APPOINTMENTS

Professor Simon Jackman
Chief Executive Officer

Professor Simon Jackman became CEO of the United States Studies Centre at the University of Sydney in April 2016. Born and raised in Australia, he went to the United States for his PhD (Political Science, Rochester) in 1988. From 1996 to 2016, Jackman taught Political Science and Statistics at Stanford University. Jackman’s research focuses on public opinion, political participation, and electoral systems, in both the United States and Australia. Since 2009, Jackman has been one of the Principal Investigators of the American National Election Studies, the world’s longest running and most authoritative study of political attitudes and behaviour.

Brendan Thomas-Noone
Research Fellow, Alliance 21 Program

Brendan Thomas-Noone is a Research Fellow in the Alliance 21 Program. His interests include international security, nuclear deterrence in the Indo-Pacific and the politics of cyberspace. He was formerly a Research Associate in the International Security Program at the Lowy Institute where he worked on nuclear deterrence and policy in Asia, maritime security affairs and Australian defence policy. He was also an editor and contributing writer for The Interpreter. He holds a Bachelor of Arts with Honours and a Master of International Relations from the University of Melbourne where he focused on US foreign policy and modern history. Thomas-Noone has also received a Master of Science in Global Politics from the London School of Economic and Political Science where his dissertation explored the theoretical interactions between the internet and state sovereignty in China.

RESEARCH

Alliance 21

Publications

- **Australia and the US Asian alliance network**
  Author Elsina Wainwright looked at the role of the US-Australia alliance in the rapidly changing Indo-Asia-Pacific region.

- **Australia, India and the United States: The challenge of forging new alignments in the Indo-Pacific**
  Author David Brewster considered how the relationships both the United States and Australia are building with India complement each other and diverge.
• **Women at Work: Australia and the United States**
Authors Rae Cooper, Marian Baird and Meraiah Foley compared the working lives of women in both Australia and the United States, looking at challenges in regards to pay, statutory protections, affordable childcare and women's representation in corporate leadership.

• **Against Complacency: Risks and Opportunities for the Australia-US Alliance**
Alliance 21 Fellow Richard Fontaine considered the future of the Australia-US alliance ahead of the 2016 presidential election.

• **Australia and the United States in Antarctica: Warm partners on the coldest planet**
Professor Tim Stephens examined the importance of US Antarctic research and Australia's potential role in its continuation.

**Alliance 21 Fellowship**

• During his nine-week stay in Australia, the Centre’s inaugural Alliance 21 Fellow Richard Fontaine undertook a comprehensive schedule of engagements to help him form a more nuanced perspective of Australia’s relationship with the United States. He met senior strategic thinkers, including former defence ministers Stephen Smith and Robert Hill AC, as well as influential public intellectuals Hugh White and Rory Medcalf. He also engaged with the general public through events and media. Fontaine is the President of the Center for a New American Security based in Washington DC.

**Events**

• **G’Day USA**
The Centre hosted a number of events with Australian Minister for Foreign Affairs Julie Bishop in the United States as part of the G’Day USA program. In Washington DC, Bishop addressed a packed house at the Centre for a New American Security (CNAS). Her speech on Australia’s view of Asia’s rapidly evolving security and economic dynamics was followed by a panel discussion with US Congressman Matthew Salmon and CNAS CEO Michèle Flournoy. In California, Bishop joined a closed-door discussion on the Middle East at RAND Corporation. She also spoke at the US–Australian Dialogue at the University of California, Los Angeles.

• **Women at Work report launch**
The Women at Work report was launched with an in-depth discussion between co-author Rae Cooper and former Premier of NSW Kristina Keneally at Macquarie Bank’s Sydney headquarters.

• **Professional Fellows On Demand**
Alliance 21 research fellow Ashley Townshend spent three weeks in the United States as the Australian delegate to the US State Department’s “Professional Fellows On Demand” program – an international visitor’s program designed to build think tank influence and effectiveness across the Asia-Pacific.

**Asian Research Network**
The Centre published the results of a major five-country survey into regional attitudes on trade, the Trans-Pacific Partnership, the US-China relationship, the
likelihood of conflict in the region and how Australia, China, Indonesia, Japan, and South Korea view their neighbours. “America’s role in the Asia-Pacific” was the result of a collaborative effort between six organisations in the region, including the Centre’s sister institution, the Perth USAsia Centre.

The landmark report was launched at an event in Sydney featuring a panel of experts including David Rothkopf, CEO and editor of the FP Group (Foreign Policy magazine).

**Dow Sustainability Program**

The Centre, with the support of the Dow Chemical Company, presented the final report from the Dow Sustainability Program to Minister for the Environment and Energy, The Hon Josh Frydenberg MP, at a reception at Parliament House. The report draws together the outcomes of the multi-year program in five main areas: alternative transport fuels, soil carbon and soil security, sustainable management of surface and groundwater, the water/energy nexus in a carbon-constrained world, and the urban environment.

**Future Cities Collaborative**

**Reports**

- Can You Afford to Live Where You Choose? Local approaches to making it affordable for people to live in their communities
- Growing the Australian Innovation Economy
  
  At the launch of the report, the NSW Minister for Planning, the Hon. Rob Stokes, presented a keynote speech before an audience of more than 100 key stakeholders across industry, academia and government.

**Events**

- **United States-Australia City Exchange**
  
  The FCC travelled with a host of Australian city leaders to five of America's leading urban centres to explore burgeoning innovation ecosystems taking root in each city. Supported by AECOM, the Exchange took in San Francisco, Seattle, Boston, New York City, and Philadelphia.
- **Placemaking expert Ethan Kent**
  
  Placemaking expert Ethan Kent visited Australia for a series of events on urban renewal and development. He gave the keynote address at the 2016 Media Architecture Biennale (MAB16) and also spoke at the City Leaders’ Summit.

**Emerging US Security Partnerships in Southeast Asia**

The dynamics of US-China-Southeast Asia relations report by Dr Bates Gill, Dr Evelyn Goh and Dr Chin-Hao Huang provided an in-depth assessment of the emerging and increasingly competitive strategic dynamic amongst the United States, China and Southeast Asia, and provided recommendations for the incoming US administration and Congress. This study built on earlier research released by the USSC and was the culmination of the two-year project, Emerging US Security Partnerships in Southeast Asia, funded by the MacArthur Foundation.
US-China relations

US foundation funding in Australia
The Centre, in partnership with Philanthropy Australia and the Foundation Center, released a report on US foundation funding for Australia.

Quarterly Essay
Research director James Brown’s Quarterly Essay on Australia’s path to war looked at why we enter conflicts overseas and who is pulling the strings.

ACADEMIC
Publications
- Senior lecturer and academic director Dr David Smith launched his book Religious Persecution and Political Order in the United States with ABC Radio National host Andrew West at an event on campus. The book compares the persecution experiences of many religious groups, going beyond celebratory accounts of religious freedom in America to examine why the state has protected some minorities and allowed others to be persecuted.
- Two of the Centre's academics, Rodney Taveira and Aaron Nyerges, edited a special issue of the Australasian Journal of American Studies (AJAS). The July issue arose out of a conference held at the Centre in June 2015, titled "The State and US Culture Industries". The pair also wrote the introductory chapter on populism and propaganda in the US culture industries.
- Lecturer Dr Rebecca Sheehan published an article in Australian Feminist Studies on Germaine Greer's place in public life after getting exclusive access to her archives earlier in the year.
- Lecturer Dr Rodney Taveira explored literary and critical cosmopolitanism in an essay for New Scholar.
- Research associate and lecturer Dr Michael Thompson launched his new book, For God and Globe Centre, about the lost history of Christian Internationalism between the 1920s and 1940s.

Awards
- Associate Professor Brendon O'Connor was presented the prestigious Vice-Chancellor's Award for Outstanding Teaching at a ceremony in the University of Sydney’s Great Hall. The award recognises and rewards excellence in teaching across all activities that contribute to students learning experience and outcomes
- Lecturer Dr Rebecca Sheehan was the recipient of a University of Sydney Faculty of Arts and Social Sciences Teaching Award.
Visiting scholars
The Centre invites leading scholars to pursue projects that align with and further the research agendas of its faculty. Scholars who took up residence at the Centre in 2016 were:

- Michelle Burnham
  Professor at the Santa Clara University College of Arts and Sciences
- N. Bruce Duthu
  Samson Occom Professor of Native American Studies, Dartmouth
- David Ekbladh
  Associate Professor of History at Tufts University
- Leonie Huddy
  Professor of Political Science at Stony Brook University
- Paula Rabinowitz
  Professor in the Department of English at the University of Minnesota
- Yiman Wang
  Associate Professor of Film and Digital Media at the University of California, Santa Cruz
- Natasha Zaretsky
  Associate Professor of Contemporary US History at Southern Illinois University, Carbondale

Regionalising American Studies
A project led by Centre lecturers Aaron Nyerges and Thomas Adams is one of the first major cross-disciplinary projects to be funded by the new Sydney Social Sciences and Humanities Advanced Research Centre (SSSHARC). The Regionalising American Studies project challenges transnationalism as the primary mode of studying America outside its borders. It offers the region as a way to rethink the nation from a global and local scale.

TEACHING
Postgraduate
In 2016, 126 students undertook postgraduate study offered by the Centre.

Programs on offer:
- Master of US Studies
- Graduate Diploma of US Studies
- Graduate Certificate of US Studies
- Master of Arts (Research)
- Master of Philosophy
- Doctor of Philosophy

Units on offer:
- USSC6901 Fundamentals of US Studies
- USSC6902 US Politics: Presidency and Congress
• USSC6903 US Foreign and National Security Policy
• USSC6905 US Economic Policy and Regulation
• USSC6906 US Constitution
• USSC6907 American Exceptionalism
• USSC6914 Key Issues in American Culture
• USSC6920 US Media: Politics, Culture, Technology
• GOVT6359 US-China Relations
• USSC6916 Research Essay in US Studies
• USSC6919 American Film and Hollywood

Undergraduate

Undergraduate students enrolled in USSC units of study numbered 728 in 2016.

