2027
Duru-wa: Graduate Certificate of Management Program Handbook

Australian National University



ANU College of Business and Economics

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Image cover: Tim Rendall, ANU College of Business and Economics.

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1. Forewords from the College Dean and Research School Director



The opportunity to continue the partnership with the Australian Public Service (APS) through The Australian National University (ANU) Duru-wa: Graduate Certificate of Management is a real privilege. The program is a collaboration between the ANU College of Business and Economics (CBE), the Tjabal Indigenous Higher Education Centre and the National Indigenous Australians Agency (NIAA). Its design is central to the successes of past and future participants with student participation and tangible outcomes at its core, and the small cohort setting ensures an immersive and collegial learning experience. We look forward to welcoming you to ANU and meeting you on campus.

Professor Steven Roberts
Dean, ANU College of Business and Economics



The ANU Research School of Management (RSM) is extremely proud of the Duru-wa: Graduate Certificate of Management. Our unique approach to management education is informed by relevant, important and impactful research that addresses the challenges of managing in a complex, rapidly changing and uncertain world.

In this program, you will meet excellent academics who care deeply about your learning experience and will facilitate the application of your knowledge at work. Participants in the program have gained terrific growth in their professional confidence and skills. We have four alumni who have won the prestigious Sir Roland Wilson Foundation Pat Turner Scholarship pursuing further postgraduate studies. Many others have subsequently won promotions within their sponsored Agency, Department or elsewhere in the APS. They are truly our trailblazers.

Professor Vinh Lu
Director, ANU Research School of Management

Image credits: Professor Steven Roberts: ANU College of Business and Economics; Professor Vinh Lu: ANU College of Business and Economics; Right: The Australian National University.



Duru-wa is a Larrakia word gifted to the NIAA. It means "long way" and is the umbrella name for First Nations pathway programs at the NIAA. The name reflects the personal and professional journeys of First Nations employees as they build capability, confidence, and leadership potential throughout their careers. The Duru-wa pathway is designed to support participants at different stages of their career journey.

CBE acknowledges Aboriginal and Torres Strait Islander communities as the traditional custodians of this land. Our vision is for an Australia that provides equal opportunities for all, while recognising and respecting the special place, culture, and contribution of Aboriginal and Torres Strait Islander peoples as the first Australians. The College is committed to closing the gap that exists for Indigenous peoples and will work towards this goal through the actions outlined in our Reconciliation Action Plan in the areas of students, staff, research, education, outreach, visitors and infrastructure.

cbe.anu.edu.au/about/reconciliation



2. Alumni journey: Examining the gap between aged care policy and lived experience

Dolly Nye had never studied at university when she enrolled in her first subject in 2023. That same year, she was grieving the loss of her mother.

Caring for her mother had meant navigating an aged care system that didn't always make space for Indigenous families or the communities around them. It left Dolly, a Walbunja/Yuin woman, with questions she couldn't shake.

Study gave her somewhere to take them.

"I found that I genuinely loved learning and wanted to continue developing both personally and professionally," she says.

She has since completed a Graduate Certificate, begun a Master of Entrepreneurship and Innovation on a Pat Turner Scholarship, and secured a second scholarship to undertake a Master of Philosophy.

Finding a pathway into study

Dolly came to The Australian National University (ANU) with years of experience working across Aboriginal and Torres Strait Islander policy, program design, stakeholder engagement, and diversity and inclusion in both the public and private sectors.

The APS First Nations Graduate Certificate of Management, offered through the ANU College of Business and Economics, was her entry point.

"The program built my confidence as a learner and introduced me to critical thinking, leadership, and the relationship between policy, organisations, and systems," she says.

She graduated with her cohort in 2024 and commenced a Master of Entrepreneurship and Innovation on a Pat Turner Scholarship.

Image above: Tim Rendall, ANU College of Business and Economics.
Image over: Happy Days Event Hire Pty Ltd.

The gap between policy and people

Dolly spent years engaging with communities, aged care providers and organisations across Australia. As the Assistant Director of the Office of the Interim First Nations Aged Care Commissioner at the Department of Health, Disability and Ageing, she's spoken with Elders, families and carers about what care felt like.

"Being a former carer, I also experienced firsthand the challenges Aboriginal families can face when navigating aged care systems," she says.

Those experiences helped shape the questions she now explores through her research.

Through the Master of Entrepreneurship and Innovation, Dolly has been researching how Indigenous Elders in the Eurobodalla region of NSW – her home region – access and navigate aged care, and what culturally safe care looks like in practice.

"I have the ability to draw upon my lived experience as a carer, my professional experience in First Nations aged care policy, and my academic studies to better understand how public policy is experienced in practice by communities."



Dolly was awarded the 2026 ACT NAIDOC Scholar of the Year Award in recognition of her research and community leadership.

Image credit: Happy Days Event Hire Pty Ltd.

What research can do

From July 2026, Dolly will build on her current research into culturally safe aged care through a Master of Philosophy at the ANU College of Science and Medicine.

"The Master of Philosophy will provide an opportunity to further develop this work by exploring not only what culturally safe care looks like, but how it can be understood and implemented in practice within regional contexts," she says.

"This milestone represents not only a continuation of my academic journey, but also a deepening of my commitment to improving cultural safety in aged care systems, and the role public policy has in shaping those outcomes."

Dolly is clear about what she wants the research to achieve — something more grounded than a framework or a checklist.

"Cultural safety must be lived and local. It must be shaped by relationships, trust, community, and local context," she says.

She also hopes it makes the case for a different kind of care — one built on relationship rather than compliance.

"I hope the research supports ongoing discussions about how systems, services, and policy approaches can better reflect the realities, strengths, and priorities of Aboriginal communities," she says.

Her advice to other Indigenous professionals considering further study is straightforward.

"I would encourage any Aboriginal or Torres Strait Islander person considering tertiary study to believe that it is possible," she says.

"The opportunity to undertake further study through ANU and the Pat Turner Scholarship has been life changing in the most positive way. I am incredibly grateful for the experiences and opportunities it has provided, and I would strongly encourage anyone considering the program to apply."

