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CANBERRA

The Howard Library Biennial Report 2018–20



“Politics is not a public relations exercise. It is fundamentally a contest of ideas about what best serves the national interest. It is the ability to evaluate competing visions of the common good that marks out a truly great people.”

The Honourable John Howard OM AC
Prime Minister of Australia, 1996–2007

Director's Report

Building for the Future



It is a pleasure to share with you our inaugural biennial report, 2018–2020. I would like to thank sincerely my colleague, Professor Tom Frame AM for his vision, determination, and hard work over the preceding three years in establishing The Howard Library at Old Parliament House.

Tom is to be congratulated for his unrivalled efforts in establishing this important national endeavour. He is currently seconded to the Defence Department and will be returning to UNSW Canberra in July 2022.

Since commencing this role in July, my efforts have focused solely on driving a sustainable path forward despite the challenges of COVID-19. This approach has us taking a very long-term outlook with our planned program of activity aimed primarily at maintaining relevance with younger Australians.

While the Exhibition at Old Parliament House and the John Howard Reading Room at the Defence Academy Library have remained closed to the public since March, the team has been busily enhancing our visitor experience, producing promotional videos, advancing our social media campaign, and publishing school curriculum materials – all aimed at raising our national profile.

I am very much looking forward to my time at the Howard Library. I am strongly committed to building the best Prime Ministerial Library in Australia.

A handwritten signature in black ink, appearing to read 'D Lovell', with a large, stylized initial 'D' and a long, sweeping underline.

Professor David Lovell
Director, Howard Library

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Our mission

The Howard Library works to improve public leadership and policy in Australia by:

- preserving and making accessible the papers of the Honourable John Howard, OM, AC, Australia's 25th Prime Minister, and the papers of Howard Government ministers;
- advancing research in, and informing debate about, public leadership and policy;
- curating exhibitions that introduce Australians to leadership and policy challenges in a balanced and non-partisan way through the experiences of the Howard Government (1996-2007); and
- contributing to the civic education of all Australians.

UNSW Canberra's Howard Library opens at Old Parliament House

4 December 2018

The Howard Library has officially opened at Old Parliament House.

Former Prime Minister John Howard and other members of the Howard family were joined by Prime Minister Scott Morrison at the opening of the prime ministerial library.

Director of the Howard Library, Professor Tom Frame, says the Library – a combination of exhibitions and archives – is the first of its kind for Australia, housing a collection of official papers, personal papers and memorabilia from John Howard's time as Prime Minister (March 1996-December 2007).

The personal papers and official records total 150 metres of shelf space from Mr Howard's political career, while the exhibition includes the Prime Minister's desk, APEC costumes, advertising from both sides of politics and gifts from world leaders.

"A knowledge of both the American presidential library model and familiarity with Australian prime ministerial centres have informed the approach that UNSW Canberra has adopted in establishing the Howard Library," Professor Frame says.

"What makes this Library unique is its non-partisan and apolitical character. Our objective is to develop the Howard Library as a resource for public leadership studies, how the Howard Government promoted the contest of ideas and publish work that objectively assesses the Coalition's performance in power."

Daryl Karp, Director of the Museum of Australian Democracy (MoAD), says the Museum is "delighted to share the spiritual home of Australian democracy, Old Parliament House, with the Howard Library".

"In this iconic heritage building, MoAD tells the story of Australia's journey to becoming one of the world's most vibrant and multicultural democratic nations and the collection housed in the library will help convey that narrative to our visitors."

Professor Frame says he hopes the library will serve as a prototype for exciting new developments with other Australian prime ministers.

"When we first approached Mr Howard to gauge his support, it was apparent that his attitude and the University's approach to the initiative were very similar: the need for private papers and public records to be available that shone light on the challenges and questions the government faced between 1996 and 2007 and for researchers and students to make their own judgements about the period," Professor Frame says.

Mr Howard says the public documents reveal the advice provided to the government, the basis upon which the Cabinet made a particular decision, and why a certain course of action was pursued.

UNSW Canberra media release, 4 December 2018

“I fully accept that Australians will have different opinions of my government’s performance and of my leadership, but these views and assessments will be more compelling and persuasive when based on public records as well as media reporting and political commentary.”

The Honourable John Howard OM AC
Prime Minister of Australia, 1996–2007



from left: The Honourable Scott Morrison MP, Prime Minister and Professor Michael Frater, Rector, UNSW Canberra observing Mr Howard’s reflections on his time in political office; Mr Howard and Prime Minister Morrison speaking ahead of the official opening of the Howard Library; Mr Howard addressing a packed King’s Hall; Ms Megan Bait and students from Miles Franklin Primary School with Mr Howard; members of the Howard family following a tour of the Howard Library and Exhibition, including Melanie and Richard Howard.



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Programs

The Howard Library is an apolitical and non-partisan research resource created by UNSW Canberra to support research into national affairs. The Library originated in an agreement with the National Archives of Australia for the transfer of the official papers of former Prime Minister John Howard to the University.

As several major military operations were initiated or sustained by his government, John Howard believed his papers were more likely to be consulted at UNSW Canberra with its close Defence connections. The transfer of the 'John Howard Collection' to the University is the first time the official papers of an Australian prime minister have been held by an institution outside the National Archives. The 'Howard Government Collection' includes the papers of leading Coalition ministers while the 'Ruddock Archive' contains every government report produced during the Howard Years.

As the Library's holdings have expanded with the donation of more personal papers, researchers are able to consult regularly all the major documents relating to the years 1996-2007 in a single location.

The Library also supports the University's Public Leadership teaching and research program with primary source materials informing the work of staff and students, and assisting scholars seeking to interpret a complex and sometimes controversial period in Australian national life. Accessing official documents and private papers is one of the key strengths of the Library.

Howard Consultation

The Howard Consultation series is an annual symposium in which we have invited Mr Howard to address aspects of his parliamentary career. These symposia are held in the John Howard Reading Room at the Defence Academy Library offering academics, researchers and students the chance to hear from and question Mr Howard on significant national events.

A diverse range of topics have been covered since 2015, including civilian leadership in Defence, East Timor and Indonesia, Iraq and Afghanistan, history and the art of leadership, biography and the practice of history, public speaking and learning leadership, and national identity. Our digital collection of these interviews can be accessed by contacting the Howard Library.



Howard Consultation attendees, including doctoral and masters students viewing an interview of Mr Howard from 1989; Dan Bardsley-Divina, Nowra Anglican College; Vice-Admiral Paul Maddison (Retd), Director, UNSW Defence Research Institute and Commodore Peter Leavy, ADFA Commandant with Mr Howard.