Programs on offer:

• Major in American Studies
• Honours in American Studies

Units on offer:

• AMST2601 American Foundations
• USSC2601 US in the World
• USSC2602 US Politics: Elections, Presidents, Laws
• USSC3601 Public Opinion and Voting in the US
• AMST1001 Global America
• AMST2606 Stand Up USA: American Comedy and Humour
• AMST3601 American Perspectives
• USSC2603 Americanism and Anti-Americanism
• USSC2604 Sex, Race and Rock in the USA

High school

• The Board of Studies-endorsed HSC course America: Prophecy, Power, Politics was offered again in 2016, giving 13 Year 11 and Year 12 students the opportunity to develop university-standard writing and critical thinking skills, and earn credit towards a tertiary degree.
• The Centre’s high school debating competition, Debate the future of America, was won by North Sydney Girls High School.
• Huon Williams was the recipient of the USSC-sponsored History Teachers’ Association NSW Extension History Essay prize for best HSC History Extension essay on an American topic.

Internships

• Alliance 21 internship
• American Chamber of Commerce internship
• Media internship
• US Consulate internship
Student events

- The year kicked off with Centre representatives available on campus to speak to prospective students at the University of Sydney’s Info Day.
- At the University of Sydney’s Open Day, the Centre hosted a live election debate with Donald Trump and Hillary Clinton impersonators.
- A double screening of the classic high school movies Heathers (1988) and Mean Girls (2004) was held at the Manning Bar, with special guest Dan Waters, screenwriter of Heathers.

GLOBAL EXPERIENTIAL LEARNING

UCLA Study Abroad Program

The UCLA Study Abroad Program provides a once-in-a-lifetime opportunity for students to study at the University of California, Los Angeles, ranked 16th in the 2015–16 Times Higher Education world university rankings. Students choose from hundreds of courses offered by UCLA from a variety of disciplines.

In 2016, 34 students from the University of Sydney and 30 students from the University of Western Australia participated in the program.

Los Angeles Placement Program

The Centre runs the Los Angeles Placement Program in partnership with the University of California Los Angeles Extension (UCLA Extension). Designed for aspiring business leaders, the program not only equips students with the leadership skills to give them a competitive advantage in the workforce, but also with an in-depth understanding of the complexities of American business.

The Centre organised placements for 25 students from the University of Sydney and four from the University of Western Australia.

Washington DC Placement Program

The Washington DC Placement Program was launched by the Centre in partnership with the University of California Washington Center. In 2016, the program provided 24 students from the University of Sydney and the University of Western Australia with the unrivalled opportunity to live in the seat of American power and witness first hand the interaction of government and business.

Shanghai Study Abroad Program

The Shanghai Study Abroad Program was developed by the Centre in partnership with the Center for American Studies at Fudan University. Eleven students participated in the 2016 program which combines study with a schedule of site visits to leading organisations.

G’day USA American Insights Tour

In partnership with G’Day USA, the Centre offered University of Sydney Business and Arts postgraduate students an incredible opportunity to attend official G’Day USA events across the United States. This exclusive program allowed 17 students
special entry to policy, business, and culture events and incorporated site visits to a variety of organisations in each city, such as Warner Bros, Stanford University, and the US Chamber of Commerce.

**Uni-Capitol Washington Internship Programme**

The Uni-Capitol Washington Internship Programme (UCWIP) offers Australian students the opportunity to intern in a range of US congressional offices for eight weeks from January to March each year. Students enrolled in the Master of United States Studies at the University of Sydney are eligible to apply.

**EVENTS**

- The Centre hosted 96 events in 2016 (92 in Sydney, 1 in Washington DC, 1 in Los Angeles, 2 in Canberra)
- More than 5000 people attended USSC events
- USSC events featured 77 speakers

**Highlights**

- **Centre hosts VP Biden policy speech**
  The Centre was proud to co-sponsor the historic address by Joe Biden in Sydney as part of his first visit to Australia as US vice president. Centre CEO Simon Jackman addressed a packed Paddington Town Hall on the importance of the US-Australia alliance before the vice president's remarks.

- **Australian Ambassador to the US Joe Hockey**
  In the days prior to the US presidential election, the Australian Ambassador to the US, The Hon. Joe Hockey, shared his thoughts on the relationship between the United States and Australia to an audience at the University of Sydney.

- **US Politics: Even worse than it looks**
  The Centre partnered with the Sydney Opera House's Festival of Dangerous Ideas for this provocatively titled panel featuring Centre CEO Simon Jackman in conversation with Stanford University's Shanto Iyengar and The Atlantic's Norman Ornstein.

- **Understanding ISIS with David Kilcullen**
  Military strategist and author David Kilcullen launched his new book, *Blood Year*, to a packed house. In his address, he spoke about how to define Islamic State, where it is most threatening and what the US and Australian governments should be doing to fight the organisation.

- **An Afternoon with Anne-Marie Slaughter**
  Foreign policy analyst, public commentator and New America Foundation president and CEO Anne-Marie Slaughter spoke at the University of Sydney about US foreign policy under Obama and beyond.

- **US Ambassador John Berry on the future of the US-Australia relationship**
  As he concluded his tenure as US Ambassador to Australia, John Berry joined research director James Brown to reflect on his time in Australia and also offer his thoughts on the future of the US-Australia relationship.

- **Sydney Writers' Festival partnership**
Hanya Yanagihara, author of the award-winning book *A Little Life*, headlined a series of events co-presented by the USSC and the Sydney Writers’ Festival. Centre experts featured at a number of other events during the festival, including research director James Brown at events on the legacy of the Iraq War and the challenges of re-entering civilian life, while senior lecturer David Smith discussed US politics at America: Writers Talk Politics.

- **Marriage Equality in Australia: Lessons from the US Campaign**
  The architect of the marriage equality movement in the United States, Evan Wolfson, and the leader of Ireland’s Yes Equality campaign, Tiernan Brady, discussed how lessons from the US and Ireland can be applied to Australia at an event held in Sydney.

- **Doing business in Virginia under a new American administration**
  In partnership with the Virginia Economic Development Partnership, the Governor of Virginia Terry McAuliffe gave a public lecture on the future opportunities for his state and for business in areas such as defence and technology, where Virginia has emerged as the Silicon Valley of the East.

**Election Watch events**

- **Election Day Spectacular!**
  The 2016 US presidential election came to a spectacular close with the Centre hosting a full house at the University of Sydney’s Manning Bar throughout the day. MC Dom Knight led proceedings as the results rolled in, and special guests and USSC experts were broadcast live from Canberra, Perth and Sydney to add their commentary to the event. Attendees were treated to some mock voting, a photo booth with the candidates and some of CNN's finest talking heads, as well as the cable news network's coverage on the big screen.

- **Planet America LIVE!**
  The Centre teamed up with ABC TV's Planet America for two massive live events in July to celebrate the Democratic and Republican National Conventions. Hosted by the Chaser’s Chas Licciardello and Centre research associate John Barron, the events were a fun, informative and interactive way to experience the atmosphere and excitement of the conventions.

- **Foreign policy after the 2016 presidential election**
  Former policy director for the US Senate Foreign Relations Committee Frank Jannuzi joined Alliance 21 fellow Richard Fontaine and USSC’s director of research James Brown to discuss how the next president might handle foreign policy challenges in Europe, the Middle East and the South China Sea.

- **Populism at the polls**
  Henry Olsen from the US Ethics and Public Policy Center and USSC associate professor Brendon O’Connor discussed the challenges facing modern American conservatism at an event moderated by CEO Simon Jackman.

- **American politics in the time of Trump**
  Author Don Watson and fellow Quarterly Essayist James Brown discussed the strangest election campaign the US has ever seen. Watson reflected on the rise of Donald Trump and the “thicket of unreality” that is the American media.
• **Reflections on the first presidential debate**
  Following the first presidential debate, Harvard College Professor Jennifer L. Hochschild and Centre CEO Professor Simon Jackman debriefed on the highs and lows of the first official face-off.

• **Super Tuesday Trivia**
  The excitement of Super Tuesday kicked on into the evening with a trivia competition hosted at the University of Sydney’s Manning Bar.

**COMMUNICATIONS**

**Highlights**

• As the US presidential election captivated Australia and the world, the Centre had its greatest media impact in its history. In the six-week period leading up to and during the election, the Centre and its experts appeared more than 1000 times in the media. Coverage of the Centre’s Election Day Spectacular event on the University of Sydney campus accounted for 168 unique media mentions.


• As interest in the US presidential elections grew, the Centre launched a weekly Election Watch digest to keep subscribers up to date with all the latest news in US politics, including content from our own academics, summaries of the big stories, and tweets of the week.

• Senior lecturer David Smith’s op-ed comparing Australian and American attitudes to race was published by *The New York Times*.

• Senior fellow Tom Switzer was interviewed on the ABC’s 7.30 about the Super Tuesday results.


• In addition to her role as contributing editor for The U.S. News and World Report, research associate Dr Nicole Hemmer wrote an election-themed bi-weekly column for *The Age*.

• The recipient of the Centre’s 2016 World Press Institute Fellowship was Nino Bucci, a reporter from *The Age* in Melbourne.

