Enabling Impact: The ANU Research Strategy 2024+

Prepared by the Research and Innovation Portfolio

This document articulates the strategy, vision, and ambition for the ANU Research and Innovation Portfolio as of June 2024. The document captures and articulates how the Research and Innovation Portfolio will support the ANU research and innovation ecosystem through initiatives, activities, and KPIs over the coming multi-year period.

Research and Innovation Portfolio

The Australian National University

Canberra ACT 2600 Australia

Contents

A Vision for Research and Innovation at ANU

Through research and innovation at The Australian National University (ANU), our vision is to contribute to our nation, our region and to our world in a manner that supports a collective future that is healthy, prosperous, secure and democratic, environmentally sustainable, fair and inclusive, and creative and ambitious.

The Research and Innovation Portfolio supports this vision by enabling and supporting the research lifecycle, from conception through to impact. Our ambition to build a world-class 21st century Research and Innovation Portfolio requires us to:

1. *enable world-class fundamental research.*

   a. Having world-class research facilities and research infrastructure that supports and encourages national and international collaboration.

   b. Providing outstanding experiences for PhD candidates and early career researchers.

   c. Diversifying research income and thinking about how to leverage non-traditional funding sources to support fundamental research.

2. *enable world-class translational research, development and demonstration activities.*

   a. Supporting research and development activities that engage broadly with industry, government, other research organisations and civil society (particularly people and communities).

   b. Recognising, and rewarding, broad pathways to impact including publication, policy development, technology development and demonstration as key examples.

   c. Providing the mechanisms to support broad pathways to impact, including community development, innovation and commercialisation training, and commercialisation support as key examples.

3. *enable and facilitate diversity and inclusion – in order to build a future for everyone, we need diverse representation on the teams that are undertaking the research, development and demonstration activities.*

   a. Recognising the importance of First Nations knowledge and research practices and supporting First Nations researchers and research, development and demonstration activities that are led by or informed by First Nations people and communities.

   b. Supporting and facilitating research groups and practices that are gender, culturally and linguistically diverse and inclusive and that recognises intersectionality.

   c. A systematic approach to transdisciplinary research, which harnesses and leverages the value gained at the intersection of diverse disciplines.

This vision is strongly aligned with several existing ANU strategic documents. The following sections outline and highlight this alignment.

Alignment with ANU Strategic Plan 2021-2025

The University's purpose is to serve society through transformational research and education. The Strategic Plan articulates that ANU is conducting research that transforms society and creates national capability. To support our research activities, the Plan commits us to create nationally and internationally significant research infrastructure and make it accessible to all.

The Strategic Plan notes that research at ANU will be excellent in all areas we pursue, delivered in a culture of academic freedom and collaborative, ethical enquiry. It further commits us to collaborate with and advise partners to inform and create social, economic and cultural benefit for all of society.

In this context, the vision outlined above is highly aligned with and supportive of the broader ANU Strategic Plan.

Alignment with ANU Graduate Attributes

ANU has recently articulated three graduate attributes within the [ANU Undergraduate Curriculum Framework](). These graduate attributes articulate critical skills and knowledge that underpin our education programs and are articulated as *Insight into Aboriginal and Torres Strait Islander Peoples' Knowledges and Indigenous Peoples' Perspectives*, *Capability to Employ Discipline-based Knowledge in Transdisciplinary Problem Solving*, and *Expertise for Critical Thinking*. However, these critical skills also underpin world-class and distinctive research, development, demonstration and innovation activities and reflect the research and innovation vision articulated above.

Alignment with ANU Gender Equity Strategy

Supporting researchers of all genders is of critical importance to the University. ANU has made an ongoing commitment to improving gender equity by fostering an inclusive culture and providing appropriate support. The Research and Innovation vision above articulates a strong focus on diversity and inclusion, aspirations which are well supported and scaffolded by the ANU Gender Equity strategy and implementation activities.

Our Distinctive Research and Innovation Environment

We aspire to support a research and innovation environment that is highly distinctive, emerging at the intersection of our Research Identity and our Impact Focus Areas as outlined below.

Our Research Identity

There are six fundamental approaches that capture how we undertake our research and innovation activities. These practices underpin the ANU research identity and are outlined below.

- **Serving the nation –** as the national university we are committed to building national capability and capacity to undertake research that empowers the nation and the nation's interests both at the regional and global levels.

- **Rigorously fundamental** – we are forward-looking and tackle deep problems through a core of fundamental sciences, social sciences and humanities that advance human knowledge. We encourage academic ambition and creative problem solving.

- **Centred in the Asia and the Pacific** – we have the deepest understanding of our region's languages, cultures, societies, economies, security and geopolitics and are committed through collaborative partnerships to ensuring successful development of our region's people, systems and institutions.

- **Respectful of Australia's Indigenous history and future –** through partnership with First Nations communities, we enable a transdisciplinary approach to research and policy development reflective of First Nations priority interests.

- **Focused on societal impact–** our immense contribution to national debates will continue, synthesising deep research into digestible forms and working closely with national institutions and governments.

- **Relentlessly transdisciplinary and translational –** our research environment is methodologically and disciplinarily diverse. We encourage transdisciplinary and translation research and innovation activities to facilitate the utilisation of our research outputs to create tangible, positive societal impact.

Our Impact Focus Areas

As the national university, ANU is committed to undertaking research that will have meaningful impact that addresses the world's most pressing topics. Building on our research identity and foundations of discipline-specific research, the Research and Innovation Portfolio will encourage and support activities that span the following eight critical areas of focus where we can have broad societal impact.

1. **Climate change, resilience, and energy transition** – Climate change, energy transition and the increasing risk of disasters affect every aspect of our lives. This broad focus area joins the science, engineering, social science, law and policy of mitigation (transition to zero-carbon energy systems, reducing emissions, carbon removal), adaptation (resilience, preparation, bushfires), and enhanced climate and environmental monitoring and prediction (including modelling).