3. Previous sponsoring agencies and departments

Attorney-General's Department

Australian Taxation Office

Department of Agriculture, Fisheries and Forestry

Department of Defence

Department of Employment and Workplace Relations

Department of Finance

Department of Foreign Affairs and Trade

Department of Health, Disability and Ageing

Department of Home Affairs

Department of the Prime Minister and Cabinet

Department of Social Services

National Disability Insurance Agency

National Indigenous Australians Agency

Parliamentary Workplace Support Services

Services Australia

The Treasury



Image credit: The Australian National University;
Right: Tim Rendall, ANU College of Business and Economics.

4. Awards and recognitions for the Program

- 2026 Finalist – Financial Review Higher Education Award – Learning and Teaching Excellence category
- 2025 Australian Awards for University Teaching: Programs that Enhance Learning
- 2024 ACT NAIDOC Award for Non-Indigenous Organisation's Contribution to the Indigenous Community
- 2024 Australian Business Deans Council Award for Innovation and Excellence in Teaching and Learning
- 2024 ANU Vice-Chancellor's Award for Educational Excellence
- 2024 ANU Vice-Chancellor's Award for Programs that Enhance Learning
- 2023 ANU College of Business and Economics Award for Excellence in Indigenous Education
- 2023 ANU College of Business and Economics Award for Programs that Enhance Learning





5. Program Director

Jessica Bulger

Jessica is a Senior Fellow in the Practice of Management in the College of Business and Economics at the Australian National University. She teaches Australian Indigenous Perspectives in Business and Economics and is a program mentor for the Graduate Certificate of Management for First Nations Leaders in the Australian Public Service.

Prior to joining ANU, Jess was Chief Executive Officer of the Australian Indigenous Governance Institute (AIGI), a national organisation that works alongside Aboriginal and Torres Strait Islander organisations to strengthen culturally legitimate governance. Earlier, she worked with CareerTrackers, supporting the leadership and career development of Aboriginal and Torres Strait Islander university students. Her career has spanned education, Indigenous leadership and governance, and the not-for-profit sector.

Jess also serves as a Director of Indigenous Business Australia, Co-Chair of Outward Bound Australia, Co-Chair of the GHD Reconciliation Action Plan Committee, and a member of Philanthropy Australia's First Nations Committee.

Originally trained as a secondary school teacher, Jess taught in New South Wales secondary schools before teaching curriculum design to undergraduate education students at the University of New South Wales.

Jess can be contacted at: jessica.bulger@anu.edu.au

Image credit: Tim Rendall, ANU College of Business and Economics.



6. Program introduction

In partnership with the National Indigenous Australians Agency, the **Duru-wa: Graduate Certificate of Management** is delivered by academics and supporting teams with RSM and CBE.

The program will provide you with a foundation of knowledge, skills and applications across management disciplines within an evidence-based management framework. By completing the program, participants will be awarded the Graduate Certificate of Management (an ANU postgraduate qualification) and accomplish several key learning outcomes:

- evaluate and reflect on evidence to inform decision making
- explore opportunities and novel solutions to challenges
- work effectively with others to resolve challenges
- adapt to complex and uncertain situations
- engage, inform and influence stakeholders
- incorporate the influence of a changing global environment into decision-making
- demonstrate ethical behaviour and make principled decisions.

There are four training modules in the program. Each module, referred to as ‘course’ within the ANU academic setting, will be completed over a period of eight weeks, including an intensive week on ANU campus, and seven weeks of online learning through Microsoft Teams.

Image credit: Tim Rendall,
ANU College of Business and Economics.

Module 1: Government Decision Making and Indigenous Communities in Contemporary Society

Course code: MGMT7067

This module will take students through the development of recent Australian history, including the Australian legislative and administrative systems.

The first part of Module 1 will reflect on Indigenous peoples in contemporary Australian society. This includes the examination of Australian law, as well as the history of British settlement and the affect law has had on Aboriginal societies in the last 250 years.

The second part of the module will focus on government decision making in the public sector, including examples of typical NIAA decisions. The structure of the course and assessments will allow you to gain better insight into your own work.

You will review examples of decision-makers in administrative or government decisions, as well as consider what is, or constitutes a 'decision' for administrative purposes. You will also briefly consider avenues and options available to members of the public – who are not satisfied with a government decision – to challenge such decisions, including through ombudsmen, administrative tribunals and the courts.

Indicative assessment type	Quantity	Value
Quiz	2	20 per cent in total
Reflective piece (500–750 words)	1	20 per cent
Discussion forum post (750–1000 words)	1	25 per cent
Research essay (1500 words)	1	35 per cent

Note: You will be notified of the final assessments, their requirements and due dates at the beginning of the module.

Module 2: Evidence-Based Management

Course code: MGMT7250

This module provides you with knowledge on different levels of evidence-related skills, which you will develop and maintain throughout the training program and into your working life.

Evidence-based management involves the use of the best available evidence for effective decision making, and is divided into two parts in Module 2. The first part will introduce you to evidence-based management, and how it strengthens the decision-making process and business practice within an organisation. The second part teaches you how to evaluate evidence before incorporating it into your own decisions and actions. You will also be able to use evidence to improve your own learning experience for the remainder of the training program and your future professional development.

Indicative assessment type	Quantity	Value
Contributions to seminars and forums	1	10 per cent in total
Problem definition (presentation or 500 words)	1	10 per cent
Stakeholder evidence proposal (600 words)	1	15 per cent
Business report (1200 words)	1	25 per cent
Action briefing	1	25 per cent
Reflective review	1	15 per cent

Note: You will be notified of the final assessments, their requirements and due dates at the beginning of the module.

Module 3: Technology and Project Management

Course code: MGMT7020

This module introduces students to the principles of project management and information technology in a modern business environment.

You will gain an understanding of how organisational innovation can be managed through projects, and how organisations can manage technologies for business success. Module 3 is divided into two sequential parts. The first part covers concepts and management of technological systems, while the second part introduces contemporary knowledge and practices of project management.