• The Centre teamed up with *The Conversation* and 2ser 107.3 to produce a weekly US election podcast. Centre experts and visitors provided analysis of the latest news from the campaign trail.
ABOUT USSC

Board

- Mark Baillie (Chair)
  Non-Executive Deputy Chairman of Folkestone Limited
- David Anstice (Deputy Chair)
  Former Senior Executive, Merck & Co.
- Maria Atkinson, AM
  Director of XO
- The Honourable John Brumby
  Former Premier of Victoria
- Gordon Flake
  Chief Executive Officer, Perth USAsia Centre
- Stephen Garton
  Provost & Deputy Vice-Chancellor, University of Sydney
- Kristina Keneally
  Former Premier of New South Wales
- Kevin McCann, AM
  Former Chairman of Macquarie Group
- The Honourable John Olsen, AO
  Chairman & CEO, American Australian Association Limited
- Dennis Richardson, AO
  Secretary of the Department of Defence and former Australian Ambassador to the United States
- Joseph Skrzynski, AO
  Managing Director of CHAMP Private Equity
- Simon Smith
  Secretary of the NSW Department of Industry, Skills and Regional Development

Council of Advisors

- Mark Johnson AO (Co-Chair)
  Chairman of the Australian Financial Centre Task Force
- Robert Joss (Co-Chair)
  Dean, Graduate School of Business, Stanford University
- Richard Armitage AC
  Founder, Armitage International
- Michael Baume AO
  Former diplomat and front-bench federal politician
- Kim Beazley AC
  Former Australian Ambassador to the United States
- Jeffrey L. Bleich
  Former US Ambassador to Australia
- Gina Despres
  Former Senior Vice President, Capital Research and Management Co.
- Stephen Fitzgerald
  Former Chairman of Goldman Sachs Australian and New Zealand
- Fleur Harlan
Trustee of The Manhattan Institute

- Bob Hawke AC
  Former Prime Minister of Australia
- John Howard AC
  Former Prime Minister of Australia
- James A. Johnson
  Businessman and Democratic Party strategist
- Mike Kane
  Chief Executive Officer & Managing Director, Boral Australia
- Roy Krzywosinski
  Former Managing Director of Chevron Australia Pty Ltd
- Andrew Liveris
  President, Chairman and CEO of Dow Chemical
- Michael McRobbie AO
  President, Indiana University
- Lachlan Murdoch
  Chairman, Illyria Pty Ltd
- Don Nutbeam
  Vice-Chancellor of the University of Southampton
- Judy Olian
  Dean, UCLA Anderson School of Management
- Anthony Pratt
  Chairman and CEO of Pratt Industries
- Stephen Roberts
  Chairman, Citi Australia
- Thomas Schieffer
  Former US Ambassador to Australia and Japan
- Carol Schwartz AM
  Board Member, Reserve Bank of Australia
- Michael Spence
  Vice Chancellor, University of Sydney
- Michael Thawley
  Former Australian Ambassador to the United States

Experts

Resident

- Simon Jackman
  Chief Executive Officer
- James Brown
  Research director
- David Smith
  Academic director and senior lecturer in American politics and foreign policy
- Thomas Adams
  Lecturer in American studies and history
- Sarah Graham
  Lecturer in US foreign policy
- Gorana Grgic
  Lecturer in US politics and foreign policy
- Anna Lebovic  
  Research associate and lecturer
- Aaron Nyerges  
  Lecturer in American studies
- Brendon O’Connor  
  Associate Professor in American politics
- Rebecca Sheehan  
  Lecturer in US history
- Tom Switzer  
  Senior fellow
- Rodney Taveira  
  Lecturer in American studies
- Brendan Thomas-Noone  
  Research fellow, Alliance 21 Program
- Ashley Townshend  
  Research fellow, Alliance 21 Program

**Non-resident**

- John Barron  
  Research associate
- Jeffrey Bleich  
  Visiting professor
- James Curran  
  Research associate
- Nicole Hemmer  
  Research associate
- Jennifer Hunt  
  Lecturer
- Adam Lockyer  
  Research associate
- Shawn Treier  
  Research associate
- Elsina Wainwright  
  Senior fellow, Alliance 21 Program
- Shane White  
  Research associate

**Staff**

- Susan Beale  
  Digital and Creative Manager
- Mara Gonzales  
  Events Officer
- Max Halden  
  Media Manager
- Beau Magloire  
  Student Recruitment Manager
• April Palmerlee
  Director of Communications
• Janine Pinto
  Events Manager
• Jessica Regan
  Administration Officer, Academic and Student Support
• Karmelia Rosa
  Finance Assistant
• Drew Sheldrick
  Editor
• Cindy Tang
  Finance Manager and Company Secretary
• Amelia Trial
  Student Mobility Manager
• Nhien Truong
  Executive Assistant and HR Coordinator
United States Studies Centre
ACN 122 586 341

Financial Statements
For the year ended 31 December 2016
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Directors' Report
For the year ended 31 December 2016

The United States Studies Centre is an Australian public company, limited by guarantee. The Members of the Company are the University of Sydney and the American Australian Association Limited. The United States Studies Centre commenced operation in November 2006.

The directors present their report together with the financial statements of the United States Studies Centre for the year ended 31 December 2016.

Directors

All directors held their position as a Director throughout the entire period and up to the date of the report unless otherwise stated. The Directors of the Company, including their qualifications and experience are set out below:

Mark Baillie

Chairman

Mark Baillie was appointed Chair of the Board of Directors at the United States Studies Centre in November 2015. He is Non-Executive Deputy Chairman of Folkestone Limited, a real estate funds management, investment and development company listed on the ASX. Mark is also currently a director of the Perth USAsia Centre.

Prior to this Mark was Macquarie Group Limited’s Head of Real Estate - North America and Europe. During his time at Macquarie, Mark was responsible for the creation and listing of three AREITs on the ASX and was an AREIT CEO for five years. Mark was located in Chicago, USA and London UK in order to establish and manage the growth of Macquarie Real Estate’s business in both regions. Mark was a director on the boards of all Macquarie’s listed AREITs. In addition, Mark has been a director of the following industry bodies, the Property Council of Australia, the Shopping Centre Council of Australia, the Association of Foreign Investors in Real Estate (past Chairman), the European Public Real Estate Association and the Australian American Association Limited.

Appointed 3 February 2014

David Anstic

Deputy Chairman

David W. Anstic retired as a senior executive of Merck & Co., Inc., in September 2008, after a 35 year career at Merck. He is a Company Director today, and resides in Pennsylvania, USA. He is a graduate of the University of Sydney, Australia.

He had reported to Merck’s CEO, in various assignments, including President, The Americas; President, Asia Pacific; and President, Japan, since 1994. He was President, Europe in 1993-94. Merck is a world leader in the discovery, development, manufacture and marketing of prescription medicines and vaccines. He served on Merck’s Executive Committee, the Company’s senior management team commencing in 1990. Today, he is a non-executive Director of three public companies, CSL Limited, based in Melbourne, Australia (ASX), and Alkermes Plc, based in Dublin, Ireland (NASDAQ) and one private startup company, NeuClone Pharmaceuticals Pty Ltd, based at Australia Technology Park in Sydney.

David is Deputy Chair of the United States Studies Centre. David is also Chairman of the University of Sydney USA Foundation (a USA education fund raising group), was awarded an Honorary Fellowship of the University of Sydney in 2007, and is a Member of the United States Advisory Council of the American Australian Association in New York. He is an Adjunct Professor at the Business School at the University of Sydney.

Appointed 24 April 2009
United States Studies Centre
ACN 122 586 341

Directors’ Report
For the year ended 31 December 2016
Ezekiel Solomon, AM

Ezekiel (Zeke) Solomon is a Senior Adviser and formerly longstanding partner of Allen, Australia’s oldest law firm and one of the leading law firms in the Asia Pacific region. He was resident partner in charge of Allen’s office in New York for 7 years. He has extensive experience in corporate and commercial law, including international business transactions, mergers and acquisitions, and the development and financing of major infrastructure, energy and resources projects.

He is a director of the United States Studies Centre at the University of Sydney, the American Australian Association Ltd and the National Gallery of Art Foundation in Canberra. He is a member of the Presidents Circle of the Asia Society Australia, the Chairmans Circle of AsiaLink, a Contributing Member of the US Indonesia Society and a former member of the Board of Directors of the Australia Indonesia Institute, an Australian Government body, and of the Advisory Council of the China Studies Centre at Sydney University.

He has had a long and continuing involvement with both the United States and Asia (particularly Indonesia, where he served in Jakarta for 2 years as an adviser to the Indonesian Government on foreign investment policy and negotiations, and subsequently on major development projects). He is a former President of the Harvard Club of Australia. Zeke is a Fellow of the American Bar Foundation and has held various positions in the International law Section of the American bar Association. Zeke is also an Adjunct Professor of Law at Sydney University and the University of Technology, Sydney. Zeke graduated with the degree of Bachelor of Laws (Honours) from the Sydney University and master of Laws from Harvard Law School, which he attended as a Fulbright Scholar. He was appointed as a Member of the Order of Australia in 2010 for services to the law, to international business and to the arts.

Appointed 9 November 2006, retired on 9 November 2016

Joseph Skrzynski, AO

Joseph Skrzynski’s career has involved both the public and private sectors, and is dominated by his role in co-founding the CHAMP group, the longest established institutional private equity funds management group in Australia. Its portfolio companies have been leaders in a diverse range of industries from biotech, IT, health services, manufacturing and media. Mr Skrzynski has been very active in the not for profit sector, principally in the Arts, Media and the Education spheres. He has previously chaired the Commonwealth’s Australian Film TV and Radio School, the Special Broadcasting Services (SBS), the Sydney Opera House Trust, and the Broadcasting Council. He has been the Deputy Chair of the Major Organisations Board of the Australia Council, and a Fellow of the Senate of the University of Sydney. He is currently a director of The Conversation Media Group, Philanthropy Australia, The Observership Program, Human Rights Watch and chairs The Sky Foundation. He is a graduate in Economics from the University of Sydney, Fellow of the Australian Institute of Company Directors, and appointed an Officer in the Order of Australia in 2008.