2. **Defence, national security, and sovereign capability** – Through this focus area we shape the geopolitical strategic environment and protect Australia's national interests. As a trusted research provider and adviser with a national mission, ANU has a range of long-standing and emergent capabilities that address challenges of Defence, national security and a burgeoning space industry. These include strategic studies, policy, AI, space and earth observation, linguistics, leadership and organisational behaviour, and cryptography.

3. **Institutions, governance and democratic renewal** – as a powerhouse of social reconstruction, the ANU has a history of shaping institution-building, enhancing governance, and championing

social cohesion and democratic renewal in Australia and the region. As we navigate an era of declining trust and increasing concern about our democratic future, the ANU is working in partnership with governments, public services, civil society organisations, and the private sector to build institutions that centre on integrity, value inclusion, and which are trust-enhancing.

4. **Biodiversity, food systems and water supply** – Australia's primary industries face a range of interconnected challenges, including climate adaptation, biosecurity, biodiversity, transport, regulation and equitable water supply. Agriculture, forestry, fisheries and water resources are national priorities, and are therefore areas where ANU brings immense expertise across plant sciences, environmental sciences, policy, social sciences, law and Indigenous studies.

5. **Health and wellbeing** – This impact area describes our focus on the social, economic, human and ethical implications of health systems, interventions and technologies. It also encompasses our efforts in First Nations Health, where we aim to improve health outcomes for First Nations People at clinical, systemic and policy levels. At ANU a focus on health and wellbeing involves addressing mental health and wellbeing challenges exacerbated in the current post-COVID geopolitical era. We will play a pivotal role in precision medicine, utilising advanced diagnostics, data-powered prognostics, and new therapeutics to prioritise early diagnosis and disease prevention.

6. **Social implications of disruptive technologies** – Rapid advancements in AI, machine learning, engineering biology, biomedicine and quantum technologies create enormous opportunities for humanity to have better productivity and quality of life. The same technologies also raise critical questions about trust and bias in data and decision-making, governance over technology change, the ethics of personalisation, and the implications for a modern workforce.

7. **Cultural life of the nation** – Understanding the complexity and diversity of human experience, and the myriad ways people past and present have tried to make sense of the world and their place within it, is essential for building the future. ANU contributes to a critical understanding of Australia's evolving cultural life, engaging with cultural institutions and creative industries, First Nations Communities and diverse civic organisations to create, curate, evaluate and understand our shared and emerging cultural inheritance.

8. **Economic progress and policy innovation** – ANU drives economic progress through pioneering theoretical and applied research and innovation. With a rich legacy in shaping public policy, we leverage transformative economic and social research to influence government policy across key impact areas crucial for the future prosperity of Australia and our region. Our research also assists to enhance the efficiency and performance of the public, private and for-purpose sectors.
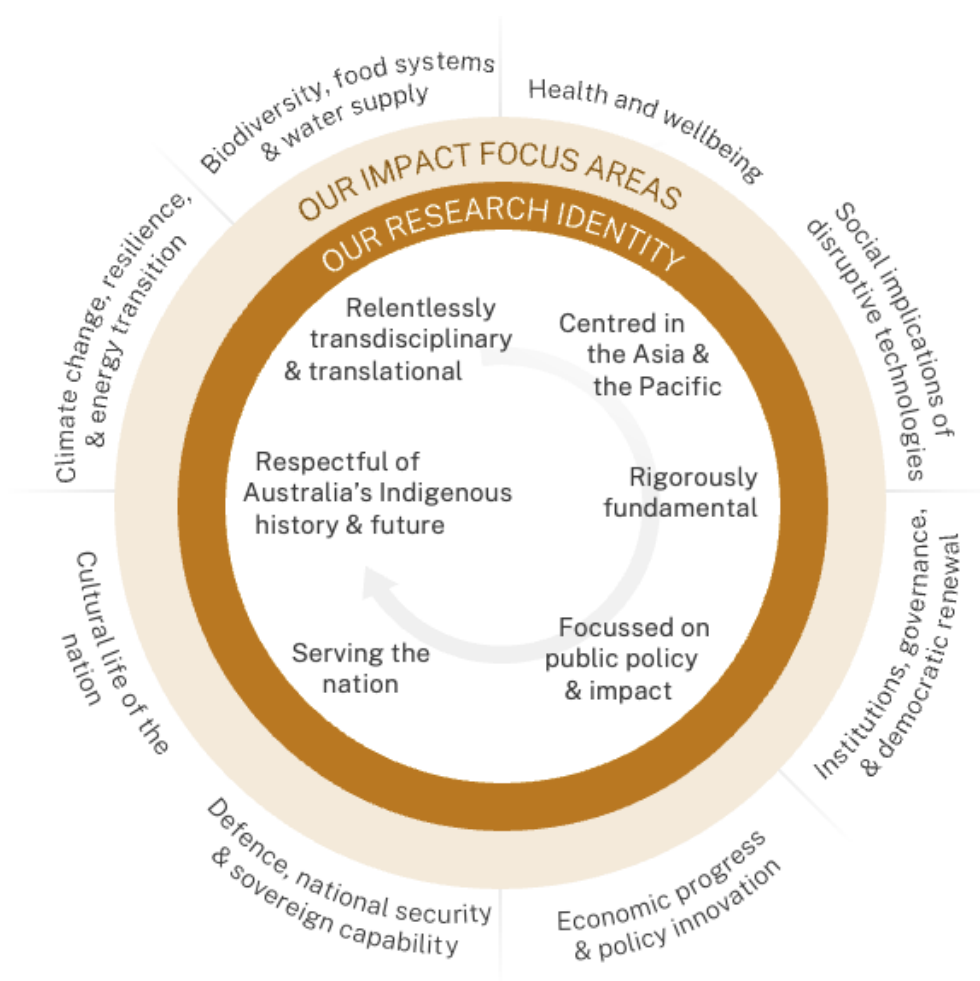
Figure 1. The distinctive ANU research and innovation ecosystem occurs at the intersection of our research identity and our impact focus areas.
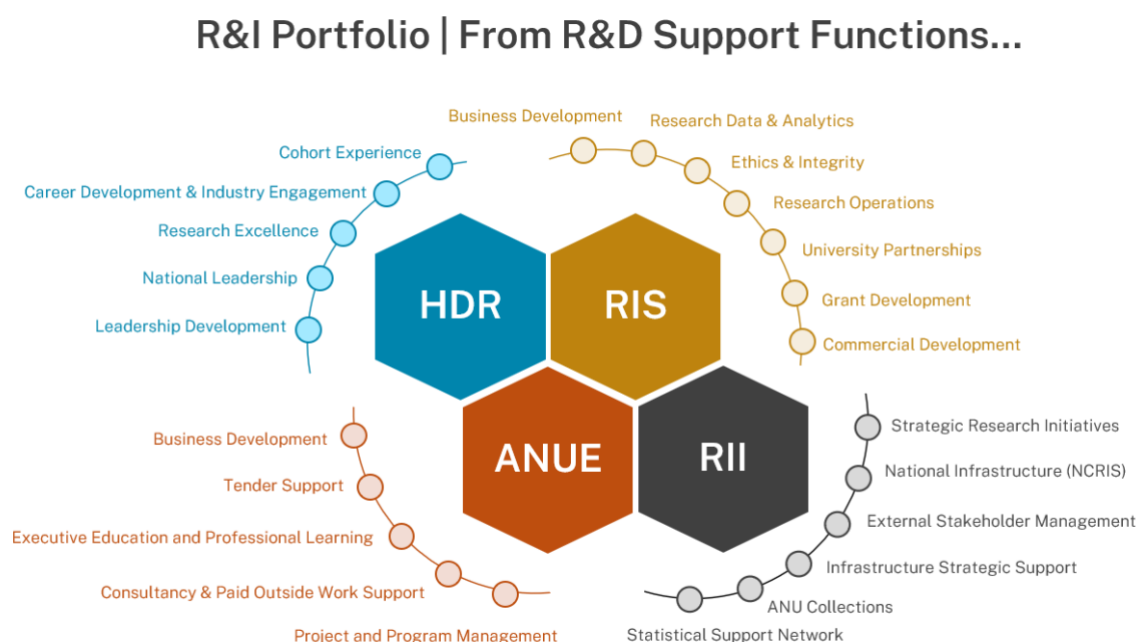
Structuring the Research and Innovation Portfolio