Indicative assessment type	Quantity	Value
Project scope, schedule and timing assignment	1	30 per cent
Agile reflection	1	25 per cent
Technology assignment	1	30 per cent
Challenge tasks	3	15 per cent

Note: You will be notified of the final assessments, their requirements and due dates at the beginning of this module.

Module 4: Organisational Behaviour

Course code: MGMT8003

This module provides an evidence-based understanding of human behaviours and decision-making in organisations.

In Module 4, the topics are designed to enhance students' appreciation of key topics, including personality and individual differences, motivation, leadership fundamentals, emotional intelligence, stress and work-life balance, self-leadership, power and influence, teams and conflict, and organisational culture. This module equips students with a strong understanding of human behaviours in the workplace, which can be used to resolve the most common workplace issues and problems and to develop useful skills as leaders.

Indicative assessment type	Quantity	Value
Organisational Behaviour (OB) problem presentation brief	1	10 per cent
OB problem brief	1	15 per cent
Learning reflection	1	10 per cent
OB solutions presentation	1	25 per cent
OB solutions report	1	40 per cent

Note: You will be notified of the final assessments, their requirements and due dates at the beginning of this module.



Image credit: The Australian National University.

7. Key pre-program activities

Please complete the following five activities as soon as you can. If you have any questions or encounter any issues, please email **niaa.cbe@anu.edu.au**.

7.1. Offer acceptance

By early January, you should have received and accepted your offer into the program.

If you haven't, accepting your offer can be done through the link embedded your offer email.

The offer has been sent to the email you listed in the ANU Domestic Coursework Direct Application Form, so please double check which email you may have listed.

If the offer-acceptance link does not work due to workplace firewalls or other reasons, please try with a home computer or on your mobile. Alternatively, you can follow the link below:

https://anu.au1.qualtrics.com/jfe/form/SV_6JwEWizKFeUytEO

If you experience difficulties in accepting the offer, please email **niaa.cbe@anu.edu.au** and we can guide you through the process.

7.2. Receiving and changing your password

Following your acceptance into the program, you will receive the following emails.

- **ANU Matriculation Email** containing your University Student ID (UID) e.g., u1234567, as well as information about University Systems and Orientation.
- **Password Email** containing your password. The ANU password allows you to enrol and access a range of ANU systems and services that you will need as a student.

If you did not receive them, please check your spam or junk folders. If you provided both work and personal email addresses, please check both.

When you first log in you will be required to change your password, if you haven't done so already.

If you **only** received the ANU Matriculation Email, check your spam or junk folders in case the email was delivered there instead of your inbox.

If you have not received your password at all, and have accepted your offer more than two days ago, please:

- log a request through the **Service Desk community support request form**
- call the ANU Information Technology Services (ITS) Service Desk on +61 (02) 6125 4321

    - select option one followed by option two for password enquiries.

    Please note: operating hours are Monday to Friday, 8am –5pm AEDT, excluding public holidays.

7.3. Set up your ANU email and Office 365

With your UID number and password, you can now log in to your ANU **email**.

Instructions and help on logging into your ANU email can be found **here**.

Going forward, all email communication from us will be via your ANU email account.

This is a requirement of all staff and students of ANU to ensure:

- guaranteed and timely delivery of information
- compliance with records management and Freedom of Information requests.

If you would like more information about this, please see the following policy and procedure.

- **Policy: Records and archives management.**
- **Procedure: Email and auxiliary accounts.**

Additionally, your UID and password will also give you access to many Office 365 applications. Of note, all online classes will be conducted via Microsoft Teams.

7.4. Login for your ANUHub account

The **ANUHub** is the ANU system that allows you to check your enrolment, view your grades, maintain your personal information and more.

The first time you log in there is a set up wizard that will need to be completed.

At this stage, you will only need to complete steps one through eight. We will assist you with your actual course enrolment during your induction.

7.5. Login for your Canvas account

Canvas is the learning-management system used by the University. It is accessed using the same login credentials as your emails and ANUHub.

You will use Canvas to access everything you need to complete the course modules, including class discussion forums, teaching materials, details of assessment activities, and to submit assessments and access videos of recorded classes or lectures.

Information about Canvas access is available **here**.

8. Fees and invoices

Your participation in the program is fully sponsored by your agency. Hence, there will be **no fees** charged to you for this program.

In the rare case that you receive an invoice from ANU via email, please disregard and advise **niaa.cbe@anu.edu.au** immediately, as it's likely a result of an automated process that we will be able to correct.

9. Student ID card

Your ANU student card is your official form of identification as a student at ANU. It gives you access to a range of services on campus, including borrowing rights for ANU libraries, and access to printers, copiers and computer labs. You might also need your card to enter and/or leave certain ANU rooms or buildings at certain times of the day. Please bring it with you to every intensive week and to any days you are on campus. Your card may also give you access to student discounts at participating locations, such as public transport and movie theatres.

You will need to present this card for any in-person classes during your program as well as any other student events.

During the induction session on campus, we will help you arrange your student ID card.

Click **here** for more information.

10. Course enrolments

We will work with you on your enrolments during your induction. No enrolment activities are required beforehand.

11. Consent to the Disclosure of Personal Information Form

During your induction on campus, we will seek your completion of the Consent to the Disclosure of Personal Information form regarding your academic studies with ANU.

This form is required so that we are able to keep your sponsoring agencies informed regarding your class attendance and academic progress throughout the program.

12. IT requirements

Please read the following recommendations to help you get the most out of your learning experience.