Appointed 6 June 2007

Professor Stephen Garton

Professor Stephen Garton is Provost and Deputy Vice Chancellor of the University of Sydney. He is a graduate of the University of Sydney (BA) and UNSW (PhD) and a Fellow of the Australian Academy of the Humanities, the Academy of Social Sciences in Australia and the Royal Australian Historical Society. His area of research expertise is Australian history, although he has also published in the fields of American and British history. He is the author of four books and also a co-author with Shane White, Stephen Robertson and Graeme White of Playing the Numbers, a study of the numbers racket in Harlem in the 1920s and 1930s, published by Harvard University Press in 2010. At the University of Sydney Professor Garton has been Head of the Department of History, an Associate Dean and Pro Dean in the Faculty of Arts and a member of the Academic Board for over fifteen years. He was appointed Professor of History in 2000 and Challis Professor in 2004. From 2001 to 2009 Professor Garton was Dean of the Faculty of Arts, before taking up the role of Provost and Deputy Vice Chancellor. In addition he has been a member of the Editorial Board of the Australian Dictionary of Biography, the Executive Committee of the Australian Historical Association and on the Council of the Australian Academy of the Humanities.

Appointed 2 July 2009
Directors' Report
For the year ended 31 December 2016
Dennis Richardson, AO

Dennis Richardson was appointed Secretary of Defence in October 2012.

Before that, he served as Secretary of Foreign Affairs and Trade, Ambassador of Australia to the United States, and Director General of ASIO.

He has also served as Principal Adviser to Prime Minister Bob Hawke, and has occupied various roles in the Department of Prime Minister and Cabinet, Immigration and Foreign Affairs.

In addition to Washington Mr Richardson has had overseas postings to Nairobi, Port Moresby and Jakarta. Mr Richardson holds a Bachelor of Arts with Honours from the University of Sydney.

Appointed 11 January 2011

Kevin McCann, AM FAICD

Kevin McCann is Chairman of Citadel Group Limited, Dixon Hospitality Limited and the Sydney Harbour Federation Trust. He is a member of the Male Champions of Change, a Pro Chancellor and Fellow of the Senate of the University of Sydney, Co-Vice Chair of the New Colombo Plan Reference Group, and Chair of the National Library of Australia Foundation.

He is a former Chairman of Macquarie Group Limited and Macquarie Bank Limited, Origin Energy Limited, Healthscope Limited and ING Management Limited.

Kevin practiced as a Commercial Lawyer as a Partner of Allens Arthur Robinson from 1970 to 2004 and was Chairman of Partners from 1995 to 2004.

Kevin has a Bachelor of Arts and Law (Honours) from Sydney University and a Master of Law from Harvard University.

He was made a Member of the Order of Australia for services to the Law, Business and the Community in 2005.

Appointed 1 July 2011

The Honourable John Olsen, AO

The Hon John Olsen AO is Chairman of the American Australian Association Ltd and Chairman of the Perth US Asia Centre at The University of Western Australia.

Mr Olsen spent almost 7 years in the United States, as Consul General in New York (2006-2009), and as Consul General in Los Angeles (2002-2006). Prior to his diplomatic postings, he was Premier of South Australia (1996-2001), capping a long and distinguished career in the political arena, including a period as Senator for South Australia (1990-1992).

Mr Olsen pioneered G'day USA in 2004, a week-long programme showcasing the best of Australia. The programme expanded to New York in 2007 and has become the largest single annual foreign country promotion in the United States.

He was awarded an Officer of the Order of Australia (AO) in 2007 for his outstanding contributions to the South Australian Parliament.

Appointed 26 September 2012
United States Studies Centre
ACN 122 566 341

Directors' Report
For the year ended 31 December 2016

The Honourable John Brumby, AO

The Hon John Brumby was the former Premier of Victoria (2007 – 2010) and has immense experience in public life serving for more than 10 years as Treasurer and then Premier of Victoria, 6 years as Leader of the Victorian Opposition and 7 years as Federal MHR for Bendigo during the period of the Hawke Government.

Since retiring from politics, Mr Brumby has accepted a number of appointments in both the business and not-for-profit sectors, including:

- Chairman of the Motor Trades Association of Australia (MTAA) Superannuation Fund;
- Chairman of Citywide Service Solutions Pty Ltd;
- Chairman of BioCurate Pty Ltd;
- Chair of the Olivia Newton-John Cancer Research Institute;
- Chairman of the Fred Hollows Foundation; and
- National President of the Australia China Business Council.

Mr Brumby was Chair of the COAG Reform Council from January 2013 to June 2014 and over recent years has led a number of national policy reviews, including the 2012 GST Distribution Review and the 2013 report into the establishment of an Anti-Dumping Authority. In early 2015 Mr Brumby chaired a major Review into Regional Economic Development and Services for Victoria.

Mr Brumby is a Professorial Fellow at both the University of Melbourne and Monash University and in October 2015 he released his book titled 'The Long Haul – Lessons from Public Life'.

Appointed 27 February 2013

L. Gordon Flake

L. Gordon Flake is the founding CEO of the Perth USAsia Centre, a position he assumed in January of 2014. He came to Australia after over 20 years in Washington DC in positions including Executive Director of the Maureen and Mike Mansfield Foundation, Senior Fellow at The Atlantic Council of the United States, and Director for Research at the Korea Economic Institute of America. He is the author of several edited volumes and numerous articles and book chapters on Asia.

Prof. Flake was born in Rehoboth, New Mexico. He received his BA degree in Korean with a minor in international relations from Brigham Young University in Provo, Utah. He completed his MA at the David M. Kennedy Center for International and Area Studies, also at B.Y.U. He speaks both fluent Korean and Laotian.

Appointed 8 February 2016

Maria Atkinson, AM

Maria Atkinson AM has over 15 years of experience on not-for-profit, international institutions and Government boards and committees. She is a global operator with a deep understanding of social and environmental markets and trends. Ms Atkinson has extensive strategic market and governance expertise and experience working with multinational organisations and multilateral agencies in the US, UK, Europe, Asia Pacific and the Middle East. Ms Atkinson is currently the Central District Commissioner for the Greater Sydney Commission. She is a member of the NSW Government Climate Change Council and UTS Business School Advisory Board. In addition to being a Director of US Studies Centre, she is a Director of The Ethics Centre, The Royal Botanic Gardens and Domain Trust and the Australian Renewable Energy Agency. She is also a Director of the LafargeHolcim Foundation for Sustainable Construction, Switzerland, and a member of the United Nations Environment Programme Finance Initiative, the Property Working Group Advisory Council and a member of the US Green Building Appeals Panel.

Appointed 13 March 2015
United States Studies Centre
ACN 122 586 341

Directors' Report
For the year ended 31 December 2016
Prof Simon Jackman

Professor Simon Jackman became CEO of the United States Studies Centre at the University of Sydney in April 2016. Born and raised in Australia, he went to the United States for his PhD (Political Science, Rochester) in 1988. From 1996 to 2016, Jackman taught Political Science and Statistics at Stanford University. Jackman's research focuses on public opinion, political participation, and electoral systems, in both the United States and Australia. Since 2009, Jackman has been one of the Principal Investigators of the American National Election Studies, the world's longest running and most authoritative study of political attitudes and behaviour.

Appointed 07 April 2016

Simon A Smith

Smith was appointed as Secretary of the NSW Department of Industry, Skills and Regional Development by the Premier in July 2015.

Prior to this appointment he was Chief Executive at the Office of Finance and Services and before that, Deputy Secretary at the NSW Department of Premier and Cabinet.

Smith trained as an economist, first joining the NSW Public Sector in 1994. His public sector roles have focused on the nexus between the economy and the environment, including roles in regulation, policy development and program delivery. Prior to joining the public sector, he had a small business and also worked in the finance sector.

Appointed 22 August 2016

The Honourable Kristina Keneally

Ms Keneally is the 42nd Premier of New South Wales (2009 – 2011) and the first woman to hold the office. She was a Member of the Parliament of New South Wales from 2003 – 2012. Kristina has a wide range of experience in public life, having served as Minister for Planning, Minister for Infrastructure, Minister for Disability Services, Minister for Ageing, Minister for Redfern Waterloo and Government Spokesperson for World Youth Day. She chaired the Council of the Australian Federation (2009 – 2010).

From 2011 – 2012 Ms Keneally served as the Chairman of Basketball Australia, and was the organisation’s CEO from 2012 – 2014. Ms Keneally is the Director of Gender Inclusion and Adjunct Professor at Macquarie Graduate School of Management. She is a Contributor at Sky News Australia and a Columnist for The Guardian Australia.

In 2015 Ms Keneally was appointed by the Prime Minister and Leader of the Opposition as a Member of the Referendum Council to advise on progress and next steps towards a referendum to recognise Aboriginal and Torres Strait Islander peoples in the Australian Constitution. Ms Keneally serves as the Chairman of South Care. She is the Patron of Stillbirth Foundation Australia, a Council Member of Opportunity International Australia, and Ambassador for The John Berne School.

Born to an American father and Australian mother, Kristina grew up in the United States, where she completed her secondary and tertiary education. She served as the President of the National Association of Catholic Colleges and Universities (NASCCU) from 1990 – 1991 and was selected for the Ohio Governor's Honours Program, where she worked as an intern for Ohio Governor Richard Celeste.

Kristina holds a Bachelor of Arts (Honours) in Political Science and a Master of Arts in Religious Studies from the University of Dayton in Ohio. She has published many articles in academic and popular journals on religion, politics and feminism.

Appointed 25 August 2016

Cindy Tang

Appointed as Company Secretary on 31 March 2015.
Directors' Report
For the year ended 31 December 2016

Indemnification and insurance of officers

Indemnification

Since the end of the previous financial period the Company has not indemnified, or made a relevant agreement for indemnifying against a liability, any person who is or has been an officer of the Company.

Insurance premiums

During the financial year the Company has paid premiums in respect of directors' and officers' liability insurance contracts for the year ended 31 December 2016. Such insurance contracts insure against certain liability (subject to certain exclusions) persons who are or have been directors or executive officers of the Company.

The directors have not included details of the nature of liabilities covered or the amount of the premiums paid in respect of the directors' and officers' liability insurance contracts, as such disclosure is prohibited under the terms of the contract.

Options

No options over issued shares or interest in the company were granted during or since the end of the financial year. Furthermore, there were no options outstanding at the date of this report.