An effective research and innovation portfolio structure is key to supporting the vision and strategy identified above. The portfolio must support the research lifecycle, from conception through to impact. Key to achieving this outcome is harnessing the people, functions and teams within the portfolio to ensure that they are functioning efficiently and effectively.

From Support Functions to a Research Lifecycle

At the start of 2024, the Research and Innovation Portfolio can best be described as clusters of functions in teams, as visualised in *Figure 2*. Researchers and research teams engaging with the Portfolio have often described the experience as being required to 'choose your own adventure', which is not consistent with our stated ambition to support the research lifecycle from conception through to impact.

Figure 2. The current organisation of the ANU Research and Innovation Portfolio in which support functions are clustered into teams.

In contrast, researchers and research teams have a more natural understanding of the research lifecycle as visualised in Figure 3. Realigning the Portfolio around the structure described in Figure 3 is a critical enabler. This structural change will by necessity require us to support internal culture and practice changes through effective leadership and change-management mechanisms.
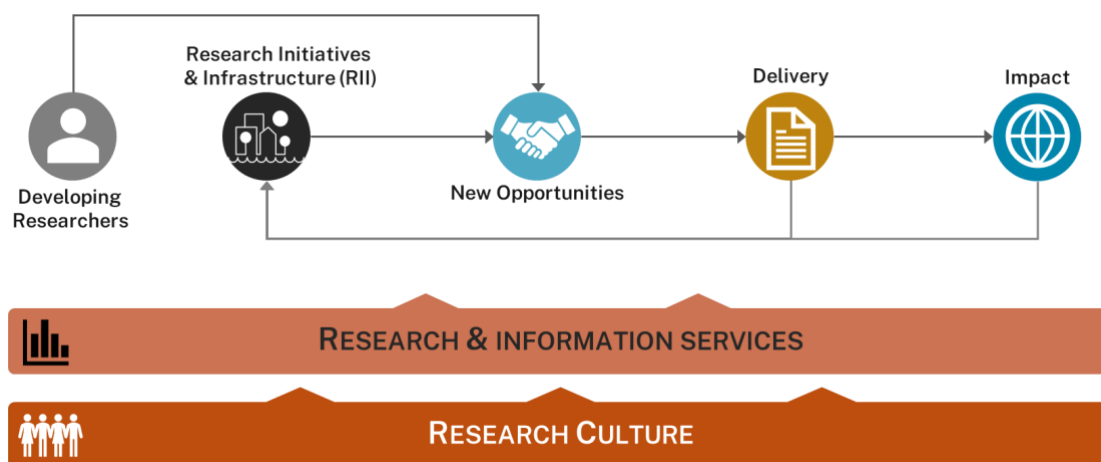
Figure 3. The proposed areas of the research lifecycle that will be supported by the Research and Innovation Portfolio. The five key areas of the research lifecycle (the 'what') are scaffolded by systems and culture (the 'how').

Activating and Supporting the Research Lifecycle

Further details about the functions and capabilities of each component of the research lifecycle are outlined in the sections that follow.

Developing Researchers (incorporating Research Culture)

Supporting the training and development of the next generation of researchers and research leaders is key to our role as the national university. We will continue to do this by ensuring that our PhD candidates and early career researchers have the best possible support and access to opportunity to underpin their development as researchers. Our mid-career and senior researchers will be supported to continue to develop as researchers and research leaders with skills to enable collaboration, leadership, and engagement outside of the university to capitalise on changing research opportunities.