- A relatively modern computer, capable of running the latest version of a web browser (Firefox or Chrome). A laptop or desktop computer is recommended, with a minimum of 4GB RAM and 16GB free storage space. Recommended operating systems include Windows 10; MacOS 10.13 or higher; Linux, e.g. Ubuntu version 18 or higher. A tablet can be useful but will be inadequate for some programs and tasks.
- A USB or built-in webcam for your device.
- Audio input and output suitable for video conferencing – headsets or earbuds with a microphone are recommended. Speakers and microphones need to be tested to ensure they do not create audio feedback in a video conference.
- Microsoft Teams installed for virtual activities.
- A stable internet connection with minimum 1.5 MPs up and down – click **here** to test your internet speed. Wi-Fi or mobile connections need to be adequately stable to support a video conference.
- A suitable study space – most activities can be completed in a relatively quiet space, however, a private room is required for some assessment activities.
- Access to printing and scanning is occasionally needed to print exam sheets or submit handwritten materials.
- An additional monitor can be useful for students to view lecture notes or work collaboratively on documents during a video conference.
- A conversation with your team leader and the IT department might be necessary to discuss the requirements and permissions needed to access ANU websites for your studies due to the firewalls. If this presents an issue for your department, consider discussing the possibility of being issued a non-networked laptop.

13. Travelling to ANU campus

Unless advised otherwise, all teaching and learning during the on-campus induction will be held on the ANU campus at the CBE precinct. The following points may be useful in navigating the campus.

13.1. CBE Building 26C

CBE Building 26C is located on Kingsley Street. See the map below for its location, or view on **Google Maps**.



13.2. Travelling by car

If you are coming to ANU by car, please use the map to locate parking. There are two parking options available:

- pay parking (pay and display) available in the **Kambri carpark**
- pay parking (pay-as-you-go) surface parking on the ANU campus in multiple locations. To use the pay-as-you-go parking you will need to register with **PayStay** Click **here** for instructions.

13.3. Accessible parking on campus

If you are travelling by car and require accessible parking on campus, free disability parking is available to drivers with a valid Australian mobility parking permit or an ANU (mobility) disability permit. These parking spaces are clearly signposted.

Free ANU mobility permits are available to eligible ANU students from Access and Inclusion for students. Details of the application process can be found on the **Access and Inclusion website**.

14. Pre-Arrival Conversations

After you accept your offer to join the program, and before the program begins, we will arrange an informal online conversation with you, Jess Bulger (Program Director) and Professor Vinh Lu (School Director). This will be a relaxed opportunity for us to get to know you better and learn more about your motivations, expectations and what you hope to gain from the program.

The conversation is also an opportunity for you to share any personal circumstances, considerations or support needs that you would like us to be aware of before you arrive on campus. There is no expectation for you to discuss anything you would prefer to keep private. Our aim is simply to help ensure that you feel welcomed, supported and well prepared for the program.

15. On-campus induction

The induction is provisionally scheduled to run over three days – 3 February to 5 February 2027 – and will be held in person on the ANU campus. Please note that these dates are indicative only and remain subject to confirmation.

The induction is expected to commence at 9am on Wednesday 3 February on ANU campus. The exact room location will be communicated to the participants in due course.

The induction aims to introduce you to your student cohort, ANU teaching and support staff, and the services available to you as an ANU student. You will be provided with some foundational skills to help prepare you for the first module and make the most of your time during the program and your future studies.

To prepare for the induction activities, please:

- complete the five key pre-program activities as listed above in this booklet
- bring along a laptop, tablet, or pen and notebook for note taking
- wear comfortable clothes and shoes for walking, suitable for various tours around campus
- attend your pre-program catch up with Professor Vinh Lu.

The full induction schedule and activities will be provided to the participants upon their admission into the program.

Image credit: The Australian National University.

16. Teaching dates and schedule

Each module in this program will have one intensive teaching week taught on campus. The remainder of each module will have one seminar and tutorial activities each week, conducted online via Microsoft Teams. Participants in the program can request one-on-one support from their tutors at any time for their learning and assignments throughout the program.

Please note the indicative teaching dates below, as well as the census date for each module. These dates are subject to change pending further confirmation. If you are still enrolled in the module once the census date passes, your agency will be invoiced for their sponsorship of your studies in the module.

At the end of each module, students are encouraged to complete a survey for feedback about their learning experience.

Activity	Dates
Module 1 – MGMT7067 Government Decision Making and Indigenous Communities in Contemporary Society	
Program induction on campus	Start: Wednesday 3 February End: Friday 5 February
Intensive in-person teaching week on campus	Start: Monday 8 February End: Friday 12 February
Remote teaching period (Seminar held every Thursday)	Start: Monday 15 February End: Friday 2 April
Census date Module 1	**Friday 26 February**
Result release date	By Friday 30 April
Module 2 – MGMT7250 Evidence-Based Management	
Intensive in-person teaching week on campus	Start: Monday 19 April End: Friday 23 April
Remote teaching period (Seminar held every Thursday)	Start: Monday 26 April End: Friday 11 June
Census date Module 2	**Friday 7 May**
Result release date	By Friday 23 July

Activity	Dates
Module 3 – MGMT7020 Technology and Project Management	
Intensive in-person teaching week on campus	Start: Monday 19 July End: Friday 23 July
Remote teaching period (Seminar held every Thursday)	Start: Monday 26 July End: Friday 12 September
Census date Module 3	**Friday 8 August**
Result release date	By Friday 15 October
Module 4 – MGMT8003 Organisational Behaviour	
Intensive in-person teaching week on campus	Start: Monday 11 October End: Friday 15 October
Remote teaching period (Seminar held every Thursday)	Start: Monday 20 October End: Friday 3 December
Census date Module 4	**Friday 29 October**
Result release date	By Friday 14 January 2028

17. Dedicated academic support from conveners and tutors

As students enrolled in the program, you have a wide range of excellent options available to support your successful completion of the teaching program.

Course conveners, also called the lecturer: please arrange to meet with your course convener to voice concerns, or clarify expectations and teaching and assessment items as soon as any issues or queries arise.

Dedicated tutorial support: all students are able to arrange one-on-one tutorial sessions with the course tutors to clarify the teaching and learning concepts and to work on assessment items, including preliminary feedback before you submit the assignments. Please send an email directly to any tutors in the course to arrange one-one-one meetings. Make sure you utilise the support provided by the tutors and conveners to ensure your academic success.