Meetings of directors

The numbers of meetings of the company's board of directors and of each board committee held during the year ended 31 December 2016, and the numbers of meetings attended by each director were:

<table>
<thead>
<tr>
<th>Notes</th>
<th>Board Meetings</th>
<th>Finance Committee</th>
<th>Audit &amp; Risk Committee</th>
<th>Remuneration Committee</th>
<th>Gift Fund Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>A</td>
<td>B</td>
<td>A</td>
</tr>
<tr>
<td>Mark Baillie</td>
<td>1,2,3,7,8</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
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<tr>
<td>David Anstic</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
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<tr>
<td>Stephen Garton</td>
<td>2,7</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Kevin McCann</td>
<td>4</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Dennis Richardson</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joseph Skrzynski</td>
<td>2,3,8</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Ezekiel Solomon</td>
<td>7,8</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>John Olsen</td>
<td>2,3,8</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>John Brumby</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maria Atkinson</td>
<td>4</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gordon Flake</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Simon Jackman</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Simon Smith</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kristina Keneally</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Independent members:

John Robinson | 3,5,8 | 4 | 4 | 1 | 1 |

Meetings:

A = number of meetings eligible to attend
B = number of meetings attended

Notes:
1. Indicates the chairman of the Board of Directors and Finance Committee
2. Finance Committee members
3. Audit and risk committee members
4. Professor Simon Jackman attended the Finance Committee meetings and the Audit and Risk Committee meetings
Directors’ Report
For the year ended 31 December 2016
and the Audit and Risk Committee meetings in this role as CEO of the company
5. Mr. John Robinson is an independent member and the Chair of the Audit & Risk Committee and the Gift Fund Committee
6. Indicates the Deputy chairperson of the Company
7. Remuneration Committee members
8. Gift Fund Committee members

Proceedings on behalf of the Company

No person has applied for leave of Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of these proceedings.

The Company was not a party of any such proceedings during the year.

Long term objectives

The ambition of the United States Studies Centre at the University of Sydney is to increase understanding of the United States in Australia. Our principal objectives are to:
• deepen the appreciation and understanding of the United States’ culture, political climate and government and strengthen the relationships between both countries;
• complement and provide leadership on current Australian-United States educational endeavours;
• increase the awareness of the study of United States’ politics and government;
• promote collaborative research between institutions in Australia and United States;
• operate as a think-tank for the Australian-United States relationship;
• provide an authoritative source of research and study of the United States with balance and objectivity

Strategy for achieving those objectives

Realising the Company’s ambitions will require the disciplined application of several key operating principles:
• Benchmark against global standards
• Operate as a national Centre for all of Australia
• Partner with peer institutions of global quality in Australia, the US and globally
• Use joint appointments of academics and experts to facilitate collaboration and to create networks
• Be a platform for the leaders of tomorrow, providing unique learning opportunities, valuable experiences and competitive advantage in their careers
• Identify new revenue streams to support growth

Principal activities

The principal activities during the course of the financial year were:
(a) offer postgraduate research studies at Masters and PhD level;
(b) offer undergraduate and postgraduate programs, as appropriate and when demand warrants, in areas such as:
   (f) United States’ history, politics, current affairs;
   (ii) Sociology; and
   (iii) Culture studies and literature;

(c) offer study abroad and internship programs in the U.S

(d) undertake research programs
Directors' Report
For the year ended 31 December 2016

Principal activities (continued)

(e) facilitate expert and academic exchanges with appropriate institutions to increase the group of future government/political and business leaders with knowledge and experience in the United States;

(f) facilitate collaboration and strategic partnerships with other Australian universities through programs or projects at those universities that directly support and contribute to the Centre Objectives;

(g) produce scholarly articles and reports on matters of common interest to Australia and United States; and

(h) seek to establish reciprocal relationships with other institutions

The Company recruited academic and professional staff during the year to support its growing activities.

Performance management

Management and the Board monitor the Company’s overall performance and its implementation of the yearly business plan and financial budget. The Company has a Finance Committee, an Audit & Risk Committee and an Internal Audit function that monitor the activities undertaken by the Company. The Gift Fund Committee and Audit & Risk Committee review the activities of the Gift Fund and the Company’s fundraising activities respectively; in 2016, the Board conjoined the Gift Fund Committee with the Audit & Risk Committee to improve the control over fundraising activities and gift administration.

Review of operations

In its tenth year of operations the United States Studies Centre (USSC or the Centre) continued to build its reputation as the leading Centre of its kind in Australia.

In 2016 the Centre received grants from the Commonwealth government, NSW government together with grants from Dow Australia, U.S. Department of States, News Corp, Boral, Northrop Grumman to develop think tank research programs.

The Centre concentrated on developing the following strategic priorities during 2016, the Centre’s activities encompassed:

• Master of US Studies

• 15 undergraduate courses which attracted more than 700 undergraduates

• Washington DC internship program at the University of California Washington Centre and UCLA Study Abroad and Shanghai Study Abroad at Fudan University, more than 146 students from University of Sydney and University of Western Australia participated in Study Abroad programs in 2016

• the Alliance program phase two, a collaborative research project supported by the Australian government and US and Australian corporate partners.

• the 21 Fellowship program supported by the Centre, the US Embassy in Canberra and the Perth USAsia Centre.

• the Emerging US Security Partnerships in Southeast Asia project supported by MacArthur Foundation; the Centre engaged international and local experts, convened in-country workshops, conducted interviews, and published research to fill the gap in understanding the “Emerging US Security Partnerships in Southeast Asia.”

• the Future Cities Collaborative, an initiative with its primary role of promoting sustainable urban development.

• Visiting Scholar Fellowships, six US scholars were offered stipends for their research projects in Australia

• the Innovation and Entrepreneurship program supported by NSW government.

Dividends

Section 254SA of the Corporations Act 2001 provides that a company limited by guarantee must not pay dividends to its members.
Directors’ Report
For the year ended 31 December 2016

Operating result for the year
The operating result for the year amounted to a surplus of $2,759,846 compared to a deficit of $627,461 in the previous year. In accordance with accounting standards, funding received for specific projects is recognized upon receipt and therefore prior to when the monies are expensed. In the current year, a project surplus of $2,224,266 (deficit of $903,220 in 2015) was recorded in relation to specific projects for where the funding will be used to support those projects in future years. Further details of funds held for specific project purposes are set out in Note 4, 6 and 19 of the financial statements.

Significant changes in the state of affairs
Prof Simon Jackman joined the Company as the Chief Executive Officer at the United States Studies Centre in April 2016.

An agreement for the extension to the University Host Agreement until 31 December 2017 was executed in December 2016. Meanwhile, the Company is in discussion with both members (American Australian Association and University of Sydney) to enter a new multiple year Host Agreement in 2017.

Subsequent events
There has not arisen in the interval between the end of the financial year and date of this report any other item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

Future developments
Other than what has been stated under "Subsequent events", the directors do not anticipate any particular development in the operations of the Company which will materially affect the results in subsequent years.

Environmental regulations
The Company’s operations are subject to various environmental regulations under both Commonwealth and State legislation.

The directors believe that the company has adequate systems in place for management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Company.
United States Studies Centre
ACN 122 588 341

Auditor's independence declaration

The auditor's independence declaration for the year ended 31 December 2016, required under the Corporations Act 2001 is attached.

This directors' report is signed in accordance with a resolution of the Directors of the Board.

On behalf of the Directors

[Signatures]

Director:.................................................................

Director:.................................................................

Sydney

Dated this ...................... day of April ........... 2017.
To the Directors
United States Studies Centre
Institute Building (H03)
SYDNEY NSW 2006

Auditor's Independence Declaration

As auditor for the audit of the financial statements of the United States Studies Centre for the year ended 31 December 2016, I declare, to the best of my knowledge and belief, there have been no contraventions of:

- the auditor independence requirements of the Corporations Act 2001 in relation to the audit
- any applicable code of professional conduct in relation to the audit.

[Signature]

Peter Barnes
Director, Financial Audit Services

11 April 2017
SYDNEY
United States Studies Centre  
ACN 122 586 341

Directors' Declaration

For the year ended 31 December 2016.

The directors of the entity declare that:

1. The financial statements and notes, as set out on pages 13 to 27, are in accordance with the Corporations Act 2001 and:

   (a) comply with Australian Accounting Standards including (including Australian Accounting Interpretations), the Corporations Regulations 2001, The Public Finance and Audit Act 1983 and the Public Finance and Audit Regulations 2015; and

   (b) give a true and fair view of the financial position as at 31 December 2016 and of the performance for the year ended on that date of the entity.

2. In the directors' opinion, there are reasonable grounds to believe that the entity will be able to pay its debts as and when they become due and payable.

3. At the date of signing this declaration, we are not aware of any circumstances which would render any particulars included in the financial statements to be materially misleading or inaccurate.

This declaration is made in accordance with a resolution of the Directors of the Board.

[Signatures]

Director ............................................................................................................

Director ............................................................................................................