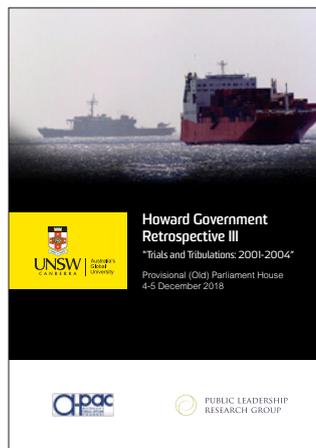
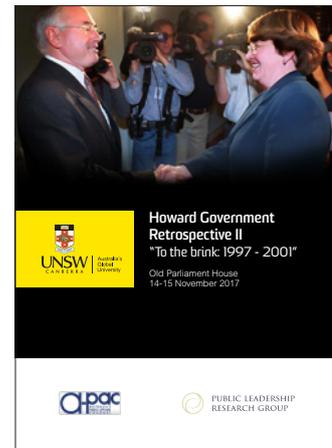
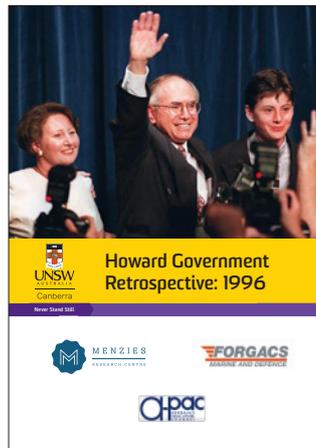


Howard Government Retrospective

The Howard Government Retrospective conference series commenced in November 2016, coinciding with the 20th anniversary of the election of the Liberal-National Party Coalition on 2 March 1996. The retrospective conference series assesses the performance of the four Howard Governments. Each event provides the basis for collections of essays contributed by principal participants, key public servants, leading commentators and notable scholars drawing on documents in the John Howard Collection held at the Defence Academy Library.

Contributors focus critically on the Coalition's policies and performance to reveal the Government's strengths and shortcomings. This commitment to a candid critique has attracted the attention of the Australian media and current-serving politicians, guaranteeing the published volumes a substantial public profile at the time of their release. Plans are underway for our fifth retrospective in 2021.

Covers of Howard Government Retrospective conference booklets, 2016-2019; and a snapshot of speakers addressing the Howard Government Retrospective conferences.







East Timor 20

The passage of 20 years since the deployment of UNAMET and INTERFET to East Timor was marked by a seminar on 17 September 2019.

This was a tumultuous time especially for the East Timorese who endured enormous suffering individually and collectively. UNSW Canberra hosted the one-day symposium in partnership with Raytheon Australia and the Australian Army at Russell Defence Headquarters; it was attended by former prime minister, The Honourable John Howard OM, AC and former Chief of Defence Force, General the Honourable Sir Peter Cosgrove AK CVO MC (Retd), and The Honourable Abel Guterres, Ambassador for Timor-Leste in Australia.

A key outcome of the symposium was a continuing need for departments and agencies to be better informed about their activities and achievements while gaining a deeper appreciation of leadership tests in the areas of politics and diplomacy, strategy and tactics, organisation and logistics, military intelligence and public information, human performance and ethical constraints.

This gathering prompted discussion and provoked debate about what Defence, DFAT and the AFP can glean from recent experiences and how that learning should be absorbed into their activities both now and into the future.

Mr Howard and Sir Peter Cosgrove (former Governor-General and Chief of Defence Force) speaking during a break at East Timor 20. Attendees of the East Timor 20 symposium, with The Honourable Abel Guterres in focus.



The Collection



The Howard Library galleries provide an overview of public events and profile political leaders. The major themes include national security and economic management, immigration and labour relations, in addition to the conduct of election campaigns.

With the Library's collection growing the displays are being enhanced and new themes are explored. The Howard collection comprises more than 10,000 items of personal papers, official records, political memorabilia, gifts and photographs from John Howard's political career dating between 1974 – 2007. Some forty showcases depict the 'Howard Years', with a variety of privately donated and loaned items from cultural institutions on display.

We collected intensively in the lead up to the exhibition installation and, since its opening in 2018, we have acquired more collection items.

To help researchers find and explore the collections, the Finding Aids for each collection are being created and uploaded to the UNSW Canberra Special Collections website.

The current collections housed at The Howard Library include the official and personal papers of John Howard (NAA001 and JHL001), the papers of coalition party members such as Richard Alston, Peter Reith, David Kemp and Philip Ruddock (JHL003, JHL004 and JHL009 respectively) and collections relating to the Ansett collapse and political ephemera.

The Finding Aids can be found at:
<https://www.unsw.adfa.edu.au/library/search-finding-aid-index>

As part of the book collection, The Howard Library also houses a huge range of titles relating to the Howard government.

It has been fascinating and challenging establishing a new museum collection and exhibition. It has been interesting working on the Finding Aids as such in depth research uncovers some of the hidden gems in the collection. On the wish list for 2021, among other things, is a Collections Management System to better manage our metadata and collections, to provide a digital repository for images and to create a searchable interface for the collection.







ACHIEVEMENTS

After concluding in 1985 that he would probably never become prime minister, John Howard returned to the Opposition leadership imposed on 30 January 1995 after Alexander Downer stood down. Learning from past mistakes, improving his communication skills, offering different policies and leading a united team, he was now well placed to become prime minister. His rival, Paul Keating, had been prime minister for three years after long service as Treasurer in the Hawke Labor Government. The two men had known of each other for nearly three decades and developed mutual regard for the other's political abilities. Howard and Keating had similar trajectories to party leadership but presented very different political personas.

By 1995, Howard and Keating embodied diverging visions of Australia's past, present and future. They were *dominate* in parliament and in the press. Keating campaigned on his leadership credentials and Howard on the need for change. The 1996 election campaign focused on the party leader, with the Coalition making much of Keating's unpopularity in the electorate and his indifference to 'bushies'.

After 13 years of Labor rule, the electorate came to a clear mind on 2 March 1996. Howard led the Coalition to a landslide victory securing a 45-seat majority in the House of Representatives, the second largest in Australian history.

Visitors

‘Great to see aspects of this political era preserved – thought provoking.’

‘A very interesting museum – with a balanced coverage.’

‘Impressive museum. Interesting to look back on political events with hindsight.’

‘Great to visit and I have learned so much. Thanks!’

‘A fitting reflection of a great leader.’

‘This library is a national treasure!’



Since the official opening of the Exhibition at Old Parliament House on 4 December 2018, we have welcomed over 11,500 local, interstate and overseas visitors. Many encouraging words can be heard spoken by our visitors throughout the exhibition area and some have kindly shared their thoughts in our guest book.

For those unable to visit Canberra, especially during our COVID-19 shutdown, we created a web-based walk-through video of the Exhibition.

Donors and sponsors

David and Judy Dinte Scholarship in Public Leadership and Policy

The generous support of donors allows us to pursue a range of scholarly activities. We are delighted David and Judy Dinte have kindly agreed to establish a scholarship to support students undertaking the Master of Public Leadership and Policy. The scholarship is valued at \$10,000 a year and will be awarded on academic merit. We look forward to the scholarship making a significant contribution to critical engagement with the Howard years.

The Howard Library is grateful to private philanthropy for allowing it to host a range of events that would not otherwise be possible.

Raytheon
Australia



KEARNEY



Research and education

The Howard Library values the teaching of civics and citizenship in our schools. Thanks to the generosity of our donors we set about this year working with a curriculum expert developing a series of teaching resources aligned to the Australian Curriculum for Year 9 and Year 10. Our focus centres on exploring Australia's global roles and responsibilities - including peacekeeping and participation in the United Nations - through a case study of Australia's involvement in Timor-Leste in 1999.

The second teaching resource explores how government policy is shaped and developed, including the role of Prime Minister and Cabinet, through a case study of how Australia's gun laws were changed under Prime Minister John Howard. Our curriculum development program is a central focus of our outreach to Australian school students.

Ms Maree Spratt, educator and curriculum developer discussing the Port Arthur tragedy with Miss Thalia Coetzee, a Year 8 student of St Clare's College, Canberra.



THE HOWARD LIBRARY CASE STUDY: PEACEKEEPING IN TIMOR-LESTE

In 1999, Australia led a multinational mission to restore peace in Timor-Leste. The mission is a significant example of Australia acting on its responsibilities at a global level, including peacekeeping and participation in the United Nations.