Extension requests for submission of assessments: if personal circumstances arise, requiring you to seek an extension for your assessments, please contact the course conveners directly for their permission. The decision to grant an extension is made by the convener, considering the information you provide and the feasibility of your submission of the assessment within the required timeframe. You will also need to complete a form, formally requesting the extension. Your course convener will provide further information about it.

18. Tjabal Indigenous Higher Education Centre

The Tjabal Indigenous Higher Education Centre, known as the **Tjabal Centre**, provides a meeting place and support base for Aboriginal and Torres Strait Islander students and staff at ANU. It will host a welcome session on site to introduce you to the facilities and services available to you as ANU students, and provide instructions on how to access them. A library and campus tour will also be part of this welcome session.

For the duration of the program, the Tjabal Centre will provide you with a welcoming and supportive community, academic support and advice, access to pastoral care and personal support, as well as use of its study space when you are on campus.

Email: **tjabal.centre@anu.edu.au**

Phone: 02 6125 4038

The Tjabal Centre offers:

- academic support and advice
- pastoral care and personal support
- access to quality tuition
- advice on internships and scholarships
- links to ANU services, such as the health centre, careers and academic skills
- outreach initiatives to prospective ANU students
- study spaces.

The Tjabal Centre is accessible to students using their ANU student ID card and is open Monday to Friday 9am–5pm.

For further details about the Tjabal Centre, visit their website **here**.



19. Career services

Throughout the program, you will be able to engage with some Careers and Student Employability specialists at ANU. They are here to help you successfully navigate the professional landscape and achieve employment success, as they are familiar with the requirements and capabilities of the Australian Public Service.

They offer professional-development workshops and career events throughout the academic year and can assist with:

- job search and promotional strategies
- resume reviews
- job applications
- interview preparation
- LinkedIn profile advice
- networking strategies.

Further information on these services will be provided to you during the Induction.

20. Catering

Free catering will be provided during the induction and intensive teaching weeks on campus. This includes morning tea, lunch and afternoon tea where appropriate. Please note that any events organised by ANU are alcohol free.

21. Periodic meetings with CBE representatives

Throughout the program, there will be informal catch-ups arranged for each participant to meet and discuss their progress and feedback with Jess Bulger and Professor Vinh Lu. The timing of these catch-ups will be booked directly with each participant in due course.

22. Additional services and contacts

ANU Accessibility

ANU Accessibility supports students within the ANU community whose participation in academic studies is impacted by physical and learning disabilities, mental health conditions, chronic medical conditions and short-term illnesses or conditions. Accessing the support from this team requires meeting with a Disability and Equity Advisor (DEA) to develop a personalised Education Access Plan (EAP), which outlines reasonable adjustments to support you to achieve your personal best while studying at the ANU. To start this process please contact the Accessibility team.

Email: **access.inclusion@anu.edu.au**

Phone: 02 6125 5036

ANU Wellbeing and Support Line

The **ANU Wellbeing and Support Line** is a phone service for all current students who are experiencing situational stress, emotional difficulties or mental-health concerns.

The ANU Wellbeing and Support Line works with ANU Counselling but is operational 24 hours a day.

To find out more, contact the ANU Wellbeing and Support Line on 1300 050 327 (voice) or 0488 884 170 (text).

ANU Counselling

ANU Counselling promotes, supports and enhances mental health and wellbeing within the ANU community. It is a free, confidential and non-diagnostic service available to all currently enrolled ANU students located in Australia.

ANU Counselling has a range of helpful resources in addition to counselling services. These include **mental health resources**, **group programs**, **talking tips** and a **mindfulness course**.

Click **here** for further details about ANU Counselling.

ANU Academic Skills

The **ANU Academic Skills Team** is available to aid with managing your study. They can assist you in developing and renewing skills in academic writing, referencing and academic integrity. This team will not be able to assist with understanding the learning and teaching content, please go to your course convener or tutor as appropriate.

Email: **academicskills@anu.edu.au**
Phone: 02 6125 2972

ANU Library

The ANU Library has a diverse range of support services, programs and activities to help you succeed at university.

Click **here** to find out more.

23. Student Code of Conduct

At ANU, we agree on a set of values which guide how we work, study, research and engage in campus life together.

The Student Code of Conduct reflects our work to develop these values into a document which sets out for our student community our shared expectations. It results from extensive consultation involving our student leaders and student community, academic and professional colleagues and benefits from input by experts who advised us throughout the process of development and publication of this code.

Please read it carefully and refer to it throughout your time at ANU as a guide to what you should expect from others and what we expect from you as a valued member of the ANU community.

The Student Code of Conduct can be found **here** on the ANU Policy Library.

24. Course and program withdrawal

Prior to making the decision to discontinue your study in any courses or the entire program, all students are encouraged to first discuss your individual circumstances with the program mentors.

After meeting with them, if you decide that program leave, or withdrawal is the best option for you the process for each are outlined below.

24.1. Census dates

As aforementioned, census dates are the basis of many university deadlines, including tuition fees. If you are enrolled in a course, once its census date has passed your agency will remain liable for the full tuition fees for that course.

The indicative census dates for each course/module have been listed above in the key-dates section, and are shown again in the table below. Please note that these dates are subject to confirmation.

Course code	Course name	Census date
MGMT7067	Government Decision Making and Indigenous Communities in Contemporary Society	Friday 19 February 2027
MGMT7250	Evidence-Based Management	Friday 7 May 2027

Course code	Course name	Census date
MGMT7020	Technology and Project Management	Friday 6 August 2027
MGMT8003	Organisational Behaviour	Friday 29 October 2027

Please note: if your request to withdraw from a course is received after the relevant census date, your agency will be financially liable for the tuition of the course. It is essential that you seek approval from your direct manager or supervisor before submitting your withdrawal request.

If you do withdraw from a course, you will not be able to graduate from the Graduate Certificate in Management program. Your undertaking of the module at a future date will depend on the decision and support provided by your agency for any future intake of the program.