Dated this ............................................ day of ............................................. 2017
Independent Audit Report to the members of United States Studies Centre
# Statement of comprehensive Income

For the year ended 31 December 2016

<table>
<thead>
<tr>
<th>Note</th>
<th>2016</th>
<th>2015</th>
</tr>
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<tbody>
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<td></td>
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<td></td>
<td>2,759,846</td>
<td>(627,461)</td>
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</table>

The accompanying notes form part of these financial statements.
# Statement of financial position

As at 31 December 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td><strong>CURRENT ASSETS</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
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<tr>
<td>Trade and other receivables</td>
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<tr>
<td>Prepayments</td>
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<td><strong>TOTAL CURRENT ASSETS</strong></td>
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<td><strong>NON-CURRENT ASSETS</strong></td>
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<tr>
<td>Plant and Equipment</td>
<td>118,457</td>
<td>-</td>
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<tr>
<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td>118,457</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>9,815,669</td>
<td>7,580,013</td>
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<tr>
<td><strong>LIABILITIES</strong></td>
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<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
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<tr>
<td>Trade and other payables</td>
<td>508,568</td>
<td>694,298</td>
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<td>Current tax liabilities</td>
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<td>81,041</td>
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<tr>
<td>Provisions</td>
<td>259,589</td>
<td>311,127</td>
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<tr>
<td>Deferred income</td>
<td>550,804</td>
<td>756,685</td>
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<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>1,318,961</td>
<td>1,843,151</td>
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<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td>1,318,961</td>
<td>1,843,151</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<td>5,736,862</td>
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<tr>
<td><strong>EQUITY</strong></td>
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<tr>
<td>Retained earnings</td>
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<td>5,736,862</td>
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<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>8,496,708</td>
<td>5,736,862</td>
</tr>
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</table>

The accompanying notes form part of these financial statements.
Statement of Changes in Equity
For the year ended 31 December 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>Balance as at the beginning of the year</td>
<td>5,736,862</td>
<td>6,364,323</td>
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<tr>
<td>Operating result for the year</td>
<td>2,759,846</td>
<td>(627,461)</td>
</tr>
<tr>
<td>Other Comprehensive Income for the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance at the end of the financial year</td>
<td>8,496,708</td>
<td>5,736,862</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
## Statement of Cash Flows
For the year ended 31 December 2016

### CASH FLOWS FROM OPERATING ACTIVITIES:
- Receipts from funding bodies and others: $12,988,436, 9,854,349
- Interest received: $90,279, 106,718
- Payments to suppliers and employees: $(9,721,417), (10,771,997)

Net cash provided by (used in) operating activities: $3,357,298, $(810,930)

### CASH FLOWS FROM INVESTING ACTIVITIES:
- Proceeds/(acquisition) of property plant and equipment: $(123,649), –
- Net cash used by investing activities: $(123,649), –

### CASH FLOWS FROM FINANCING ACTIVITIES:
- Net cash used by financing activities: –, –

Net increase (decrease) in cash and cash equivalents held:
- Cash and cash equivalents at beginning of year: $5,939,861, 6,750,791
- Cash and cash equivalents at end of financial year: $9,173,510, 5,939,861

The accompanying notes form part of these financial statements.
1 Summary of Significant Accounting Policies

The financial statements are a general purpose financial statements that have been prepared in accordance with the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2015, Australian Accounting Standards, (including Australian Accounting Interpretations), the Corporations Act 2001 the Regulations under that Act.

The financial statements were authorised for issue by the Board on the date on which the accompanying Directors’ Declaration was signed. The statements will not be amended and reissued as they have been audited.

(a). Basis of Preparation

The financial statements have been prepared on an accruals basis and are based on historical costs modified by the revaluation of selected non current assets, financial assets and financial liabilities for which the fair value basis of accounting has been applied.

The financial statements are presented in Australian Dollars and all values are rounded to the nearest dollar.

Critical accounting estimates and Judgements

The preparation of financial statements, in conformity with Australian Accounting Standards, requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company’s accounting policies.

The directors and management evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume reasonable expectations of future events and are based on current trends and economic data, obtained both externally and within the company.

Judgments, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

(b). Going Concern

The financial statements have been prepared on the basis that the entity is a going concern.

(c). Income tax

The company is a non profit organisation that has been endorsed as an Income Tax Exempt entity and therefore no income tax has been paid during the year.

(d). Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses. All items with a cost of acquisition in excess of $10,000 are capitalised at cost. All items with a cost of less than $10,000 are expensed.

Depreciation

Depreciation is calculated on a straight line basis. The depreciation rates are based on the expected useful life of the assets.

(e). Cash and cash equivalents

The Company uses the bank account of the University of Sydney to receive income and disburse expenses. The Company recognises a net receivable or payable in respect of amounts held by the University on behalf of the Company or amounts owed to the University by the Company. This net amount is a cash equivalent to the Company as it is readily convertible to cash and under the Company’s control. Cash and cash equivalents also include cash in the Company’s bank accounts; short-term deposits that are readily convertible to known amounts of cash and which are subject to insignificant risk of change in value.
1 Summary of Significant Accounting Policies

(f). Leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they have occurred.

(g). Revenue recognition

Grants are recognised as income in the period the Company gains control of the contribution. Revenue from the rendering of a service is recognised upon the delivery of the service to the students, customers and members. Revenue from memberships is apportioned over the related period. Interest revenue is recognised on a proportional basis taking into account the interest rate applicable to the financial assets.

All revenue is measured at fair value of the consideration received or receivable and is stated net of the amount of goods and services tax (GST).

(h). Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the acquisition of the asset or as part of an item of expense.

The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST component of cash flows arising from investing and financing activities which are recoverable from or payable to the ATO are classified as operating cash flows.

(i). Trade and other payables

Trade and other payables, including accruals not yet billed, represent liabilities for goods and services provided to the economic entity prior to the end of the reporting period. These amounts are unsecured and are usually settled within 30 days of recognition.

(j). Foreign currency transactions

Foreign currency transactions are translated into Australian currency at rates of exchange ruling at the dates of the transactions. Amounts receivable and payable in foreign currency at reporting date are translated at the rates of exchange ruling at that date. Exchange differences relating to amounts payable and receivable in foreign currencies are brought to account as exchange gains or losses in the statement of comprehensive income.

(k). Trade and other receivables

Trade and other receivables are recognised at the amounts receivable and are due for settlement in no more than 30 days, unless otherwise agreed. The collectability of receivables is assessed at year end and specific provision is made for any doubtful accounts.

(l). Employee entitlements

The total liability in respect of employee entitlements has been brought to account in accordance with AASB 119. Employee entitlements comprising annual leave have been fully provided. Liabilities for annual leave are recognised and measured based on staff leave entitlements at reporting date and calculated at pay rates expected to be paid and payable. Accrued annual leave is recognised as a current liability.

No provision is recognised for long service leave and parental leave. The University of Sydney has retained responsibility for the long service leave & parental leave of seconded staff and USSC staff where applicable; the Company expenses contributions to the University of Sydney to fund this liability.
1 Summary of Significant Accounting Policies

(m). Comparative figures

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period of all amounts reported in the financial statements.

(n). New accounting standards and interpretations

At the reporting date, a number of new accounting standards and interpretations have been issued but are not yet operative and have not been early adopted by the company.

The company has elected not to early adopt any of these standards and interpretations as they are either not relevant or they have no impact on its financial reports for 2016. Similarly application from 2017 is not expected to impact the financial results for annual reporting periods beginning on or after 1 January.

(o). Charitable Fundraising

The Company extended its authority to fundraise under the provisions of the Charitable Fundraising Act 1991 on 20 March 2015 for a period of five years.

(p). Associates

Associates are entities over which the Centre has significant influence, generally accompanying a shareholding of between 20 percent and 50 percent of the voting rights.

(q). Deferred income

Deferred income refers to amount received in advance of services being delivered to the payer which would be refunded if works and/or services were not performed.

(r). Works in progress-IT

Works in progress represent the cost of major information technology systems developments and had not been completed or implemented at the reporting date.
### Revenue

**Members contributions - University of Sydney and AAA**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$3,783,333</td>
</tr>
<tr>
<td>2015</td>
<td>$3,783,333</td>
</tr>
</tbody>
</table>

**Member contributions**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$3,783,333</td>
</tr>
<tr>
<td>2015</td>
<td>$3,783,333</td>
</tr>
</tbody>
</table>

**Other income**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fee Income</td>
<td>3,029,207</td>
<td>3,117,550</td>
</tr>
<tr>
<td>Events income</td>
<td>541,125</td>
<td>523,530</td>
</tr>
<tr>
<td>Corporate grants/contributions</td>
<td>605,924</td>
<td>1,404,032</td>
</tr>
<tr>
<td>NSW State government grants</td>
<td>2,500,000</td>
<td>(247,705)</td>
</tr>
<tr>
<td>Donations</td>
<td>83,049</td>
<td>101,648</td>
</tr>
<tr>
<td>U.S Government Grants</td>
<td>107,466</td>
<td>143,200</td>
</tr>
<tr>
<td>Events sponsorship</td>
<td>-</td>
<td>25,100</td>
</tr>
<tr>
<td>Commonwealth Government Grants</td>
<td>588,150</td>
<td>339,284</td>
</tr>
<tr>
<td>Exchange Gain</td>
<td>24,694</td>
<td>108,647</td>
</tr>
<tr>
<td>Other Sundry Income</td>
<td>95,920</td>
<td>177,610</td>
</tr>
</tbody>
</table>

**Total other income**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$7,575,535</td>
</tr>
<tr>
<td>2015</td>
<td>$5,692,896</td>
</tr>
</tbody>
</table>

**Interest Revenue**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest revenue from:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Term Deposit Interest income</td>
<td>90,146</td>
<td>106,629</td>
</tr>
<tr>
<td>Other interest income</td>
<td>133</td>
<td>69</td>
</tr>
</tbody>
</table>

**Total interest revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$90,279</td>
</tr>
<tr>
<td>2015</td>
<td>$106,718</td>
</tr>
</tbody>
</table>

### Employee expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td>1,443,162</td>
<td>1,881,652</td>
</tr>
<tr>
<td>Research</td>
<td>1,532,104</td>
<td>1,553,867</td>
</tr>
<tr>
<td>Outreach and Engagement</td>
<td>857,941</td>
<td>834,486</td>
</tr>
<tr>
<td>Operations and Administration</td>
<td>709,402</td>
<td>690,649</td>
</tr>
<tr>
<td>Other employee related</td>
<td>57,357</td>
<td>46,324</td>
</tr>
</tbody>
</table>

**Total employee expenses**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$4,599,965</td>
</tr>
<tr>
<td>2015</td>
<td>$5,006,977</td>
</tr>
</tbody>
</table>
Notes to the Financial Statements
For the year ended 31 December 2016

4  Cash and cash equivalents

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petty Cash</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Short term deposits</td>
<td>-</td>
<td>200</td>
</tr>
<tr>
<td>Intercompany Balance University of Sydney**</td>
<td>4,849,283</td>
<td>2,975,287</td>
</tr>
<tr>
<td>Citibank account^</td>
<td>3,705,557</td>
<td>2,110,207</td>
</tr>
<tr>
<td>NAB Gift Account^</td>
<td>618,670</td>
<td>802,045</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>52,122</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9,173,510</td>
<td>5,839,861</td>
</tr>
</tbody>
</table>

* Intercompany balance with the University of Sydney represents cash held by the University on behalf of the Company.