The ANU PhD experience will ensure research candidates develop a deep knowledge of their discipline alongside highly developed critical thinking skills and an understanding of transdisciplinary and indigenous knowledge systems. There will also be opportunities to develop as a leader, an entrepreneurial thinker and expert communicator. ANU research candidates will be supported to engage internationally and be provided with sector-leading financial and research support.

Supporting the training and development of our researchers will extend to the implementation of an academic performance framework that will scaffold the research and impact activities of the broader research community. The performance framework will be a clear articulation of what it means to be successful at each stage of career. It will allow individual researchers and research teams to develop in line with the performance expectations of the university. The framework will support career conversations through the PDR process as well as highlight areas where the university can provide career development.

Supporting the careers of our researchers will include developing a strong, positive research culture across the institution. Research culture encompasses the behaviours, values, expectations, attitudes and norms of our research communities. It influences researchers' career paths and determines the way that research is conducted and communicated. We will consult on, articulate and communicate an ANU culture that fosters research collaboration and impact. Aligning our academic performance with our research culture will support researchers to enable impact and career progression.

Research Initiatives and Infrastructure (RII)

Research Facilities and Infrastructure

ANU research infrastructure has an estimated replacement value of over $2 billion and supports the research of thousands of people at the ANU, across the nation and around the world. Our capabilities are wide-ranging in scale, research disciplines served, operational models and user numbers. ANU hosts nationally significant and unique capabilities, including the National Computational Infrastructure, Australian Earth-System Simulator (ACCESS-NRI), the Heavy Ion Accelerator Facility, Phenomics Australia, the Australian Data Archive, the Advanced Instrumentation and Technology Centre and the Siding Spring Observatory, to name a few. We are engaged as host or node with around half of all NCRIS capabilities.

Research infrastructure is much more than the physical assets and equipment used for research. The definition extends to collections, libraries, facilities, services, assets, software, datasets and associated expertise that underpin research. We also extend the definition to include the skilled staff who provide shared specialist and technical services in support of research.

The Research and Innovation Portfolio provides strategic support and investment for large-scale research infrastructure and implements University-wide strategies to grow our portfolio of national-scale infrastructure.

Key to our success is the implementation of a University-wide approach to major investment that enables ANU to stay at the forefront of emerging technologies. We will do this in a way that breaks down internal silos and creates transparency around decision-making.

As a particular priority, ANU must provide greater support to researchers for the digital needs of modern research: computing, storage, data management, analysis and collaboration tools.

ANU Entities and Interests

ANU research capabilities reside in Schools and Departments, but also in cross-disciplinary groupings such as Institutes, Centres, and Networks. These capabilities can raise the profile and visibility of activities, adding strategic value aligned to the University's strategic plan. Centres, Institutes and Networks build collegial communities and critical mass around particular topics and impact focus areas.

The Research and Innovation Portfolio provides effective oversight and governance support to these initiatives at a University level, working towards consistency of governance and management frameworks, clear accountability and responsibility, and encouraging collegial, transdisciplinary approaches to big research topics.

Effective governance and management of these clusters at a policy level supports the research life cycle. It does this through ensuring a research environment where responsibilities and expectations are clearly articulated, activities are driven towards University priorities, and wrap-around support can be provided to align key activities with tailored support for targeting new opportunities, delivering key projects, and telling the story of the research.

Effective governance and performance monitoring also extends to our equity interests, which will be managed by the Portfolio to maximise the potential for collaborative research activities and impact.

New Opportunities

The Portfolio has a critical role in identifying new opportunities and supporting the development of new grants, initiatives and fundraising proposals. The Portfolio will provide effective support to secure all types of funding including Category 1 research funding, Category 2 government funding, Category 3 industry funding and Category 4 CRC funding.

Key to providing this support is to ensure coherence and alignment between the various services offered by the Portfolio. It is also essential to ensure complementarity with the services currently offered locally

at College and School levels, and the strategic engagement activities being pursued by Advancement, through the First Nations Portfolio and elsewhere in the University. There is a clear desire to avoid silos and incoherent clusters of functions, which can hinder efficiency and ease of interaction for our partners and collaborators, particularly with industry and government.

Initially, the focus will be on designing a one-stop-shop for ANU staff to access a coherent suite of support services relating to the pursuit of new strategic funding and project opportunities. The services will focus on supporting competitive proposals and tenders as well as providing support for strategic and complex grants and partnerships. The area will work in partnership with RIS, who will provide support for other competitive grants, and critically, in close collaboration with College Research Offices. Clear processes and decision frameworks will be developed in consultation with the colleges and schools to ensure complementarity, reduce confusion and overlap and promote collaboration.

In parallel, the portfolio will provide Knowledge Transfer and Commercialisation services that are accessible to support academics to identify and protect commercial IP, assess potential commercialisation pathways as well as overseeing the delivery of approved commercialisation projects. In addition to this, the team will provide support services for Entrepreneurship, Licensing and Startup/Spinout activities.

An overall priority will be to ensure all services are clear and well understood and delivered with a level of responsiveness that is expected from successful interactions with Industry and Government partners and funders.

Delivery

Whilst most research delivery activities are led by researchers and research teams at College and School levels, the Portfolio has an important role to play and can add value in supporting research and project delivery through effective targeted support that includes professional project management.

Outstanding delivery is one of the best ways of ensuring enduring partner and collaborator relationships. A focus of the Portfolio will be to elevate the importance of the areas of expertise relating to professional project management, best-practice project governance as well as professional relationship management.

Going forward, the Portfolio will focus on offering services that are complementary to existing services in the colleges. It will build on the growing need for delivery support services from Colleges and Schools and encourage the use of these services when designing strategic research initiatives, as well as complex and large-scale partnerships. Complementary to these services is the need to provide access to training and communities of practice to ensure that all ANU staff understand and are well-equipped to ensure outstanding research and innovation delivery, outcomes, and impact.