WHAT IS PEACEKEEPING?



*An Australian Army Officer on a peacekeeping mission in Lebanon, 2020.
UN peacekeeping personnel are identified by their pale blue berets. Source: Defence Images*

Peacekeeping occurs when international forces are deployed to an area of conflict to help restore the peace. Although peacekeepers are armed personnel, their aim is to lead the parties involved out of conflict – not to take sides or contribute to it.

Over the past 70 years, the United Nations (UN) has played a central role in international peacekeeping. **UN peacekeeping operations** are initiated and overseen by the [Security Council](#) and financed by the [General Assembly](#). The United Nations will only send peacekeepers to intervene in a conflict if the parties involved give their consent.

THE HOWARD LIBRARY

CASE STUDY: THE NATIONAL FIREARMS AGREEMENT

Australia's firearms laws are recognised around the world as a model for effective gun control. This case study will explore how the National Firearms Agreement was developed and adopted in Australia, including the role of the Prime Minister and Cabinet.

THE PORT ARTHUR MASSACRE

Port Arthur is an historic site and popular tourism destination in South-East Tasmania. On 28th April 1996, a 28-year-old man from Hobart opened fire on groups of holiday-makers at Port Arthur with semi-automatic firearms.

By the time police apprehended the gunman, he had killed 35 people and injured 18 others. It was – and remains – the worst mass shooting committed by a single person in Australia's history. The gunman pleaded guilty in court and was sentenced to imprisonment for the term of his natural life.

The massacre received significant media attention in Australia and internationally as it was also the world's worst mass shooting at that time. In its aftermath, many news outlets claimed that inadequate gun laws had contributed to the tragedy. Opinion polls revealed a surge in community support for immediate reforms to Australia's inconsistent gun laws.

THE ROLE OF THE PRIME MINISTER



*Australian Prime Minister John Howard addresses a gun rally in Sale, Victoria, 1996, wearing a bullet proof vest.
Source: Newscorp*

A new Australian Parliament – with a new Government and Prime Minister – sat for the first time two days after the massacre. The Liberal Party and National Party had won the 1996 federal election earlier that year. They worked as a coalition – a team – to form government by securing 94 of the 148 seats in the House of Representatives.

[In his first speech to Parliament as Prime Minister](#), John Howard claimed that the Port Arthur Massacre was an opportunity for the nation to reflect on the effectiveness of its gun laws. He said that he would take personal responsibility for leading change in this area:

“I will do all that I humanly can as leader of the government to bring about a significant improvement (to gun laws) and to address some of the great deficiencies that exist.”

Research and education (cont.)

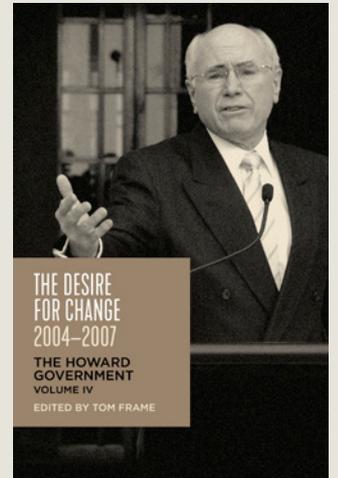
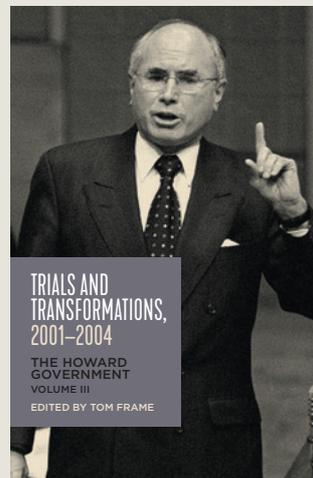
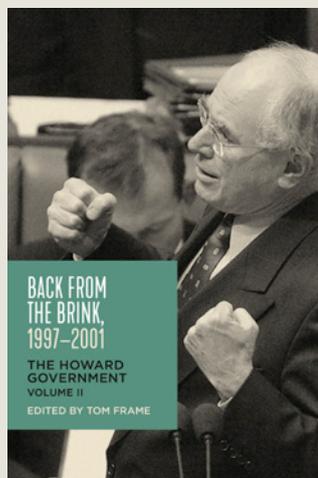
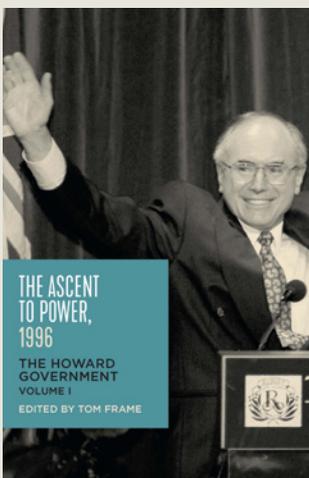
Howard Government volume series

Our goal is to develop the Howard Library as a resource for public leadership studies, examine how the Howard Government promoted the contest of ideas, and publish work objectively assessing the Liberal-National Party Coalition's performance in power. In pursuit of this goal, we have published four volumes in a retrospective series. The first volume covered the 1996 election, the Coalition's readiness for office, the main policy decisions and practical challenges of the first year of the Howard Government, including gun control and ministerial responsibility. The second volume deals with the second and third years of the Coalition's first term in office (1997- 98) and most of its second term (1998-2001). Volume II also includes coverage of Wik and native title, the Patrick's waterfront dispute, the constitutional convention, the Coalition's near-defeat at the 1998 poll, the Government's response to post-independence violence in East Timor, and the introduction of the GST.

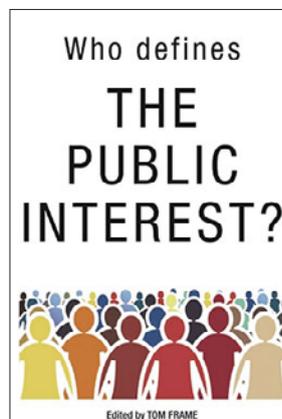
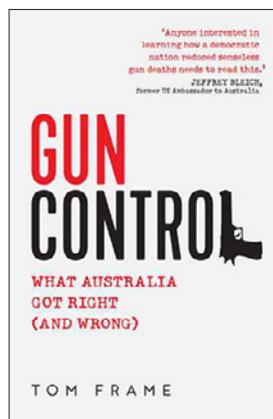
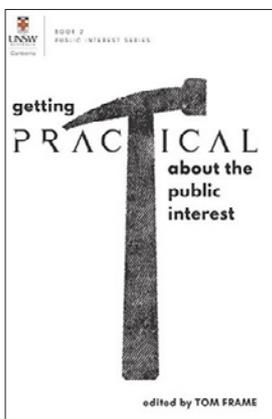
The narrative ends in mid-2001, at the time of the Aston by-election, just before the collapse of Ansett Airlines, the '9/11' terrorist attacks and the invasion of Afghanistan. The third volume focuses on the controversial events leading to the 2001 election including the MV Tampa Crisis and subsequent foreign policy challenges in the Pacific, including Fiji and the Solomon Islands, and the decision to invade Iraq. The most recently published volume is concerned with 2004 to 2007 focusing on Work Choices, Indigenous Reconciliation, the Northern Territory intervention and the election that saw the Coalition lose office and the Prime Minister his seat in parliament. Future volumes will be published in connection with our conference series.

Howard Government ministerial biographies and collection of speeches, 1995-2007

Biographical information relating to each serving minister of the Howard Government can also be found on our website, as well as a collection of speeches delivered by John Howard, from 1995 to 2007.