^ $3,403,470 (2015: $1,311,958) out of total Cash and cash equivalents have specific purposes, relating to conditions of relevant contractual agreements.

Included in the cash/bank balances of the Company are the following foreign currency accounts. The balances shown are the Australian dollar equivalent as at 31 December 2016. The accounts and balances are:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Dollars</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>617,267</td>
<td>548,308</td>
</tr>
</tbody>
</table>

5  Reconciliation of result for the year to cashflows from operating activities

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating result for the year</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Add/(less): Non cash items in operating result for the year</td>
<td>2,759,846</td>
<td>(627,461)</td>
</tr>
<tr>
<td>Depreciation and amortisation expenses</td>
<td>5,192</td>
<td>-</td>
</tr>
<tr>
<td>(Increase)/decrease in trade and other receivables</td>
<td>900,375</td>
<td>(17,406)</td>
</tr>
<tr>
<td>(Increase)/decrease in prepayment</td>
<td>216,075</td>
<td>(52,630)</td>
</tr>
<tr>
<td>Non-cash flows result:</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Increase/(decrease) in trade and other payables</td>
<td>(185,729)</td>
<td>(670,268)</td>
</tr>
<tr>
<td>Increase/ (decrease) in other current liabilities</td>
<td>(338,461)</td>
<td>556,835</td>
</tr>
<tr>
<td>Net cash inflow (outflow) from operating activities</td>
<td>3,357,298</td>
<td>(610,930)</td>
</tr>
</tbody>
</table>
United States Studies Centre  
ACN 122 586 341  

Notes to the Financial Statements  
For the year ended 31 December 2016

6  Trade and other receivables

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade receivables</td>
<td>176,205</td>
<td>100,999</td>
</tr>
<tr>
<td>Trade receivables - University of Sydney</td>
<td>-</td>
<td>1,099,755</td>
</tr>
<tr>
<td>Tax receivable</td>
<td>141,958</td>
<td>42,762</td>
</tr>
<tr>
<td>Accrued income</td>
<td>36,390</td>
<td>11,413</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>354,553</td>
<td>1,254,929</td>
</tr>
</tbody>
</table>

* As at 31 December 2016, $162,470 (2015 : $38,145) out of Trade receivables have specific purpose, relating to conditions of relevant contractual agreements.

There were no impaired receivables in 2016 and 2015. Based on credit history, it is expected that these amounts will be received.

Due to the short term nature of these receivables, their carrying amount is assumed to approximate their fair value.

The maximum exposure to credit risk is the fair value of receivables. Collateral is not held as security.

7  Property, plant and equipment

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

<table>
<thead>
<tr>
<th></th>
<th>Plant and Equipment</th>
<th>Work in progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year ended 31 December 2016</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening net book amount</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Additions</td>
<td>31,777</td>
<td>91,872</td>
<td>123,649</td>
</tr>
<tr>
<td>Depreciation and amortisation charge</td>
<td>(5,192)</td>
<td>-</td>
<td>(5,192)</td>
</tr>
<tr>
<td>Closing net book amount</td>
<td>26,585</td>
<td>91,872</td>
<td>118,457</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Plant and Equipment</th>
<th>Work in progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>As at 31 December 2016</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>31,777</td>
<td>91,872</td>
<td>123,649</td>
</tr>
<tr>
<td>Depreciation and amortisation charge</td>
<td>(5,192)</td>
<td>-</td>
<td>(5,192)</td>
</tr>
<tr>
<td>Net Book amount</td>
<td>26,585</td>
<td>91,872</td>
<td>118,457</td>
</tr>
</tbody>
</table>
United States Studies Centre
ACN 122 585 341

Notes to the Financial Statements
For the year ended 31 December 2016

8 Trade and other payables

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued expenses</td>
<td>$357,611</td>
<td>$632,347</td>
</tr>
<tr>
<td>Accrued expenses- University of Sydney Charge*</td>
<td>$150,957</td>
<td>$61,951</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$508,568</td>
<td>$694,298</td>
</tr>
</tbody>
</table>

* As determined in the Host Agreement signed in December 2012

9 Current liabilities  Provisions

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual leave provision</td>
<td>$259,589</td>
<td>$311,127</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$259,589</td>
<td>$311,127</td>
</tr>
</tbody>
</table>

10 Current liabilities - Current tax liabilities

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>FBT &amp; GST</td>
<td>$-</td>
<td>$81,041</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$-</td>
<td>$81,041</td>
</tr>
</tbody>
</table>

11 Economic dependency
The company is economically dependent on the American Australian Association and the University of Sydney.

12 Related party transactions

(a). Key management personnel disclosures

<table>
<thead>
<tr>
<th></th>
<th>Short term benefits</th>
<th>Post employment benefits</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>2016</td>
<td>707,344</td>
<td>150,000</td>
<td>857,344</td>
</tr>
<tr>
<td>2015</td>
<td>734,425</td>
<td></td>
<td>734,425</td>
</tr>
</tbody>
</table>

(b). University of Sydney service charges*

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>741,976</td>
<td>730,710</td>
</tr>
</tbody>
</table>

(c). Rent of University premises **

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>258,076</td>
<td>250,907</td>
</tr>
</tbody>
</table>
United States Studies Centre  
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Notes to the Financial Statements  
For the year ended 31 December 2016  

12 Related party transactions  

(d). Collaborative research^  

\[ \begin{array}{llll}  
\text{3,193,316} & \text{906,978} 
\end{array} \]  

(e) Purchase of Goods and Services from Sydney Talent Pty Limited^^  

\[ \begin{array}{llll}  
\text{30,182} & \text{74,317} 
\end{array} \]  

(f) Payables to Sydney Talent Pty Limited  

\[ \begin{array}{llll}  
\text{-} & \text{13,269} 
\end{array} \]  

* 2012 University Economic Model charges as determined in the Host agreement signed in December 2012.  

** In August 2011 the Company relocated to new premises within the Camperdown campus. The Company has entered into a 5 year lease agreement with the University of Sydney with an annual rent cost of $212,320 and a fixed yearly increase of 5%. The lease agreement was extended until 31 December 2017 in 2016.  

^ Collaborative research program between the Company and the University of Sydney.  

^^ Sydney Talent is a subsidiary to the University of Sydney  

For the other related party transactions, refer to Note 2,4,6,8, and 11.  

13 Financial Risk Management  

The Company's activities expose it to a variety of financial risks: interest rate, credit risk and liquidity risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the company.  

(a). Interest rate risk  

The Company's interest rate risk arises from the investment in Australian dollars short term deposit. At period end the company has the following financial assets exposed to interest rates:  

\[ \begin{array}{ll}  
\text{2016} & \text{2015} 
\end{array} \]  

\[ \begin{array}{ll}  
\text{Financial assets} & \text{\$} \\
\text{Term Deposits} & \text{4,849,283} \\
\text{} & \text{2,975,287} \\
\text{\$} & \text{4,849,283} \\
\text{\$} & \text{2,975,287} 
\end{array} \]  

(b). Credit risk  

The company has receivables with the University of Sydney and AAA which are considered credit worthy counterparties. Other than that, the company does not have any significant risk exposure to any single counterparty. The credit risk on short term deposits is limited because counterparties are banks with high credit ratings assigned by international credit rating agencies and the Company can access the Australian Government's Financial Claims Scheme up to the limit of $250,000.  

The carrying amount of financial assets recorded in the balance sheet represents the company's maximum risk exposure to credit risk.  

The company does not hold any securities or guarantees.  

Debtors that are less than 3 months past due but not impaired are $179,609 (2015: $308,198).  

Debtors that are less than 6 months but over 3 months pass due but not impaired are $0 (2015: $6,919).  

Debtors that are over 6 month pass due but not impaired are $0 (2015: $0).
13 Financial Risk Management

(c). Liquidity risk

The following table summarises the maturity of the company's financial assets and financial liabilities:

<table>
<thead>
<tr>
<th></th>
<th>Average interest rate</th>
<th>Variable interest rate</th>
<th>Less than 1 year</th>
<th>Between 1 and 5 years</th>
<th>Non interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2016</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>2.68</td>
<td>-</td>
<td>4,849,283</td>
<td>4,324,227</td>
<td>9,173,510</td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td></td>
<td>-</td>
<td></td>
<td>212,596</td>
<td>212,596</td>
<td></td>
</tr>
<tr>
<td><strong>Total financial assets</strong></td>
<td></td>
<td></td>
<td>4,849,283</td>
<td>4,536,823</td>
<td>9,386,106</td>
<td></td>
</tr>
<tr>
<td>Financial liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td></td>
<td>-</td>
<td></td>
<td>508,567</td>
<td>508,567</td>
<td></td>
</tr>
<tr>
<td><strong>Total financial liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>508,567</td>
<td></td>
</tr>
<tr>
<td><strong>2015</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5,939,861</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>2.86</td>
<td>-</td>
<td>2,975,287</td>
<td>2,964,574</td>
<td>7,152,028</td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td></td>
<td>-</td>
<td></td>
<td>1,212,167</td>
<td>1,212,167</td>
<td></td>
</tr>
<tr>
<td><strong>Total financial assets</strong></td>
<td></td>
<td></td>
<td>2,975,287</td>
<td>4,176,741</td>
<td>7,152,028</td>
<td></td>
</tr>
<tr>
<td>Financial liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td></td>
<td>-</td>
<td></td>
<td>694,298</td>
<td>694,298</td>
<td></td>
</tr>
<tr>
<td><strong>Total financial liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>694,298</td>
<td></td>
</tr>
</tbody>
</table>

Liquidity is managed by ensuring sufficient cash and cash equivalents are available to meet obligations as and when they fall due.

(d). Foreign exchange risk

The Company has exposure to foreign exchange risk. This arises from balances in bank accounts used to pay overseas suppliers. The Company has no material foreign exchange hedging arrangements. If the Australian dollar had weakened/strengthened by 10% with all other variables held constant, result for the year would have been $68,585 higher/ $56,115 lower (2015: $80,923/$49,846), as a result of foreign gains/losses on translation of the foreign currency bank accounts balances.

(e). Fair Value

Cash and cash equivalents, trade and other receivables and trade and other payables are short term instruments in nature whose carrying amount is equivalent to fair value. The Company has no other financial instruments measured at fair value.

14 Member's guarantee

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, the Constitution states that each member is required to contribute a maximum of $1.00 each towards meeting any outstanding obligations of the Company. At 31 December 2016 the number of members was 2 (2015:2).
United States Studies Centre
ACN 122 586 341

Notes to the Financial Statements
For the year ended 31 December 2016

15  Auditor’s remuneration

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Audit Office of NSW</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Auditing or reviewing the financial report</td>
<td>25,750</td>
<td>25,000</td>
</tr>
</tbody>
</table>

16  Contingent liabilities

As at 31 December 2016 the Company has no contingent liabilities.

17  Commitments

Commitments for minimum lease payments in relation to non cancellable operating leases are payable as follows:

The future minimum lease payments under non-cancellable leases are:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Within one year</td>
<td>294,708</td>
<td>263,453</td>
</tr>
<tr>
<td>Later than one year but not later than five years</td>
<td>26,752</td>
<td>67,745</td>
</tr>
<tr>
<td></td>
<td>321,460</td>
<td>331,198</td>
</tr>
</tbody>
</table>

Note: Commitments are GST inclusive.

18  Charitable Fundraising Appeals

Company Conducted fundraising appeals during 2016.
Results of fundraising appeals
For the year ended 31 December 2016.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Fundraising income</td>
<td>49,600</td>
<td>101,648</td>
</tr>
<tr>
<td>Project expenditure</td>
<td>(19,600)</td>
<td>(19,526)</td>
</tr>
<tr>
<td>Net result</td>
<td>30,000</td>
<td>82,122</td>
</tr>
</tbody>
</table>

Balance Sheet - Fundraising Appeals

As at 31 December 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset</td>
<td>112,122</td>
<td>82,122</td>
</tr>
<tr>
<td>Liability</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total equity</td>
<td>112,122</td>
<td>82,122</td>
</tr>
</tbody>
</table>

* Donation income of $30,000 has been invested in the student scholarship endowment.

19  Retained Earnings

$3,565,939 (2015: $1,350,103) of total Retained earnings have specific purpose relating to conditions of relevant contractual agreements. It includes specific cash of $3,403,470 (2015: $1,311,958) and specific receivable of $162,470 (2015: $38,145).
Notes to the Financial Statements
For the year ended 31 December 2016

20 Interest in associates

Associates are all entities over which the Centre has significant influence but not control, generally accompanying a shareholding of between 20 percent and 50 percent of the voting rights.

The Centre entered into a University Host Agreement with American Australian Association Limited (AAA), The University of Western Australia (UWA) and Perth USAsia Centre Limited (USAC) in May 2013 and became member of USAC. The Centre owns 25% of USAC’s voting rights.

There was no financial investment to USAC in 2016. USAC is "Limited by Guarantee". The constitution of USAC prohibits distribution of funds to the members. Accordingly, the Centre’s share of associate’s post-acquisition profits or losses will be nil.

The Constitution of USAC also states, if USAC is wound up, each member is required to contribute a maximum of $1.00 each towards meeting any outstanding obligations of the Company.

Summarised financial information of associates:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Perth USAsia Centre Limited</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross income</td>
<td>2,025,820</td>
<td>1,531,159</td>
</tr>
<tr>
<td>Surplus/( deficit)</td>
<td>(144,400)</td>
<td>(18,870)</td>
</tr>
<tr>
<td>Net assets</td>
<td>773,128</td>
<td>917,528</td>
</tr>
</tbody>
</table>

21 Company Details

United States Studies Centre is incorporated in Australia.
The address of the registered office is
H03, Institute Building
University of Sydney NSW 2006

22 Event after the balance date

There has not arisen in the interval between the end of the financial year and the date of this report any other item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

End of financial statement
Dear Mr Baillie

STATUTORY AUDIT REPORT
for the year ended 31 December 2016
United States Studies Centre

I have audited the financial statements of the United States Studies Centre (the Company) as required by the Public Finance and Audit Act 1983 (PF&A Act). This Statutory Audit Report outlines the results of my audit for the year ended 31 December 2016, and details matters I found during my audit that are relevant to you in your role as one of those charged with the governance of the Company. The PF&A Act requires me to send this report to the Company, the Minister and the Treasurer.

This report is not the Independent Auditor’s Report, which expresses my opinion on the Company’s financial statements. I enclose the Independent Auditor’s Report, together with the Company’s financial statements.

My audit is designed to obtain reasonable assurance the financial statements are free from material misstatement. It is not designed to identify and report all matters you may find of governance interest. Therefore, other governance matters may exist, which I have not reported to you.

My audit is continuous. If I identify any significant matters, I will report these to you immediately.

Audit Result
I expressed an unmodified opinion on the Company’s financial statements and I have not identified any significant matters since my previous Statutory Audit Report.
Misstatements in the Financial Statements

I have certain obligations for reporting misstatements:

- the PF&A Act requires agencies to obtain the Auditor-General’s approval for all changes to the financial statements originally submitted for audit. The more significant/material changes are reported in a Statutory Audit Report
- the Auditing Standards require matters of governance interest and significant misstatements identified during the audit to be brought to your attention and that of others charged with governance
- statutory obligations require the Auditor-General to report misstatements resulting from or not detected because of failures in internal controls and/or systemic deficiencies which pose a significant risk to the Company.

I did not detect any reportable monetary misstatements in the financial statements, although they did contain three disclosure deficiencies, which were corrected and are listed in the attached Appendix.

Compliance with Legislative Requirements

My audit procedures are targeted specifically towards forming an opinion on the Company’s financial statements. This includes testing whether the Company has complied with legislative requirements that may materially impact on the financial statements. The results of the audit are reported in this context. My testing did not identify any reportable instances of non-compliance with legislative requirements.

Auditor-General’s Report to Parliament

Commentary on the Company’s financial operations will not appear in the Auditor-General’s Report to Parliament. However, the commentary on the University of Sydney in a 2017 Auditor-General’s Report to Parliament may include the results of the Company.

Publication of the Statutory Audit Report

I consider this Statutory Audit Report to fall within the definition of ‘excluded information’ contained in Schedule 2(2) of the Government Information (Public Access) Act 2009. Under Schedule 1(6) of this Act, please seek consent from the Audit Office before releasing this report publicly. Agencies are advised to also seek approval from the Minister and the Treasurer before publishing this report.

Acknowledgment

I thank the Company’s staff for their courtesy and assistance.

Yours sincerely

[Signature]

Peter Barnes
Director, Financial Audit Services
APPENDIX

Table One: Corrected Monetary Misstatements and Disclosure Deficiencies

**Corrected Monetary Misstatements**
The financial statements did not contain any reportable monetary misstatements.

**Corrected Disclosure Deficiencies**
Management corrected the following disclosure deficiencies in the current year's financial statements. I agree with management's determination and confirm this treatment complies with Australian Accounting Standards.

<table>
<thead>
<tr>
<th>AASB reference</th>
<th>Disclosure title</th>
<th>Description of disclosure deficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>AASB 107</td>
<td>Statement of Cash Flows</td>
<td>Receipts from funding bodies and others was understated and payments to suppliers and employees were understated by $719,000 due to the exclusion of GST.</td>
</tr>
<tr>
<td>AASB 7</td>
<td>Financial Instruments: Disclosures</td>
<td>The analysis of debtors past due in the credit risk note omitted two debtors totalling $34,000.</td>
</tr>
<tr>
<td>AASB 12</td>
<td>Disclosure of Interests in Other Entities</td>
<td>Summarised financial information of the Perth USAsia Centre was not disclosed in the financial statements submitted for audit.</td>
</tr>
</tbody>
</table>
INDEPENDENT AUDITOR’S REPORT

United States Studies Centre

To Members of the New South Wales Parliament and Members of the United States Studies Centre

Opinion

I have audited the accompanying financial statements of the United States Studies Centre (the Company), which comprise the statement of financial position as at 31 December 2016, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors’ declaration.

In my opinion, the financial statements:

• are in accordance with the Corporations Act 2001, including:
  - giving a true and fair view of the Company’s financial position as at 31 December 2016 and its performance for the year ended on that date
  - complying with Australian Accounting Standards and the Corporations Regulations 2001
• are in accordance with section 41B of the Public Finance and Audit Act 1983 (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the ‘Auditor’s Responsibilities for the Audit of the Financial Statements’ section of my report.

I am independent of the Company in accordance with the requirements of the:

• Australian Auditing Standards
• Corporations Act 2001
• Accounting Professional and Ethical Standards Board’s APES 110 ‘Code of Ethics for Professional Accountants’ (APES 110).

I have also fulfilled my other ethical responsibilities in accordance with APES 110.

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

• providing that only Parliament, and not the executive government, can remove an Auditor-General
• mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.
Directors' Responsibility for the Financial Statements

The Company's directors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the PF&A Act and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors must assess the Company's ability to continue as a going concern unless they intend to liquidate the Company or cease operations. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.


The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Company carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

[Signature]

Peter Barnes
Director, Financial Audit Services

19 April 2017
SYDNEY