Priority will be placed on developing clear processes and decision frameworks in consultation with the colleges and schools to ensure complementarity, reduce confusion and overlap and promote collaboration to ensure successful delivery of research and non-research projects, partnerships and commercialisation strategies.

Impact

Impact is a vital area of focus and entails identifying and pursuing opportunities for our research, development and demonstration activities to have broad impact for government, industry and civil society.

A direct consequence of well-funded and well-delivered research projects, partnerships and engagement activities is impact on society. At ANU, we are fortunate to host international experts who influence policies, create world-changing inventions as well as lead projects that directly make Australia and the region better. There are multiple ways impact happens – whether through commercialisation of technology and knowledge, professional learning activities disseminating the latest research to industry and government, or simply in how ANU tells its impact stories using its various external platforms. We

will engage the end-users of our research on an ongoing basis and identify how the University's expertise can best meet their needs.

We will have an impact strategy to chart how to best utilise our expertise, as outlined above, to achieve tangible outcomes that benefit our community. A critical aspect of this will be to support researchers to have an impact pathway for their projects from inception; whether that is how to ensure fundamental discoveries reach a global audience, or guidance through the IP protection process with view to licence a new device of technology.

Research and Information Services (RIS)

Our research occurs within a broader national and international legal framework. Mapping these requirements to the research lifecycle and minimising the academic and administrative burden while meeting these external standards is a critical role to be provided by the Portfolio. Meeting the ethical standards required to support international collaborations, and those required to meet legal and fiscal obligations must be considered and supported at each stage of the research lifecycle, while not overwhelming the research itself.

Meeting governance requirements will be supported through the implementation and operation of integrated systems that are centred on academic experience first and foremost. Streamlined systems and processes can be designed to enable research activity, the sharing and reuse of information and collaboration across the university support activities.

The collection, analysis and reporting of data related to the University's research activities and performance enables us to understand and leverage strengths, identify new opportunities, and showcase the impact achieved through research efforts. Accurate data collection and reporting also underpin meeting our internal and external (National and International) regulatory and policy requirements. As such, these activities will remain an important function of the Portfolio.

Leadership and Governance

As the Portfolio embarks on a new trajectory, strong leadership and governance is crucial. The Research and Innovation Portfolio will be collectively led by an Executive team comprised of:

- DVC Research and Innovation
- PVC Graduate Research
- PVC Research Initiatives and Infrastructure
- Chief, Research, Partnerships and Translation
- Chief, Research and Information Services
- Senior Advisor Research and Innovation

The Executive team will function collaboratively and cohesively to build the University's research profile, performance and impact, ensuring alignment with the needs of the University research community, strategic partners, end-users and broader community.

While a whole-of-lifecycle approach will be adopted and a "no-wrong-door policy" implemented for researcher-facing services, functional homes and clearly identified leads will be critical in ensuring clarity on service provisions and accountability for delivery quality. *Figure 4* below provides an overview of the functional areas which are further detailed in the explanations that follow.
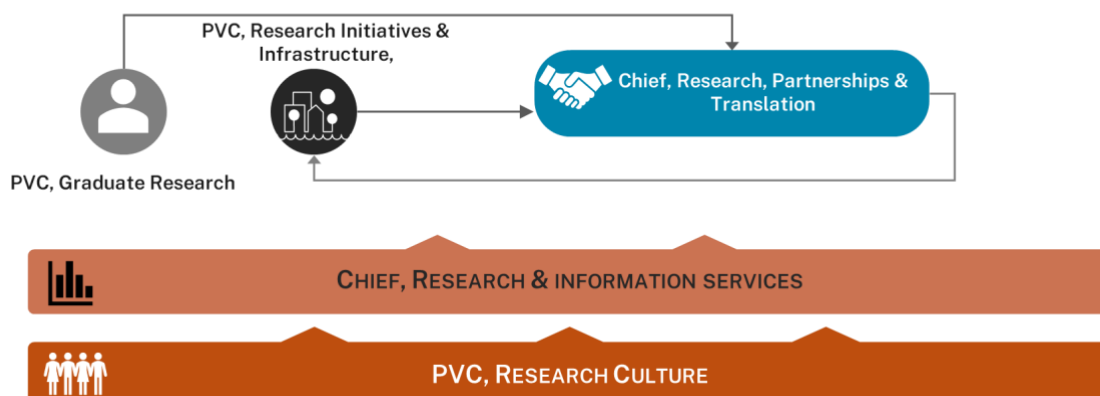
Structure of the Research and Innovation Portfolio

PVC, Research Initiatives & Infrastructure,

Chief, Research, Partnerships & Translation

PVC, Graduate Research

CHIEF, RESEARCH & INFORMATION SERVICES

PVC, RESEARCH CULTURE

Figure 4. The structure of the Research and Innovation Portfolio as it maps into supporting the research lifecycle.

Developing Researchers will be led by PVC Graduate Research & Researcher Development (GR & RD). The focus of this pillar will be to equip our researchers with the training and support required for them to be leaders in their chosen fields. The following functions will be consolidated under this pillar:

- HDR Policy and Program Management
- HDR Research Skills Development
- Academic Development and Performance
- Research Culture

Infrastructure, Capabilities and Entities will be led by PVC Research Initiatives & Infrastructure. The focus of this pillar will be overseeing the creation, performance and governance of world-class research infrastructure, capabilities and entities. The following functions will be consolidated under this pillar:

- Research Infrastructure Strategy
- Centres and Institutes
- Transdisciplinary initiatives
- Equity Interests

New Opportunities: The focus of this pillar will be to identify and pursue new opportunities and develop strategic partnerships and major bids.

Delivery This pillar will support the delivery of projects, programs and initiatives.

Impact The focus of this pillar will be the identification and pursuit of opportunities for our research development and demonstration activities to have broad impact for government, industry and civil society.

The three above pillars are interrelated.