Public Leadership Research Group (PLRG)



In association with the Howard Library, the Public Leadership Research Group (PLRG) led by Professor Tom Frame AM has been actively producing scholarship in the area of public interest. In each instance, the studies outline the challenges associated with advancing the public interest across a range of government activities.

Digital engagement

The Library's digital engagement efforts have been channelled to our website and UNSW Canberra social media platforms to educate audiences, build relationships and drive a higher profile. With a greater focus on digital engagement during these restricted times we have experienced an encouraging growth in our social media reach. Working together with the UNSW Canberra Creative Media Unit we have not only increased the frequency of our posts but also our use of video stories to connect with our audience. In 2021, the Library will undergo a comprehensive update of our digital strategy to ensure we stay connected with our donors, researchers, visitors and supporters.

Google Arts & Culture

The Howard Library is partnering with Google Arts and Culture to use their tools to help digitise, manage and publish our collection. This dynamic tool allows us to share the stories of our collection through their website and mobile app. Google Arts and Culture provide tools for collection management, publishing and analytics allowing our collections to be searched and to reach a global audience. A virtual reality tour of the Howard Library will be made available in 2021.



Digital engagement (cont.)

UNSW Canberra @UNSWCanberra · Oct 31, 2018

As a child, John **Howard** worked in his father's garage at Dulwich Hill In Sydney. One of the exhibitions at the **Howard** Library contains a brick from the garage workshop wall.

The **Howard** Library – established by **UNSW Canberra** – will be open to the public from 4 December.

#library



0:52 | 81 views

UNSW Canberra @UNSWCanberra · Mar 25

Our staff at the **UNSW Howard** Library are still busy working away behind the scenes. The doors may be closed so we're going to bring the library to you. Here's a look at what you will see when you visit in the future.

#MuseumAtHome x @MoAD_Canberra



0:28 | 95 views

Great to have former Opposition Leader and current #moad board member, Simon Crean join Mr Howard for lunch #howardlibrary #unswcanberra



Katie Vandine and 2 others

Like Comment Share Send

UNSW Canberra @UNSWCanberra · Sep 25, 2018

One item on display in the **Howard** Library is **UNSW Canberra** graduate Mark O'Neill's uniform from when he served in Mozambique and the Middle East. See it and more when the **Howard** Library opens on 4 December at Old Parliament House.



1:01 | 102 views

Friends, this week's update to the #howardlibrary website includes Mr. Howard's final election night speech, Sofitel Wentworth Hotel, Sydney, 24 November 2007. #democracy #elections #auspol <https://bit.ly/320lxiz>



Megan Purcell GAICD and 7 others

Like Comment Share Send

Are you a researcher interested in accessing private consultations with Australia's 25th Prime Minister, The Honourable John Howard OM, AC. Watch our video below for more information. 🙋🏻🙋🏻

...see more

UNSW Canberra
4,187 followers
4mo • 🌐

Are you a researcher interested in accessing private consultations with the former Prime Minister John Howard?

...see more



scholars and students who were dedicated to the principles and practice of

UNSW Canberra's Public Leadership Research Group

Jennifer Lane and 12 others

Like Comment Share Send

Digital engagement (cont.)



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Canberra, Australian Capital Territory

Many Australians are familiar with John Howard's love of sport, and there are many exhibits in the Howard Library that reflect his passions. "We've been given ties, caps and programs from the Prime Minister's eleven, as well as a replica Davis Cup, and various other sporting equipment - so I think there will be something of interest for everyone who visits," says Professor Tom Frame.

166 views
OCTOBER 11, 2018

**Friends, by way of update, Mr Howard has been released from hospital and is recovering at home after an emergency appendix operation at Sydney's Royal North Shore Public Hospital last Monday. "I'm doing well and will be up and wi...see more



Mike Smith, AM and 15 others
2 Comments

Like Comment Share Send

Great to have Mr Howard for the fifth annual Howard Consultation. This year's topic: Australian Identity #howardlibrary #unswcanberra



Jane Yang and 5 others

Like Comment Share Send

Friends, this week's #howardlibrary update includes a walk-through video of our exhibition. Sorry you can't visit us but hopefully this video gives you a taste! 🍷👏
<https://lnkd.in/gf3iMni>



Brenden Brien and 1 other

Like Comment Share Send

#howardlibrary #museumat home just a little something ahead of more staff posts Annette Carter

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Our staff at the UNSW Howard Library are still busy working away behind the scenes. The doors may be closed so we're going to bring the library to you. Here's a look at what you will see when you visit in the future. #museu...see more



Andrew Bourandanis and 1 other

Like Comment Share Send

Friends, a biographical resource has been uploaded this week to the #howardlibrary website. We hope you find it useful. #auspol #unswcanberra #leadership #democracy



THE HOWARD LIBRARY

HOWARD MINISTRY – 1996 TO 2007

- THE HONORABLE TONY ABDETT, AC MP**
1970-71: Minister for Employment Services (1996-1997); Minister Assisting the Prime Minister for the Public Service (2001-2002); Minister for Employment and Workplace Relations (2001-2002); Minister for Health and Ageing (2003-2007)
[#unswcanberra_and_membersPublications/MPFD4E23](#)
- SENATOR THE HONORABLE ERIC ABETZ**
1970-71: Parliamentary Secretary to the Minister for Defence (1996-2001); Special Minister of State (2001-2002); Minister for Fisheries, Forestry and Conservation (2004-2007)
[#unswcanberra_and_membersPublications/MPFD4D26](#)
- SENATOR THE HONORABLE RICHARD ALTON, AO**
1970-71: Communications and the Arts (1996-1997); Communications, Information Technology and the Arts (1997-2002)
[#unswcanberra_and_membersPublications/MPFD4D14](#)
- THE HONORABLE JOHN ANDERSON, AO MP**
1970-71: Special Prime Minister (2001-2002); Minister for Primary Industries and Energy (1996-1998); Minister for Transport and Regional Development (1997); Minister for Transport and Regional Services (1998-2002)
[#unswcanberra_and_membersPublications/MPFD4D22](#)
- THE HONORABLE KEVIN ANDREWS, MP**
1970-71: Minister for Ageing (2001-2002); Minister for Employment and Workplace Relations (2003-2007); Minister Assisting the Prime Minister for the Public Service (2003-2007); Minister for Immigration and Citizenship (2005)
[#unswcanberra_and_membersPublications/MPFD4D25](#)
- THE HONORABLE LARRY ARTHUR, MP**
1970-71: Parliamentary Secretary to the Minister for Trade (1996-1998); Minister for Community Services (1999-2001); Minister for Children and Youth Affairs (2001-2004)
[#unswcanberra_and_membersPublications/MPFD4D18](#)

HOWARDLIBRARY.VIEW.1231.01 2/1

Andrew Bourandanis and 10 others

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Digital engagement (cont.)