24.2. Withdrawing from a module (course)

We understand that students might experience unexpected personal circumstances that prevent them from completing a module.

You can request to withdraw from courses without financial liability to your agency, so long as the withdrawal takes place on or before the relevant census date for the course (see important dates above).

If you need to withdraw from a course, please follow the withdrawal process.

- Step 1: discuss with your agency (direct manager or supervisor) about your intention to withdraw from the course or module.
- Step 2: if the agency approves your request to withdraw, email **niaa.cbe@anu.edu.au** with your request to drop and attach approval from your agency.

It is essential that you seek approval from your direct manager or supervisor and submit your withdrawal request well before the census date.

24.3. Program leave

After you have completed at least one course in the program, you have the option of taking leave from the program, while still maintaining your academic place with the ANU. You can take leave from a single course or from multiple
remaining courses.

If you need to take program leave, please follow the process below.

- Step 1: discuss with your agency (direct manager or supervisor) about your intention to take program leave.
- Step 2: if the agency approves your request, email **niaa.cbe@anu.edu.au** with your request to take program leave and attach approval from your agency.

Program leave before census date of a course

If you commence program leave before the census date of the courses you are enrolled in, there will be no financial cost and your agency will not be invoiced.

Program leave after census date of a course

If you commence program leave after the census date, your agency will be invoiced for the entire cost of the course you are enrolled in.

If you remain enrolled in future courses, and do not withdraw before census date, your agency may also be invoiced for those courses.

24.4. Returning to the program

As a student enrolled in the program, your enrolment and place in the program is sponsored by your agency for the whole year. Taking program leave or withdrawing from a course may impact your sponsorship and funding from the agency.

If you have withdrawn from a course or taken program leave and wish to return to or complete the program, you have the following options:

- return as a standard fee-paying student in the future and complete the remaining courses
- return as a sponsored student in a future intake if the program is offered again and your agency agrees to sponsor you. This option must be discussed and formally agreed upon with your agency.

24.5. Complete program withdrawal

If you decide you no longer want to participate in the program, you can withdraw from the program.

Your withdrawal will be effective from the date the application is received by the University, or the start date of the course indicated on your withdrawal application, whichever is later.

If you stop attending classes but do not notify the University that you wish to withdraw from the program, you will remain an enrolled student, your agency will be charged full tuition fees and you will receive fail results for courses which you are enrolled in but do not complete.

Please note: program withdrawal is final. Readmission to a withdrawn program requires a new application to the University and to your agency for sponsorship.

Program withdrawal process.

- Discuss your intention to withdraw from the program completely with your agency (direct manager or supervisor).
- Email **niaa.cbe@anu.edu.au** with your intention to withdraw and attach approval from your agency.
- You can then either request a meeting through **niaa.cbe@anu.edu.au** and we will work with you to complete the process, or you can withdraw from the program yourself via your ANUHub account using the Manage my Degree eForm.

To ensure no financial liability for your agency, your withdrawal must be requested and finalised before the census date.

Withdrawing from your program will automatically remove all enrolled courses from the effective date of the withdrawal. This includes any progress you have made, and all courses you are enrolled in for future semesters.

Withdrawal from the program before census date of a course

If you formally withdraw from the program before the census date of the first course, there is no financial cost and your agency will not be invoiced.

If you withdraw before the census date of the second or subsequent courses there is no financial cost and your agency will not be invoiced for those courses. They will be invoiced for any course or courses you were enrolled in at census date prior to your withdrawal.

Withdrawal from the program after census date of a course

If you withdraw from the program after the census date of the current course, your agency will be invoiced for the cost of the course.

24.6. Late withdrawal

If you need to withdraw from a course or the whole program after census due to unforeseen circumstances, you may be eligible to apply for late withdrawal without academic or financial penalty. Please contact **niaa.cbe@anu.edu.au** to discuss this option and the required steps.

24.7 Program time commitment

The ANU estimates that approximately 130 hours of study is needed per module to support attendance at face-to-face and virtual workshops, seminars, tutorials, as well as time for reading, self-study, and completion of assessments. This recommendation is included in information provided to partner agencies and is outlined in participation agreements; however, it is not an entitlement. Study and leave arrangements often vary between agencies and are subject to individual agency policies and enterprise agreements. As a result, some personal time may be required to meet program requirements. Participants are encouraged to clarify the study leave available to them prior to commencing the program and/or each module. Please contact your home agency's Learning and Development team to confirm arrangements or to seek support if there are internal differences regarding access to appropriate study leave.



25. Graduation

Students who successfully complete all four modules in this program and complete all assessments items on or before their standard due dates will be invited to attend the graduation ceremony in 2028. The exact date and timing for your graduation ceremony will be announced closer to the date. A graduation dinner will also be held in honour of the graduates the same evening.

More information about graduation, including photos, gown hire etc. will be provided to you closer the time. You can find more information and FAQs about graduations **here**.

Image credit: Tim Rendall,
ANU College of Business and Economics.

26. ANU staff

Meet the mentors involved in the program.



Professor Anne Martin AM

Director, Tjabal Indigenous Higher Education Centre

Professor Anne Martin AM is a Yuin Aboriginal woman who was born and raised in La Perouse, Sydney. Throughout Aunty Anne's life, she has always held close to her heart and mind the advancement of Indigenous rights and Indigenous people more broadly.

In 2012, Aunty Anne made the move to Canberra to take up a position at ANU as Director of the Tjabal Indigenous Higher Education Centre. Anne has supported and mentored hundreds of Indigenous and non-Indigenous students. She continues this vital work to date and in 2017 was awarded an Honorary Doctorate from World Indigenous Nations University in recognition of her contributions to the success of Indigenous university students. Aunty Anne is a former co-chair of the National NAIDOC Committee and was awarded the 2019 ACT Senior Woman of the Year.



Professor Asmi Wood

Professor of Law and Course Convener

Professor Asmi Wood's current research and publications include areas such as constitutional recognition of Indigenous people in Australia and Indigenous participation in higher education. His PhD was in the area of international criminal law and humanitarian law and examined the legality or otherwise of the use of force by non-state actors under international law and, in cases, domestic Australian law.