The New Opportunities, Delivery and Impact streams will be led by the Chief, Research, Partnerships & Translation (RPT) in partnership with Chief, Research & Information Services.

A new unit, RPT will combine the strengths and benefits of ANU and ANUE. RPT will provide an end-to-end service ecosystem where access to consistent quality service and advice is accessible to all academics ANU-wide.

Operationally, the 'New Opportunities' and "Impact' stream will be driven and managed out of RPT with delivery teams within ANUE ready to support if and where required. This allows RPT to scale up and

down as required and allows the 'New Opportunities' teams to focus on driving funding, partnership and commercialisation opportunities.

ANUE supercharges and augments the offering of RPT through added flexibility, agility and surge capacity management where needed i.e. in Delivery and Impact streams.

For clarity, the overall team will be branded as RPT.

The following functions will be consolidated under this pillar:

- Engagement and Partnerships services
- Knowledge Transfer and Commercialisation services
- Strategic Grants services
- Tenders support services
- Consulting and Policy Development services
- Opportunity and Bid Development
- Project and Program Management
- Partnership Management
- Delivery Reporting
- Professional Learning and Executive Education delivery support services in partnership with DVC (Academic)

Research and Information Services (RIS) will be led by the Chief, Research Information and Services (RIS). The focus of this pillar will be to implement and have oversight of research project governance activities and Portfolio systems, including data capture, management and analytics. This activity will provide critical support across the other functions within the Portfolio and will enable the Portfolio to iteratively improve business processes and measure the effectiveness of our services.

- Regulatory Governance
- Ethics & Integrity
- Research Insights
- Systems & Processes
- Data Systems & Management
- National competitive grant support for CROs
- Contracting & Legal

Implementation Plan

Activities and Initiatives

The strategy outlined above will be delivered through specific implementation activities that are outlined below in *Figure 5*. For each implementation activity described there is a corresponding Project brief that is captured using the template provided in Appendix A - R&I Portfolio - Project Brief Template.

Figure 5. Overview of implementation activities, proposed timelines and accountable areas

Activity Number	Activity or Initiative	Description and Notes	Accountability and Timeline for Delivery	Link to Project Brief
1.	Portfolio Realignment Plan	This document outlines a new structure and functional alignment of activities within the Portfolio. This activity will document the new structure, capture clear role statements for all staff as well as incorporating the outcomes of past reviews and recent feedback.	R&I Executive Plan delivered by June 2024. Implementation thereafter.	Project Brief – Portfolio Realignment Plan
2.	Portfolio Culture Plan	Collectively articulating a culture for the Portfolio will be undertaken collectively during April 2024 and will inform the culture section of the final version of this document.	R&I Executive April, 2024	Project Brief - Portfolio Culture Plan
3.	ANU 2025 PhD Strategy and Implementation Plan	This activity will update and expand the current PhD strategy and implementation plan to include new ambitions captured during this strategy development process.	PVC (Graduate Research) Plan developed by May 2024	Project Brief – ANU PhD Strategy and Implementation Plan
4.	Academic Performance Framework Strategy and Implementation Plan	In consultation across campus we will develop an academic performance framework through which to support and train our researchers and research leaders.	PVC (Graduate Research) Plan developed by December 2024	Project Brief - Academic Performance Framework Strategy and Implementation Plan
5.	Decadal Research Infrastructure Strategy	This activity will deliver a decadal research infrastructure strategy and implementation plan to include new ambitions captured during this strategy development process. The plan will also include a comprehensive strategy for digital infrastructure, libraries and e-research support consistent with a commitment to support research infrastructure for both STEM and HASS disciplines.	PVC RII June 2024	Project Brief – Decadal Research Infrastructure Strategy and Implementation Plan

6.	Updated ANUE Strategy and ANUE Statement of Performance Expectations	An updated strategy statement and statement of expectations that captures the expanded ambitions captured during this strategy development process. This will also include an update for the strategy of SRC, a wholly owned subsidiary of ANUE.	CEO, ANUE June 2024	Project Brief - ANUE
7.	Entities and Interests Performance and Governance Framework	This activity will develop an entity and equity interest governance and performance framework. This will leverage existing work from KPMG and leverage any relevant insights from the ANAO-informed governance framework currently in place for ANU controlled entities like ANUE. This work will provide a unifying governance and performance framework for centres, institutes, subsidiaries and equity interests.	ODVCRI (Bhavani) Due to ARMC for the May Meeting, 2024	Project Brief - Entities and Interests Performance and Governance Framework
8.	Review of R&I Committees	Review ToR, function and operation of URC, HDRC, RIC, FIAC and realign where necessary.	ODVCRI (Nora) April 2024	Project Brief – Review of R&I Committees
9.	FIAC Audit Management Response	This document will provide a response to the findings/recommendations from the FIAC audit on the effectiveness of existing governance arrangements to report and manage FI risks, implemented initiatives (by FIAC) to manage these risks, and the culture within colleges/schools around supporting the requirements of FIAC.	ODVCRI (Nora) April 2024	Project Brief – FIAC Audit Response

10.	Funding and Support Plan	A plan that builds on existing work to outline and clarify, pricing, funding support principles and funding support quanta for various grants, bids, and initiatives.	R&I Executive May 2024	[Project Brief – Funding and Support](#)
11.	Training and PD Plan	A plan that identifies capability and knowledge gaps both within the Portfolio and in the wider University community and provides recommendations on how these may be addressed.	R&I Executive December 2024	[Project Brief – Training and PD Plan](#)
12.	Portfolio Collaboration Systems Plan	This activity will implement a Portfolio-wide MS Teams and file-sharing capability. Through this process we will also review and unify all SharePoint sites and information we are communicating. A supporting internal and external communications strategy will be documented to support this work.	ODVCRI (Kathryn) June 2024	[Project Brief – Portfolio Collaboration Systems](#)
13.	Launch Defence Institute	Building on the existing work and planning for a defence institute, this activity will result in the launch of a defence institute to support engagement with government and industry partners in this critical space.	PVC RII April 2024	[Project Brief – Defence Institute](#)
14.	Launch Nuclear Stewardship Network	Building on the existing work and planning for a nuclear stewardship network, this activity will result in the launch of a nuclear stewardship network to support engagement with government and industry partners in this critical space. This should be launched in conjunction with the defence institute.	PVC RII April 2024	[Project Brief – Nuclear Stewardship](#)

