Chair / Secretariat	January 2012
	<i>Establish a working group to progress development of the alumni strategy</i>	Secretariat	January 2012
	<i>Undertake further analysis of best practice for alumni networks from other providers</i>	Secretariat	March 2012

Alumni strategy and database development (continued)	<i>and develop working ideas to present to Board</i>	Business Analyst / Agencies	December 2012
	<i>Progress work on a combined alumni database</i>	Agencies	January 2012
	<i>Agencies to agree arrangements for the combined alumni database</i>		
Annual Report	<i>Prepare Annual Progress Report for Ministers</i>	Secretariat	March 2012
	<i>Follow up on measures of effectiveness</i>	Secretariat	
Next Board Meeting	<i>Confirm date in March 2012 for the next Board Meeting</i>	Secretariat	January 2012
	<i>Prepare report on Award holder feedback</i>	DEEWR	March 2012

Attachment C



*Monitoring and evaluation at all stages of the cycle feed into program design, selection and appointment, and provides the basis for reporting to the Minister and Parliament

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