The Australian Parliament (both committees and individuals), government agencies, community organisations, schools and Indigenous groups have all used Asmi's research to clarify key issues among staff and have invited him to speak at their public events and make contributions to their literature. Asmi has presented several keynote addresses to large conferences interested in Indigenous issues, including on issues such as recognition.

He was made a Principal Fellow of the Higher Education Academy in 2017, won the National Australian Award for University Teaching, Neville Bonner Award for Indigenous Education in 2015, and the ANU Vice-Chancellor's Award for Teaching Excellence in 2010.

Asmi was awarded 2020 ANU Indigenous Alumnus of the Year for his profound effect on informing public policy on Indigenous affairs through research and educating the next generation.

Image credits: Aunty Anne Martin AM: The Australian National University; Professor Asmi Wood: The Australian National University.



Professor Sigi Goode

Professor of Information Systems

Sigi Goode is a Professor of Information Systems. Sigi's research interests lie in information security behavior, services and technology adoption, policy and use. His research toolkit includes more than fifteen years' experience designing and managing online information platforms. Sigi's research has been funded by organisations including the Department of Defence, AustCyber and the Australian Communications Consumer Action Network.

Sigi is the leader of the Business Information Systems Discipline in the Research School of Management. He also served as the Associate Dean (Education) in the College of Business and Economics. Sigi was won numerous educational awards at ANU and nationally.



Associate Professor David Cheng

Associate Professor of Leadership and Management

David is an Associate Professor in leadership and management at the Research School of Management at the Australian National University. Prior to this he worked as an Accountant and Systems Analyst helping companies improve their financial and business processes.

In his current role, David studies how managers and leaders can improve the performance and well-being of their people. David has particular research expertise in emotions at work which has been featured in many media outlets including the ABC, Australian Financial Review, BBC, Business Insider, Forbes, Men's Health and Time. This research has also won a number of research awards at the Australian and New Zealand Academy of Management. David has led a number of research projects that have been awarded over $1.2 mil in external funding.

David is also a member of the Impact Scholar Community, an international community of impact-driven researchers who aim to take research and the researcher out of academia and into the public.

David has won various awards and recognitions for his education and research endeavours.



Ann Smith

Lecturer in Business Management

Ann is an award-winning Lecturer in Business Management. She has been managing, educating and consulting across the Australia-Pacific region over 4 decades, in the private, public and community sectors. Since 2017 she has been teaching undergraduate, postgraduate classes for the Research School of Management of the ANU, primarily on Evidence-based Management with some project management and information systems topics.

Ann has Masters degrees focused on Information systems design and management and on project management and in 2022 she completed a multi-disciplinary Master of Philosophy using qualitative methods, on the "Drivers of Project Managers' Compliance Behaviours". She is currently pursuing her PhD at ANU.

Her professional affiliations include the Australian Computer Society (Senior Member and Certified Practitioner), the Australian Association for Professional and Applied Ethics, and the Centre for Evidence-based Management (Fellow).

Image credits: Professor Sigi Goode: ANU College of Business and Economics; Associate Professor David Cheng: ANU College of Business and Economics; Ann Smith: ANU College of Business and Economics.



Professor Vinh Lu

Director of the ANU Research School of Management

Vinh Lu is a Professor of Marketing and Director of RSM. He is a champion of work-integrated learning, student employability and student global mobility. Vinh's education and leadership endeavours have received significant funding and recognition at the university, national and international levels.

As an award-winning researcher, Vinh has published widely in the areas of service delivery, relationship management and career development. Vinh is a recipient of the ANU Vice-Chancellor's Award for Excellence in Education, the Citation for Outstanding Contribution to Students and Learning from the National Office for Learning and Teaching, and Distinguished Marketing Educator Award from the Australian and New Zealand Marketing Academy.



Jessica Bulger

Program Director

Jessica is a Senior Fellow in the Practice of Management in the College of Business and Economics at the Australian National University. She teaches *Australian Indigenous Perspectives in Business and Economics* and is a program mentor for the Graduate Certificate of Management for First Nations Leaders in the Australian Public Service.

Prior to joining ANU, Jess was Chief Executive Officer of the Australian Indigenous Governance Institute (AIGI), a national organisation that works alongside Aboriginal and Torres Strait Islander organisations to strengthen culturally legitimate governance. Earlier, she worked with CareerTrackers, supporting the leadership and career development of Aboriginal and Torres Strait Islander university students. Her career has spanned education, Indigenous leadership and governance, and the not-for-profit sector.

Jess also serves as a Director of Indigenous Business Australia, Co-Chair of Outward Bound Australia, Co-Chair of the GHD Reconciliation Action Plan Committee, and a member of Philanthropy Australia's First Nations Committee.

Originally trained as a secondary school teacher, Jess taught in New South Wales secondary schools before teaching curriculum design to undergraduate education students at the University of New South Wales.



Tanya Ali

Career Coach

Tanya has more than 20 years' experience in global-donor relations, communications, information management, strategy and leadership, spanning across the consumer-goods, local-government, humanitarian, and higher-education sectors.

She has lived in South Korea, France, Switzerland, Jordan, the UAE and Australia, and worked across a range of leading global brands, managing aspects of sales, marketing, product development and quality assurance.

Tanya can help you adapt to working in the virtual world, plan and prepare for career transitions and progressions, optimise your professional brand and positioning, and enhance your business and interpersonal communications.

Image credits: Professor Vinh Lu: ANU College of Business and Economics;
Tanya Ali: Tracy Lee Photography;
Jessica Bulger: ANU College of Business and Economics.



Léa Raich

Senior Student Services Officer

Léa graduated from a Bachelor of Law in France before coming to Australia She joined the ANU in 2022 and has now a wealth of knowledge in student administration at the University.

As a Senior Student Services Officer, Léa coordinates and supports the delivery of the program, logistics and administration, and provides policy and course-related legislative advice to the various stakeholders.

Léa is the first point of contact for all student queries relating to the course and wider ANU administration policies.



Professor Steven Roberts

Dean, College of Business and Economics

Steven is currently Dean of CBE. Prior to becoming Dean, Steven was Director of the ANU Research School of Finance, Actuarial Studies and Statistics (RSFAS). Steven taught Actuarial Studies and Statistics courses in RSFAS. He has a Masters and PhD in Statistics from Stanford University and is an Associate of the Institute of Actuaries of Australia.

Image credits: Léa Raich: ANU College of Business and Economics; Professor Steven Roberts: ANU College of Business and Economics.

27. Alumni journey: Learning journey inspires artwork

Proud Wallaboola and Pajong woman, Natalie Mudford from Ngunnawal and Wiradjuri country, was seeking to stretch her capabilities when the Indigenous Network in her workplace advertised the Duru-wa: Graduate Certificate Program.

She was eager to progress her career at the Australian Border Force, and reading through the program's curriculum, Natalie knew she had found the piece that would get her there.

Taking the leap

"I saw the module on evidence-based management, and I realised that the components and skills mentioned were exactly what I was missing in my career," she says.

Despite disliking school as a child, Natalie took the plunge and applied. As the first in her line to attend university, being accepted into the program was a huge, and daunting moment.

"I thought, can I do this? This is for real, it's not playing around. Full-time study. Full-time work," says Natalie.

Invigorated by the encouragement of her parents and daughter, she rose to the challenge, something her younger self would be proud of.

"Coming from the small country town of Boorowa to be able to participate in something like this, it's a full-circle moment for me," says Natalie.

While she describes her learning journey as both intense and challenging, it's also been one deeply rooted in connection.

"I would not have been able to get through this program without the amazing 21 other people in my cohort. We've come together and supported each other, and I don't feel like I'm alone on this journey."

For Natalie, the program has developed skills and nurtured her confidence in ways she's looking forward to taking back and implementing in the workplace. She credited the care provided by the program's team of professors, mentors, lecturers and tutors.

"The support in this program is astronomical. It gives you the space, understanding and cultural safety to fail, learn and grow, and find your way through."

The owl that connected them

In the first weeks of the program, Ben Mitchell, Merriam Mualgal man and program mentor at the time, shared a story with the group of strangers before him.

Image credit: Tim Rendall, ANU College of Business and Economics.

“Ben said ‘Ask yourself, why are you here?’ He then spoke about the wise owl asking questions like, ‘Who are you, where are you from, and why are you really here?’ He said, ‘You’ve got to hold onto that, hold onto your why’,” says Natalie.

As she listened, the vision of her ‘Why’, weaving together with the owl, grew.

“I’m always creating as an artist, creating stories to relay them,” she says.

“I wanted something visual for my family – my cohort family – to get us through those rough patches and to help us visualise our why.”

Featuring the motif of an owl, Natalie’s artwork incorporates the ANU colours, as well as representing Torres Strait Islander and Aboriginal communities. It also has textured areas, which symbolise the challenge of participating in the program.

“Those rough patches are to remind us that it’s okay, we will get to the end of that. We will get to a smooth stage.”

Natalie has generously gifted her painting to the College. It will be displayed in the Allan Barton Forum to inspire Natalie’s cohort and future cohorts of the program, as well as be enjoyed by all staff and visitors to CBE’s Building 26C.

Looking forward, Natalie intends to continue her learning journey, with her focus on graduating and continuing to progress her career.

“At the end of this, once we all graduate, we’ll look back and be extremely proud. Not only of the achievement we’ve all gone through, but also proud of each other.”

And despite the hard work and long hours that have gone into the program so far, Natalie doesn’t hesitate to endorse it to others.

“I highly recommend that other First Nations people join this program because it’s an amazing experience for connection, as well as a self-development opportunity. You’ll start out thinking you can’t do it, but you’ll surprise yourself with the resilience and confidence you obtain from it.”



28. Future communications from ANU to you

The delivery schedule for this program does not align with ANU semesters and you will receive communications to your ANU e-mail account that do not relate to this program. Please disregard these communications - the correct information for this program will be provided via the **niaa.cbe@anu.edu.au** account.

If you are unsure whether an email applies to you or not, contact **niaa.cbe@anu.edu.au**.

The conveners for each module in the program will also communicate directly with you to your ANU email. Other relevant announcements for each module will be posted on our learning platform **Canvas**.

29. Contact details

- Program Mentor: For academic questions or concerns, or a yarn about your experience in the program and how you can best manage and balance the time commitment for work and study. You will meet them on campus during the induction.
- Senior Student Services Officer: Léa Raich **niaa.cbe@anu.edu.au**.

  For administration questions or concerns.

  Léa can also be reached via mobile: +61 439 484 662.

30. Looking for more information

Over the period of your induction and the start of your ANU learning journey, you may feel overwhelmed by the amount of new information. This is normal.

To try to help you navigate this journey, here are some online resources that you can refer to.

Useful websites

- **ANU Website** has valuable information for students. Via the Current Students tab you will find links to all the systems that you will likely need to access.
- **College of Business and Economics** website.
- **ANU Library** for all your library needs.
- **Tjabal Centre** provides a meeting place and support base for the Indigenous students and staff at ANU.
- **Visit Canberra** if you have any spare time while in town, this site will help you plan how to use it.
- **Transport Canberra** if you don't have a car while in Canberra, this site will help plan trips on public transport.

Self-directed learning

- **Turnitin practice site** to understand when to reference, how to quote and paraphrase appropriately and to practice using Turnitin before submitting your assignments.

Useful Apps

- ANUOK – available for **Apple** and **Android**. The App will help you stay up to date on what is happening on Campus.

Australian National University

Contact us

ANU College of Business and Economics

Building 26C, Kingsley Street

The Australian National University

Canberra ACT 2600

T +61 439 484 662

W cbe.anu.edu.au

E niaa.cbe@anu.edu.au

facebook.com/ANUBusinessEconomics

@ANU_CBE

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