#howardlibrary #museumathome just a little something ahead of more staff posts
Annette Carter

UNSW Canberra
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Our staff at the UNSW Howard Library are still busy working away behind the scenes. The doors may be closed so we're going to bring the library to you. Here's a look at what you will see when you visit in the future. #musei ...see more



Andrew Bourandanis and 1 other

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The Howard Library honours 'The Boy from Boree Creek'

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- 10-12-20 ARDNA: The China divide
- 4-12-20 Graduation 2020: Jeremy Chia Kai Ching
- 3-12-20 Graduation 2020: Barrie Titulaer

Tweets by @UNSWCanberra

UNSW Canberra Retweeted

Dr Bianca Capra @DrBiancaCapra
Yesterday my @UNSWCanberra research students and I scienced and made stuff hot! More exciting announcements on the way coming soon. #AcademicTwitter #AcademicChatter #Research #aerospace #engineering #WomenInSTEM

22.08.18 - By Professor Tim Frame
Staff at UNSW Canberra's Howard Library are saddened by the passing of one of Australia's much-loved and globally recognised parliamentarians, the Honourable Tim Fischer, AC, Australia's 11th Deputy Prime Minister. Tim Fischer was the Country Party member for Sturt in the New South Wales Legislative Assembly from

Embed View on Twitter

UNSW Canberra @UNSWCanberra · Jul 16
🌟 Did you know that #UNSWCBBR is home to the Public Leadership Research Group? 🌟

The #PLRG provide a range of resources and forums for students and researchers - Learn more about them today: bit.ly/3iKOTbW



UNSW Canberra @UNSWCanberra · Sep 3
#MuseumAtHome: What do you think is so special about a tray of disposable #Ansett towels manufactured in 2001?

Featured in the #UNSWCBBR #HowardLibrary, this tray of towels represents the human face of corporate collapse.



1 3

UNSW Canberra @UNSWCanberra · Sep 3
Still not following?

2001 was the year that Ansett, a major Australian airline group, went under. This collapse saw one of the biggest corporate shutdowns and layoffs in Australia's history.

Who knew face towels could mean so much!

Digital engagement (cont.)

UNSW Canberra @UNSWCanberra · Aug 25
#MuseumAtHome: Today we're bringing the museum to you!

This is called a Barong Tagalog, the national dress of the Philippines. This piece that hangs in #UNSWCBR's Howard Library was worn by Prime Minister #JohnHoward for the APEC group photo in 1996.



1 2

UNSW Canberra @UNSWCanberra · Aug 25
If you look closely, you can see the intricate embroidery that runs down the front of the #BarongTagalog. Did you know these pieces are traditionally woven from pineapple or banana fibres?

1 2

UNSW Canberra @UNSWCanberra · Aug 14
What does it take to be a museum curator?

From eBay auctions to item donations, #UNSWCBR's Howard Library Exhibitions Coordinator @AussieAlto takes us through the ins and outs of being a museum curator.

Step inside the world of curation here: bit.ly/2DQbu7g



2

UNSW Canberra @UNSWCanberra · Mar 25
Our staff at the UNSW Howard Library are still busy working away behind the scenes. The doors may be closed so we're going to bring the library to you. Here's a look at what you will see when you visit in the future. #MuseumAtHome x @MoAD_Canberra



0:41 | 98 views

3

UNSW Canberra @UNSWCanberra · Aug 7
Did you know Prime Ministers receive many gifts during official overseas trips and from visitors to Aus?

The Howard Library holds the complete inventory of gifts presented to the former PM. This bronze Grizzly Bear was given by @Schwarzenegger, Governor of California, in 2004.



0:49 | 316 views

UNSW Canberra @UNSWCanberra · Jul 1
"Now is the time for all Australians to get behind the new tax system to ensure its success. Together we can move Australia forward."

On this day 20 years ago #JohnHoward introduced #GST in Australia. #UNSWCBR's Howard Library remembers this milestone. bit.ly/31spT2W



Future plans

Annual Prize in Public Leadership

In 2021, the Howard Library will be establishing a national prize recognising and honouring exemplars of public leadership. This annual prize will seek nominations from members of the public to be assessed by an expert panel.

Occasional papers series

Our Visiting Fellows will be producing a series of occasional papers focusing on key portfolio areas of the Howard Government. An occasional paper is the Howard Library's commitment to engaging in public discussion, and, where possible, the development of public policy. The first two papers to be released next year focus on Industry policy and the Arts.

Podcast

We are exploring the value of developing a regular podcast on matters of current public policy that may benefit from reflections on Howard Government decisions and challenges.

Media platform

We will develop a Howard Library 'app' for the smartphone or tablet, containing a 360-degree view of our Exhibition. This will assist visitors in navigating the Exhibition and augment the experience of exhibits through geo-tagging, photogrammetry and additional explanations for collection items in writing or audio descriptions.

Partnerships

The Howard Library wishes to extend its gratitude to our exhibition and event partners for their continuing goodwill and generous assistance.



Educating the next generation of leaders

Through the Public Leadership Research Group, UNSW Canberra is home to Australia's only postgraduate courses in the field of public leadership – the Master of Public Leadership and Policy, and the Doctor of Public Leadership. These courses rely on the Howard Library for the drafting of assignments for submission and articles for publication. Students are encouraged to create a commentary on the archival materials they have used to interpret a public leadership challenge that confronted the Howard Government. The link between the courses and the archival material ensures the performance of the Howard Government will be subject to continuous assessment and reassessment.

Master of Public Leadership and Policy

Modern societies demand much from those obliged to protect the public interest and pursue the common good. The foremost expectation is effective leadership, particularly in the development and delivery of public policy. Public leadership transcending organisational management is expected within communities concerned with practical outcomes; agencies committed to regional issues; and, institutions with oversight of national priorities.

Despite the substantial premium placed on public leadership, few theorists and even fewer practitioners have closely examined the challenges of exercising public leadership in a range of contexts or the relationship between public leadership and policy formulation. The Master of Public Leadership and Policy uniquely addresses this gap by offering students a combination of courses focused specifically on public leadership alongside a rich selection of electives addressing broader issues related to local, national and global policy and its implementation.

Handbook Link: <http://www.handbook.unsw.edu.au/postgraduate/programs/current/8633.html>

UNSW Canberra
School of Humanities and Social Sciences
MASTER OF PUBLIC LEADERSHIP AND POLICY

COURSE DETAILS
ABOUT UNSW CANBERRA
UNSW Canberra is the only national academic institution with an integrated defence focus. Working at the intersection of a leading university and a military academy, UNSW Canberra has been educating defence leaders for half a century.

COURSE OVERVIEW
Postgraduate Study Level
1 Year Duration
Intake Semesters 1, December 2
Delivered as Distance Learning

CONTACT
Dr Barbara Edwards
Postgraduate Coordinator
b.edwards@unsw.edu.au

Modern societies demand much from those obliged to protect the public interest and pursue the common good. The foremost expectation is effective leadership, particularly in the development and delivery of public policy. Despite the substantial premium placed on public leadership, few theorists and even fewer practitioners have closely examined the challenges of exercising public leadership in a range of contexts or the relationship between public leadership and policy formulation. The Master of Public Leadership and Policy uniquely addresses this gap by offering students a combination of courses focused specifically on public leadership alongside a rich selection of electives addressing broader issues related to local, national and global policy and its implementation. The Master of Public Leadership and Policy has been developed to serve those occupying or aspiring to positions of public leadership, as well as postgraduate scholars seeking to develop a research competence in this highly significant emerging field.

FOR MORE INFORMATION AND HOW TO APPLY
www.unsw.edu.au/master-public-leadership-and-policy

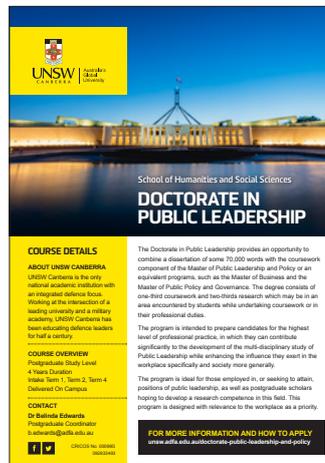
Educating the next generation of leaders (cont.)

Doctorate in Public Leadership

The Doctorate in Public Leadership (DPL) degree provides an opportunity to combine a doctoral thesis of some 60,000 words with the coursework component of the Master of Public Leadership and Policy (8633) or an equivalent program, such as the Master of Business (8388) and the Master of Public Policy and Governance (8259). The degree consists of one-third coursework (equivalent to one-year full-time study) and two-thirds research (equivalent to two-years full-time study) which may be in an area encountered by the student while undertaking coursework.

The 2-year research component of the DPL consists of an independent supervised study, with a focus on either in-depth investigation and research of a particular professional issue or set of issues (applied practice-based empirical research) or conceptual research about a particular policy area that builds original policy and governance knowledge.

Handbook Link: <https://www.handbook.unsw.edu.au/research/programs/current/1751>



The poster features the UNSW Canberra logo at the top left, a photograph of the Parliament House in Canberra at night, and the text 'School of Humanities and Social Sciences DOCTORATE IN PUBLIC LEADERSHIP'. Below the image, there are sections for 'COURSE DETAILS', 'ABOUT UNSW CANBERRA', 'COURSE OVERVIEW', 'CONTACT', and 'FOR MORE INFORMATION AND HOW TO APPLY'.

COURSE DETAILS

ABOUT UNSW CANBERRA
UNSW Canberra is the only national academic institution with an integrated defence focus. Working at the intersection of a leading university and a military academy, UNSW Canberra has been educating defence leaders for half a century.

COURSE OVERVIEW
Postgraduate Study Level 4
4 Years Duration
 intake: Term 1, Term 2, Term 4
 Delivered On Campus

CONTACT
Dr Belinda Edwards
Postgraduate Coordinator
b.edwards@unsw.edu.au

FOR MORE INFORMATION AND HOW TO APPLY
www.unsw.edu.au/doctorate-public-leadership-and-policy

THE HOWARD MINISTRIES 1996 & 1998



IMAGE COURTESY OF THE NATIONAL ARCHIVES OF AUSTRALIA, NAA: A945, 4945/96/2

THE FIRST HOWARD MINISTRY HELD OFFICE FROM 11 MARCH 1996

CABINET

The Hon John Howard MP
Prime Minister

The Hon Tim Fischer MP
Deputy Prime Minister
Minister for Trade

Senator the Hon Richard Alton
Minister for Communications and the Arts
Deputy Leader of the Government
in the Senate

The Hon John Anderson MP
Minister for Primary Industries and Energy

The Hon Peter Costello MP
Treasurer

The Hon Alexander Downer MP
Minister for Foreign Affairs

The Hon John Fahey MP
Minister for Finance

Senator the Hon Robert Hill
Minister for the Environment
Leader of the Government in the Senate

The Hon Ian McLachlan AO MP
Minister for Defence

The Hon John Moore MP
Minister for Industry, Science and Tourism
Vice-President of the Executive Council

Senator the Hon Jocelyn Newman
Minister for Social Security
Minister Assisting the Prime Minister
for the Status of Women

The Hon Peter Reith MP
Minister for Industrial Relations

The Hon John Sharp MP
Minister for Transport
and Regional Development

Senator the Hon Amanda Vanstone
Minister for Employment, Education,
Training and Youth Affairs

The Hon Dr Michael Woolridge MP
Minister for Health and Family Services

OUTER MINISTRY

The Hon Tony Abbott MP
Parliamentary Secretary to the Minister
for Employment, Education, Training
and Youth Affairs

The Hon Bronwyn Bishop MP
Minister for Defence Industry, Science
and Personnel

Senator the Hon David Brownhill
Parliamentary Secretary to the Minister
for Primary Industries and Energy

**Parliamentary Secretary to the Minister
for Trade**

Senator the Hon Ian Campbell
Parliamentary Secretary to the Minister
for the Environment

Senator the Hon Brian Gibson
Parliamentary Secretary to the Treasurer

Senator the Hon John Herron
Minister for Aboriginal and Torres Strait
Islander Affairs

The Hon David Jull MP
Minister for Administrative Services

The Hon Dr David Kemp MP
Minister for Schools, Vocational Education
and Training

**Minister Assisting the Prime Minister
for the Public Service**

Senator the Hon Rod Kemp
Parliamentary Secretary to the Minister
for Social Security

The Hon Peter McGauran MP
Minister for Science and Technology
Deputy Leader of the House

The Hon Chris Miles MP
Parliamentary Secretary (Cabinet)

Senator the Hon Nick Minchin
Parliamentary Secretary to the Prime Minister

The Hon Judi Moylan MP
Minister for Family Services

Senator the Hon Warwick Pater
Minister for Resources and Energy

The Hon Geoff Prosser MP
Minister for Small Business
and Consumer Affairs

The Hon Phillip Ruddock MP
Minister for Immigration
and Multicultural Affairs

The Hon Bruce Scott MP
Minister for Veterans' Affairs

Senator the Hon Jim Short
Assistant Treasurer

The Hon Warwick Smith MP
Minister for Sport, Territories
and Local Government

Senator the Hon Grant Tambling
Parliamentary Secretary to the Minister
for Transport and Regional Development

The Hon Andrew Thomson MP
Parliamentary Secretary to the Minister
for Foreign Affairs

The Hon Daryl Williams AM QC MP
Attorney-General
Minister for Justice

Senator the Hon Bob Woods
Parliamentary Secretary to the Minister
for Health and Family Services



ALPSC COLLECTION, PHOTOGRAPH DENNIS HEKING, © 1998 COMMONWEALTH OF AUSTRALIA

THE SECOND HOWARD MINISTRY HELD OFFICE FROM 21 OCTOBER 1998

CABINET

The Hon John Howard MP
Prime Minister

The Hon Tim Fischer MP
Deputy Prime Minister
Minister for Trade

Senator the Hon Richard Alton
Minister for Communications,
Information Technology and the Arts
Deputy Leader of the Government
in the Senate

The Hon John Anderson MP
Minister for Transport and Regional Services

The Hon Peter Costello MP
Treasurer

The Hon Alexander Downer MP
Minister for Foreign Affairs

The Hon John Fahey MP
Minister for Finance and Administration

Senator the Hon Robert Hill
Minister for the Environment and Heritage
Leader of the Government in the Senate

The Hon Dr David Kemp MP
Minister for Education, Training
and Youth Affairs
Vice-President of the Executive Council
Minister Assisting the Prime Minister
for the Public Service

Senator the Hon Nick Minchin
Minister for Industry, Science and Resources

The Hon John Moore MP
Minister for Defence

Senator the Hon Jocelyn Newman
Minister for Family and Community Services
Minister for the Status of Women

The Hon Peter Reith MP
Minister for Employment, Workplace
Relations and Small Business
Leader of the House

The Hon Phillip Ruddock MP
Minister for Immigration
and Multicultural Affairs
Minister Assisting the Prime Minister
for Reconciliation

The Hon Mark Vaile MP
Minister for Agriculture, Fisheries
and Forestry

The Hon Daryl Williams AM QC MP
Attorney-General

The Hon Dr Michael Woolridge MP
Minister for Health and Aged Care

OUTER MINISTRY

The Hon Tony Abbott MP
Minister for Employment Services
and Regulation

Senator the Hon Eric Abetz
Parliamentary Secretary to the Minister
for Defence

The Hon Larry Anthony MP
Parliamentary Secretary (Trade)