15.	HASS Digital Institute	Building on the University's academic excellence in the Humanities, this activity will result in the establishment of a HASS Digital Research Hub (DRH). The DRH will allow researchers to upscale their work in areas of digital humanities, social network and text analysis, computational linguistics and literary studies.	PVC RII May 2024	[Project Brief – HASS Digital Institute](#)
16.	Below Zero Planning	A brief plan to articulate the emerging strategy for taking Below Zero forward.	ODVCRI (Lachlan) April 2024	[Project Brief – Below Zero Strategy](#)
17.	Strategic Engagement Strategy	This activity will establish a university-wide strategic engagement strategy and a corresponding university-wide funding and engagement forum that brings together the R&I portfolio, Advancement, Government relations and strategic engagement teams across the university.	ODVCRI April 2024 and ongoing	[Project Brief – Strategic Engagement Strategy and Implementation Plan](#)
18.	Digital uplift plan for R&I systems	Creating a strategy, within the auspices of the Digital Master Plan's Research Value Stream, to 1) update the University's existing research support systems to at least Industry-standard levels, 2) introduce new systems and/or automated processes to minimise repetitive (and/or duplicated) tasks within the R&I workflows, and 3) enable the creation of and communicate a holistic suite of ITS services to support the research lifecycle: from research data management and repositories, to simulation exercises.	Chief, RIS December 2024	[Project Brief – Digital Uplift](#)
19.	Review of Centres and Institutes	A brief review of Centres and Institutes to ensure alignment with this strategy and to implement any recommendations, policies and processes that emerge from the Entities and	PVC RII December 2024	[Project Brief – Review of Centres and Institutes](#)

		Interests Performance and Governance Framework activity.		
20.	Supporting Delivery Plan	A brief plan to capture how the Portfolio can support delivery excellence of research and innovation activities and projects.	CEO, ANUE June 2024	[Project Brief – Supporting Delivery](#)
21.	Professional Learning and Executive Education Strategy	A strategy for harmonising executive education across the ANU that builds on existing work being undertaken by the DVCA.	CEO, ANUE June 2024	[Project Brief – Executive Education](#)
22.	First Nations Research Policy and Implementation Framework	The Portfolio will create a framework through which to support ANU researchers to appropriately and ethically ensure Indigenous knowledge and expertise is considered throughout the Research Lifecycle.	This could be a long task considering the complexity – we could design a roadmap in 2024, full delivery 2025.	[Project Brief – First Nations Research](#)
23.	Nomination and Selection Plan	A plan on how to proactively identify and support researchers who have the capability to secure specific grants and awards such as ARC Laureates, Centres of Excellence. This work has already commenced and will be trialled during 2024 before a university wide process is implemented in 2025.	Chief, RIS December 2024	[Project Brief – Nomination and Selection](#)
24.	Impact Strategy	Impact must be considered and planned at many stages of the research processes, from research design, collecting activity to publications and knowledge transfer. We will develop a strategy for continuous engagement with research end-users to learn what knowledge or technology	Chief, RIS December 2024	[Project Brief – Impact Strategy](#)

		gaps ANU research can fill, and to make sure we follow up on the outcomes and use of research outputs in the community, i.e. collect evidence of impact.		
25.	Rankings Strategy	A detailed plan to address the decline in ANU rankings. This plan will articulate a path forward in three areas: 1. How to best communicate our existing performance through providing relevant data to the rankings processes, 2. How to lift our substantive performance to increase our rankings, and 3. How to otherwise articulate our distinctiveness through more granular rankings outcomes and through other rankings process (i.e. SDGs) to highlight where we are best in Australia and the World.	R&I Executive Commencing immediately and continuing through 2024.	Project Brief – Rankings Strategy
26.	Data Access Strategy	There is support for increasing R&I access to relevant data across the various portfolios that hold it. We will identify and articulate what data is available and how it can be used in a more effective way to deliver the R&I strategy articulated herein.	Chief, RIS June 2024	Project Brief – Data Access and Usage
27.	Progression and Promotion Plan	This plan will articulate how staff inside and outside the Portfolio are rewarded for their activities that support research and innovation activities at ANU. This will include ensuring appropriate recognition for academic staff in the promotions process for R&I service (i.e. ethics panel service).	ODVCRI December 2024	Project Brief – Progression and Promotion
28.	Review of Outside Work (52 Day Rule) Activities and Support	In consultation with Colleges and Schools, review how the outside work rule is being used and confirm what policy changes may be needed. Also articulate how the Portfolio	CEO, ANUE June 2024	Project Brief – Outside Work

		can support staff using the 52-day rule to maximise the impact of their work.		
29.	ANU Collections: Pathway to National Leadership	Strategic uplift of Collections management and practice at ANU. When curated and discoverable, our research, teaching and heritage collections allow for complex research re-use and hands-on teaching. They represent a tangible connection to explore the University's past and present.	PVC RII Phase 1: June 2024	R&I Project Brief - Collections
30.	Citizen Science Initiative	Investigate opportunities for ANU researchers to establish a citizen science initiative that will provide public awareness of the impactful research and innovation activities being undertaken at ANU.	ODVCRI December 2024	Project Brief – Citizen Science
31.	DVCRI Business Advisory Board	Establish a business advisory board to guide the connection of ANU research and innovation activities to external stakeholders.	ODVCRI February 2025	Project Brief – Advisory Board
32.	Review of R&I budget and strategic commitments	A holistic review of the portfolio budget and Strategic Research Fund (SRF) commitments (including research related VCSF commitments) to support strategic funding decision making.	ODVCRI July 2024	Project Brief - Budget
33.	Comprehensive conflicts of interest register for R&I staff.	Document all conflicts of interest within the R&I portfolio.	ODVCRI December 2024	Project Brief - CoI