The Hon Bronwyn Bishop MP
Minister for Aged Care

Senator the Hon Ian Campbell
Parliamentary Secretary to the Minister
for Communications, Information
Technology and the Arts
Manager of Government Business
in the Senate

Senator the Hon Chris Ellison
Special Minister of State

The Hon Warren Entsch MP
Parliamentary Secretary to the Minister
for Industry, Science and Resources

Senator the Hon Bill Heffernan
Parliamentary Secretary to Cabinet

Senator the Hon John Herron
Minister for Aboriginal and Torres Strait
Islander Affairs

The Hon Joe Hockey MP
Minister for Financial Services
and Regulation

The Hon Jackie Kelly MP
Minister for Sport and Tourism
Minister Assisting the Prime Minister
for the Sydney 2000 Olympics

Senator the Hon Rod Kemp
Assistant Treasurer

Senator the Hon Ian Macdonald
Minister for Regional Services, Territories
and Local Government

The Hon Peter McGauran MP
Minister for the Arts and the Centenary
of Federation

Deputy Leader of the House

Senator the Hon Kay Patterson
Parliamentary Secretary to the Minister
for Immigration and Multicultural Affairs

The Hon Bruce Scott MP
Minister for Veterans' Affairs
Minister Assisting the Minister
for Defence

The Hon Peter Slipper MP
Parliamentary Secretary to the Minister
for Finance and Administration

The Hon Dr Sharran Stone MP
Parliamentary Secretary to the Minister
for the Environment and Heritage

The Hon Kathy Sullivan MP
Parliamentary Secretary (Foreign Affairs)

Senator the Hon Grant Tambling
Parliamentary Secretary to the Minister
for Health and Aged Care

Senator the Hon Judith Troeth
Parliamentary Secretary to the Minister
for Agriculture, Fisheries and Forestry

The Hon Warren Truss MP
Minister for Community Services

The Hon Wilson Tuckey MP
Minister for Forestry and Conservation
Minister Assisting the Prime Minister

Senator the Hon Amanda Vanstone
Minister for Justice and Customs

The Hon Trish Worth MP
Parliamentary Secretary to the Minister
for Education, Training and Youth Affairs

THE HOWARD MINISTRIES 2001 & 2004



ADSP COLLECTION PHOTOGRAPH BY TONY WEST © 2007 COMMONWEALTH OF AUSTRALIA

THE THIRD HOWARD MINISTRY HELD OFFICE FROM 26 NOVEMBER 2001

CABINET

The Hon John Howard MP
Prime Minister

The Hon Kevin Andrews MP
Deputy Prime Minister
Minister for Transport and Regional Services

The Hon Tony Abbott MP
Minister for Employment and Workplace Relations
Minister Assisting the Prime Minister for the Public Service
Leader of the House

Senator the Hon Richard Alston
Minister for Communications and Information Technology
Deputy Leader of the Government in the Senate

The Hon Peter Costello MP
Treasurer

The Hon Alexander Downer MP
Minister for Foreign Affairs

Senator the Hon Robert Hill
Minister for Defence
Leader of the Government in the Senate

The Hon Dr David Kemp MP
Minister for the Environment and Heritage
Vice-President of the Executive Council

The Hon Ian Macfarlane MP
Minister for Industry, Tourism and Resources

Senator the Hon Nick Minchin
Minister for Finance and Administration

The Hon Dr Brendan Nelson MP
Minister for Education, Science and Training
Minister for Health and Ageing

The Hon Philip Ruddock MP
Minister for Immigration and Multicultural and Indigenous Affairs
Minister Assisting the Prime Minister for Reconciliation

The Hon Warren Truss MP
Minister for Agriculture, Fisheries and Forestry

The Hon Mark Vaile MP
Minister for Trade

Senator the Hon Amanda Vanstone
Minister for Family and Community Services
Minister Assisting the Prime Minister for the Status of Women

The Hon Daryl Williams AM QC MP
Attorney-General

OUTER MINISTRY

Senator the Hon Eric Abetz
Special Minister of State

The Hon Kevin Andrews MP
Minister for Ageing

The Hon Larry Anthony MP
Minister for Children and Youth Affairs

The Hon Fran Bailey MP
Parliamentary Secretary to the Minister for Defence

Senator the Hon Ron Boswell
Parliamentary Secretary to the Minister for Transport and Regional Services

The Hon Mal Brough MP
Minister for Employment Services

The Hon Ross Cameron MP
Parliamentary Secretary to the Minister for Family and Community Services

Senator the Hon Ian Campbell
Parliamentary Secretary to the Treasurer
Manager of Government Business in the Senate

Senator the Hon Helen Coonan
Minister for Revenue and Assistant Treasurer

Senator the Hon Chris Ellison
Minister for Justice and Customs

The Hon Warren Entsch MP
Parliamentary Secretary to the Minister for Industry, Tourism and Resources

The Hon Chris Galus MP
Parliamentary Secretary (Foreign Affairs)

The Hon Gary Handgrave MP
Minister for Citizenship and Multicultural Affairs

Senator the Hon Bill Heffernan
Parliamentary Secretary to Cabinet

The Hon Joe Hockey MP
Minister for Small Business and Tourism

The Hon Jackie Kelly MP
Parliamentary Secretary to the Prime Minister

Senator the Hon Rod Kemp
Minister for the Arts and Sport

Senator the Hon Ian Macdonald
Minister for Forestry and Conservation

The Hon Peter McGauran MP
Minister for Science
Deputy Leader of the House

The Hon Peter Slipper MP
Parliamentary Secretary to the Minister for Finance and Administration

The Hon Dr Sharman Stone MP
Parliamentary Secretary to the Minister for the Environment and Heritage

Senator the Hon Judith Towth
Parliamentary Secretary to the Minister for Agriculture, Fisheries and Forestry

The Hon Wilson Tuckey MP
Minister for Regional Services, Territories and Local Government

The Hon Danna Vale MP
Minister for Veterans' Affairs
Minister Assisting the Minister for Defence

The Hon Trish Worth MP
Parliamentary Secretary to the Minister for Health and Ageing



ADP PHOTOGRAPH MARK COLEMAN

THE FOURTH HOWARD MINISTRY HELD OFFICE FROM 22 OCTOBER 2004

CABINET

The Hon John Howard MP
Prime Minister

The Hon John Anderson MP
Deputy Prime Minister
Minister for Transport and Regional Services

The Hon Tony Abbott MP
Minister for Health and Ageing

The Hon Kevin Andrews MP
Minister for Employment and Workplace Relations
Minister Assisting the Prime Minister for the Public Service

Senator the Hon Ian Campbell
Minister for the Environment and Heritage

Senator the Hon Helen Coonan
Minister for Communications, Information Technology and the Arts

The Hon Peter Costello MP
Treasurer

The Hon Alexander Downer MP
Minister for Foreign Affairs

Senator the Hon Robert Hill
Minister for Defence

The Hon Ian Macfarlane MP
Minister for Industry, Tourism and Resources

Senator the Hon Nick Minchin
Minister for Finance and Administration

The Hon Dr Brendan Nelson MP
Minister for Education, Science and Training

Senator the Hon Kay Patterson
Minister for Family and Community Services
Minister Assisting the Prime Minister for Women's Issues

The Hon Philip Ruddock MP
Attorney-General

The Hon Warren Truss MP
Minister for Agriculture, Fisheries and Forestry

The Hon Mark Vaile MP
Minister for Trade

Senator the Hon Amanda Vanstone
Minister for Immigration and Multicultural and Indigenous Affairs
Minister Assisting the Prime Minister for Indigenous Affairs

OUTER MINISTRY

Senator the Hon Eric Abetz
Special Minister of State

The Hon Fran Bailey MP
Minister for Small Business and Tourism

The Hon Bruce Billson MP
Parliamentary Secretary (Foreign Affairs and Trade)

The Hon Julie Bishop MP
Minister for Ageing

The Hon Mal Brough MP
Minister for Revenue and Assistant Treasurer

The Hon John Cobb MP
Parliamentary Secretary to the Minister for Transport and Regional Services

Senator the Hon Richard Colbeck
Parliamentary Secretary to the Minister for Agriculture, Fisheries and Forestry

The Hon Peter Dutton MP
Minister for Workforce Participation

Senator the Hon Chris Ellison
Minister for Justice and Customs

The Hon Warren Entsch MP
Parliamentary Secretary to the Minister for Industry, Tourism and Resources

The Hon Pat Farmer MP
Parliamentary Secretary to the Minister for Education, Science and Training

The Hon Teresa Gambano MP
Parliamentary Secretary to the Minister for Defence

The Hon Gary Handgrave MP
Minister for Vocational and Technical Education
Minister Assisting the Prime Minister

The Hon Joe Hockey MP
Minister for Human Services

The Hon Greg Hunt MP
Parliamentary Secretary to the Minister for the Environment and Heritage

The Hon Dr-Anne Kelly MP
Minister for Veterans' Affairs

Senator the Hon Rod Kemp
Minister for the Arts and Sport

The Hon Susan Ley MP
Parliamentary Secretary to the Minister (Children and Youth Affairs)

The Hon Jim Lloyd MP
Minister for Local Government, Territories and Roads

Senator the Hon Ian Macdonald
Minister for Fisheries, Forestry and Conservation

The Hon Peter McGauran MP
Minister for Citizenship and Multicultural Affairs

The Hon Gary Nairn MP
Parliamentary Secretary to the Prime Minister

The Hon Chris Pearce MP
Parliamentary Secretary to the Treasurer

The Hon Christopher Pyne MP
Parliamentary Secretary to the Minister for Health and Ageing

The Hon Dr Sharman Stone MP
Parliamentary Secretary to the Minister for Finance and Administration

Howard Library team



From left: Maree Spratt, Trish Burgess, Andrew Blyth, Professor David Lovell and Annette Carter.

Howard Library Advisory Board

Rear Admiral David Campbell AM (Retd)

Ms Kate Carnell AO

Mr Doug Chester

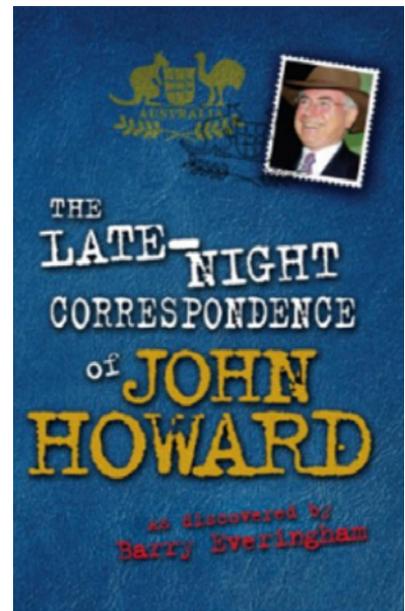
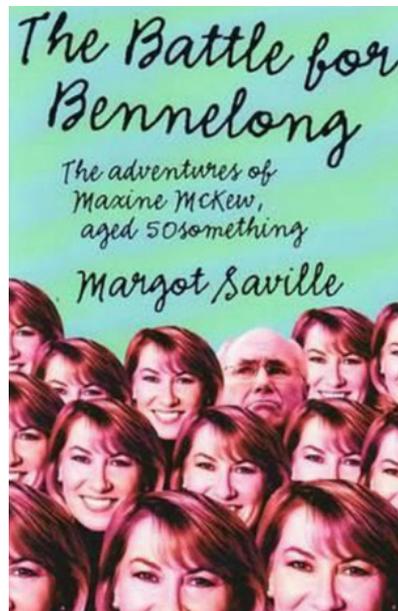
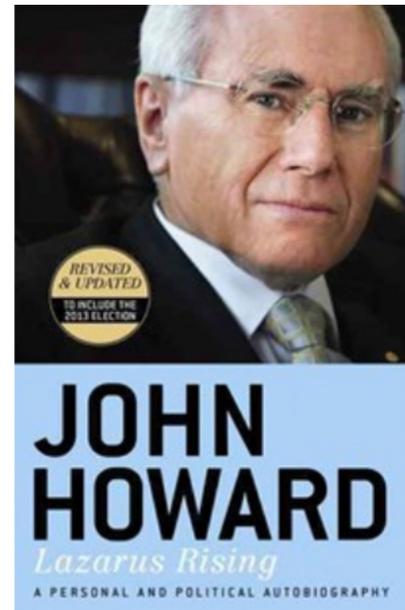
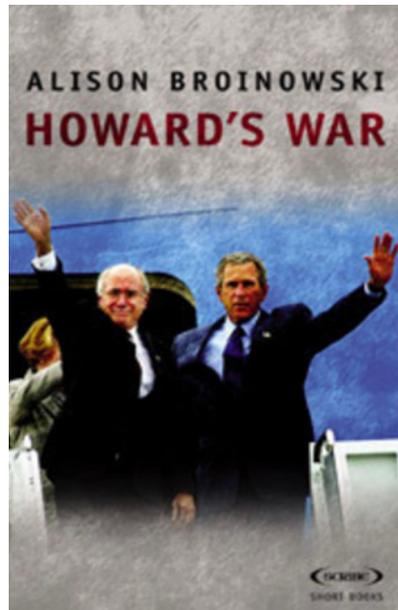
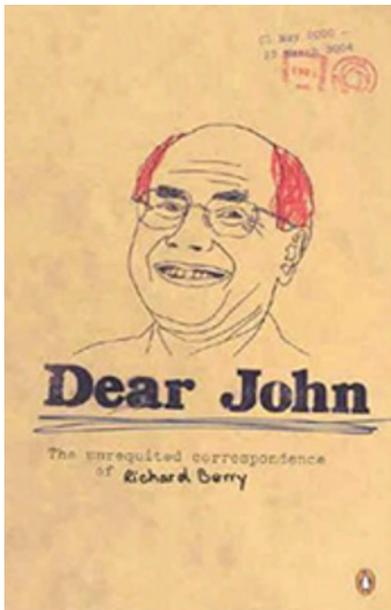
Dr Wendy Craik AO

Mr Michael Forshaw (11/7/2018 – 11/8/2020)

Dr Maria Maley

Dr David Marshall AM

Ms Maggie Shapley



Did you know?

As part of the book collection, The Howard Library also houses a huge range of titles relating to the Howard government.

On the wish list is the above elusive title, 'The late-night correspondence of John Howard'.

Location

Old Parliament House
18 King George Terrace
Parkes, ACT 2600
Australia

This report is available online at
<https://howardlibrary.unsw.edu.au/news>

Contact

info@howardlibrary.unsw.edu.au

For media, research and group visitation
enquiries contact: Andrew Blyth, Group Manager,
Public Leadership Research Group – Howard Library.
a.blyth@adfa.edu.au



PUBLIC LEADERSHIP
RESEARCH GROUP