34.	Provision of Scholarly Services to APS	Investigate and implement a service offering to provide APS with access to our electronic resources - a "Parliamentary Library".	PVC RII Investigate feasibility by September 2024	Project Brief - APS
35.	Recruit and Retain Framework	Develop a framework to support how we recruit and retain world-class researchers. This will likely include the establishment of a fund for this purpose that replaces the Futures Scheme.	ODVCRI January 2025	Project Brief – RR Framework
36.	R&I Compliance Review	Review of all compliance related processes to ensure obligations and risks are clearly understood and mitigated.	Chief, RIS December 2024	Project Brief - Compliance
37.	Research Infrastructure Investment Fund	Establish an investment fund focussed on investing in research infrastructure CAPEX and OPEX.	ODVCRI Investigate feasibility by December 2024	Project Brief – Infrastructure Fund
38.	Indigenous Researcher Development Plan	Linked to 22. Develop an enabling framework to support Indigenous researchers. Includes indigenous HDR stipend amounts, supporting Indigenous Level A/B roles with greater clarity around administration and role clarity. This framework will include a focus on recruitment and retention for first nations researchers.	PVC GR December 2024	Project Brief - Indigenous Researcher Development Plan
39.	Moonshots and Grand Challenges Initiative	Investigate the feasibility of launching a moonshoots or Grand Challenges schemes that incorporates the lessons learned from prior similar initiatives.	ODVCRI December 2024	Project Brief - Moonshots

Metrics and Key Performance Indicators

It is important that the Portfolio be held accountable for its activities and that the metrics tracked align with our strategic objectives. The following metrics and KPIs capture what should be measured and tracked to validate that this strategy is being successfully delivered. Further consultation is needed to confirm which of these metrics should have targets mapped against them. The final three columns of this table will be updated after the forthcoming consultation process is undertaken.

Strategic Area	Metric	KPI or Target (if any)	Regularity of Measurement	Accountability
PhD/Higher Degree Research	Number of applications and conversion percentage, including breakdown of industry PhDs and measures of diversity Number of completions and percentage on time Satisfaction with HDR support and/or service (NPS) Satisfaction with HDR experience via PRES and Graduate outcomes surveys Number of extracurricular activities (i.e. research internships) per HDR student			
EMCR	Hosting early-career researcher forums. Representation of early-career researchers on committees. Participation of early-career researchers as CIs on grants. Early-career researcher satisfaction rates from surveys. Participation of early-career development programmes.	Suggestions based on these: -1 forum in 2024, biannually or quarterly from 2025 -Net increase in ECMR CIs in grants by end 2025		

Research Infrastructure, Entities and Interests	Number and accessibility of collections Diversity of infrastructure (i.e. breadth of infrastructure for STEM / HASS) Value of research infrastructure under management Amount of research infrastructure accessible to ANU researchers Utilisation of research infrastructure Satisfaction with research infrastructure (NPS) Value of research and development activity from Entities and Interests Return on investment from Entities and Interests			
New Opportunities	Number of engagements / number of repeat engagements Number and value of Grants / bids / opportunities submitted and won – ROI Multiplier and % success rate # and value of newly established strategic partnerships Researcher satisfaction with support provided (NPS) Demonstrated breadth of R&I Portfolio's engagement activities (BD, Comms, etc…)			
Delivery	Value of research revenue in total and per category (1-4) including value of second time research revenue Client and external partners feedback (NPS)			

	HERDC returns Number of outputs and activities including NTROs. SCival metrics Diversity of lead CIs eg gender, CALD, FN, LGBTIQ+ Value and numbers of projects utilising Project Management and Project Governance support			
Impact	Number of patents Commercial and commercialisation income Percentage of publications used in policy documents Publications cited by patents Growimpact tool to map impact and have impact pathway Demonstrated use of publications outside of academia Traction for Professional Learning support services (number of projects and value) Number of new start-ups supported Number of new spin-outs supported Engagement with SMEs KPIs should include impact narrative and success stories. Number of new government and NGOs as partners Policy Translation and adoption/implementation Community Development Systems strengthening and/or resilience			

Research Culture	Annual Culture audit and regular pulse checks Qualitative survey for clients to give more opportunity to get good feedback NTROs and Transdisciplinary countable and tagged in PURE What else should we measure here?			
Rankings	Rankings as captured in international rankings processes (QS, THE, etc…) Other rankings processes (SDGs, etc…) Define what/where we are the best in Australia and the world			
Transdisciplinary Research Pillars	Connectivity of researchers in each transdisciplinary pillar (network analysis).			

Australian National University

Appendix A - R&I Portfolio - Project Brief Template

Project Name

Project Sponsor		Business Owner	
Strategic Fit			
Project Start Date			
Proposed Project Delivery Date			
Project Description and Objectives	*Provide details of the project background which includes reason for creating the project, and mention the project objectives*		
Measures of Success	*How will we know if the Project is successful?*		
Project Scope	In scope: Out of scope:		
Deliverables and Milestones	*(Insert anticipated high-level deliverables and milestones with anticipated delivery date here – if known at this stage)*		
Steering Committee or Project Governance Body	*List name and roles of the steering committee or the Project Governance Body members*		
Project Team Members & Roles	*List name and roles of the project team members*		
Stakeholders & Roles			
Risks	*Provide high-level overview of significant risk items. Details to be captured in a standalone Risk Register.*		
Constraints	*Identify the specific constraints or restrictions that limit or place conditions on the project, especially those associated with the project scope.*		

Project Overview

Assumptions	
Budget	
Approvals	Project Sponsor: Date:
	Business Owner: Date: