

## Part 1: Formal Change Process

The International Strategy Portfolio (herein referred to the Portfolio) released a change management proposal on 14 April 2021 to support and respond to the ANU Recovery Plan for The Australian National University (ANU). The formal consultation period ran from 14 April 2021 to 28 April 2021 and, upon request, was extended by two days and closed on 30 April 2021. During this period, there was consultation undertaken and a level of understanding was expressed regarding the need for the proposed changes. A range of suggestions about alternate options were put forward for consideration.

This document, the Change Management Implementation Plan (herein referred to as the Implementation Plan), reiterates the key details of the proposal, outlines the consultation and amendments incorporated from the consultation, and details the implementation schedule.

Colleagues and stakeholders are thanked for their contributions and feedback. Feedback was received from Portfolio staff, colleagues from across the University and stakeholders external to the University. This reflected high levels of engagement and commitment to the delivery of programs and services from the Portfolio.

### **Background**

This proposal outlines the changes required within the International Strategy Portfolio to support and respond to The Australian National University (ANU) Recovery Plan.

Designed in 2020 and subsequently approved by Council, the ANU Recovery Plan outlines how ANU will meet its financial obligations and achieve its strategic objectives as set out in the *Australian National University 2017-2021 Strategic Plan*, with sustainable, stable and secure financial foundations.

The ANU Recovery Plan noted the need for the University to close a \$103 million per annum financial gap from 2021. This requires savings in both non-salary and salary expenditure. The University aims to achieve as much salary saving as possible through voluntary separations, with redundancies as a last resort. The challenge for 2021 and beyond is to ensure that the ANU can operate within highly constrained financial environment.

In the international strategy space, this requires the University to reimagine its global engagement methods, specifically those that relied on financial resources and the ability for staff and students to travel freely between ANU and international partner universities. It requires the University to seek new recruitment markets and strengthen our student pipelines. When the Australian borders reopen, the University will need to lean on the strength of our international relationships and collaborations to support the regeneration of our international student markets, joint-programs, and international research partnerships.

This Implementation Plan outlines the challenges facing the Portfolio and the strategies to adapt to these new circumstances. It sets out specific details and information on the confirmed changes within the Portfolio as well as providing the guiding principles that will support the implementation of these changes.

The confirmed changes will enable the Portfolio to emerge strongly from the current global pandemic and offer a platform to discuss further cross-Portfolio and College collaboration to support the delivery of the University's strategic goals and University-wide projects.

## Part 2 : Overview of Consultation Process

### **Consultation Period**

The consultation period for the International Strategy Change Management Proposal commenced on Wednesday 14 April and concluded on Friday 30 April 2021.

A copy of the Change Proposal was provided to all Portfolio staff via email and to the University community via the Recovery Plan website, for consideration and feedback. A copy was also provided to the National Tertiary Education Union (NTEU) for consideration and feedback.

The consultation process invited feedback from across the University Community. Meetings were held with Portfolio staff to provide an opportunity to ask questions and discuss the Change Proposal in detail. Individual meetings and discussions were also offered and held with staff from across the Portfolio.

The consultations, discussions, and feedback received have been critical in the development of this Implementation Plan.

### **Overview of Feedback**

The time and thought invested by Portfolio staff, other colleagues from across the University and the broader community in providing valuable feedback regarding the change proposal is acknowledged and appreciated.

During the consultation period, a total of 39 formal submissions were received, with 31 submissions from stakeholders within the Portfolio and 8 external to the Portfolio. The feedback was provided on an individual and team/group/area basis and each submission was formally acknowledged as it was received.

All feedback was given serious and detailed consideration. There were a number of positive and highly applicable suggestions presented throughout the consultation period. In addition, further information and clarification was sought regarding the rationale behind the proposed changes and how certain elements of the proposed new structure would be implemented to achieve the anticipated improvement and realignment of responsibilities and services.

The key themes of the feedback during the consultation period included (in no order of priority):

- Team structure – including the organisation of functions within the Marketing and Student Recruitment Division (MSRD) and the International Strategy and Partnerships Team (ISP).
- Resourcing of functions – including international marketing support, web, infrastructure projects, marketing automation, and design functions within the MSRD Division and international visits and diplomatic relations within the ISP Team.
- Comment on proposed new roles – including the ANU Identity Manager and Manager, International Business Development.
- Position and team titles – including alignment with external markets and stakeholders.

### **Clarifications and Amendments**

The responses received during the consultation period included queries that required clarification and suggestions regarding the recommended changes. In response to this feedback and in consideration of the overarching strategic priorities of the proposed plan, the following clarifications, adjustments and amendments are provided in relation to the International Strategy Portfolio Change Proposal:

#### 1. Team structures and resourcing of business functions

##### *Marketing and Student Recruitment Division*

There was significant feedback provided on the structure of the marketing, web, and design functions within MSRD. This included concern about resources for international marketing, the proposed relocation of the marketing automation and web functions, and the suggested management of these

functions. There was also feedback regarding resources for the Customer Relationship Management (CRM) and Drupal update projects. Since the release of the Change Management Proposal, the Division has also received the CRM project health check report, which made recommendations on the future of the CRM project and the related resources.

All feedback and recommendations were carefully considered and adjustments have been made including:

- Realignment of all marketing and market intelligence roles under the current Associate Director, Marketing Insights. This will allow data driven strategy to inform the University's marketing and advertising activity in relation to student recruitment.
- Reallocation of an SM1 and an ANU6/7 position within MSRD to support the development and management of international marketing and drive the creation of dynamic marketing collateral for the Division's offshore recruitment offices and agent relations.
- Realignment of all content development, design, marketing automation, and day-to-day web functions under the current Associate Director, Marketing Solutions. The consolidation of these functions under one team will provide an integrated brand service to the teams within MSRD and provide support for the new ANU Identity to internal stakeholders across the University.
- An additional resource for the web development team to support the resolution of ITS tickets that are processed by this team. It is acknowledged that further resources would benefit the overall output by this team. Ongoing review of resourcing (subject to available budget) and implementation of tools and work practices to assist management of workload will continue to be undertaken.
- Noting the recommendation from the CRM health check to consider the establishment of a dedicated team to work on large-scale projects such as the CRM and Drupal upgrade projects, the Service Portfolio will likely take ongoing ownership of the CRM and Drupal projects with expert resources within MSRD transitioning across to coordinate these projects.
- The proposed Marketing Collaborations position will be undertaken by an ANU8 role within the Division to support business flow between the recruitment and marketing functions within MSRD. As required, they will also support collaboration with other Portfolios and Colleges.

Feedback was also provided on the proposed structure within the international recruitment team. Comments highlighted the absence of specific marketing support for international recruitment, the coordination of support for agent marketing needs, and clarity around the scope of this team. All feedback and recommendations were carefully considered and adjustments have been made including:

- As noted above, two specific resources will be reallocated within MSRD to support the development and management of international marketing and drive the creation of dynamic marketing collateral for offshore recruitment offices and international agent needs.
- The current position of Future Student Coordinator will be re-retitled as International Marketing & Recruitment Coordinator and report directly to the Associate Director, International Business Development to support the coordination of agent needs and international marketing resources.
- An International Marketing & Recruitment Officer will report to the International Marketing & Recruitment Coordinator to provide additional support to this area of activity within the Division.
- The Business Development team, under the direction of the Associate Director, International Business Development will manage the University's relationships with international agents and sponsors organisations, oversee the establishment and ongoing management of offshore recruitment offices, and work with the relevant teams across the University to ensure compliance in the operation of the above functions. It is expected that the positions under the

Associate Director will work collaboratively on the required outcomes. Distribution of specific projects will be actioned by the Division's senior management based on current workload and strategic priority for the Division.

#### *International Strategy and Partnerships Team*

There was considerable feedback received regarding resourcing for international visits and diplomatic relations within ISP and acknowledgement that the regional expertise within ISP is valued across the University. With travel limitations likely to continue for at least another 12 months, it is expected that the full breadth of this work will not return for some time. However, it is acknowledged that this is an important function within this team.

Feedback and recommendations on the resourcing of these functions were carefully considered and adjustments have been made including:

- The position of Manager, International Partnerships Development will remain within the ISP team overseeing development of business and engagement opportunities in Europe, the Middle East, and South America. This position will support the Director, by coordinating the University's relationships with the diplomatic community.
- To better support business flow within the Global Programs Team, the Systems & Scholarships Coordinator and Inbound Program Coordinator will report to the Manager, Global Programs (ANU Officer 8).
- All alliances membership will be reviewed for value to the University. Remaining memberships will continue to be managed by the senior management within ISP.
- The International Partnerships and Compliance Coordinator (fixed term) will transition to a continuing position.

#### *Global Programs within International Strategy and Partnerships Team*

Feedback was also provided regarding the resourcing of the Global Programs team while travel limitations remain in place and student exchanges and global programs are limited. This feedback is noted and acknowledged.

The work of the Global Programs team includes the implementation, delivery and support of study abroad and exchange arrangements at the ANU. Much of this work has a 12-18 month lead time meaning this team's operations are future focused to a time when it is expected borders will be open. The team will continue to coordinate, promote opportunities and process exchange applications and manage admissions for these programs.

In addition, this team will pivot to develop, with the Colleges, an attractive Junior Semester/Year Abroad for fee-paying US students.

## 2. Comment on new roles

Feedback was received seeking further information and details about the proposed new roles within the Portfolio. Further details on these roles are included below.

#### *ANU Identity Manager*

This role will be responsible for the University's brand assurance and compliance across the ANU. They will manage the development of written and design content for MSRD's core functions, key University design projects (e.g. annual report) and continue to support the implementation of the ANU Identity as required. They will ensure the quality of the collateral produced and provide tools to enable University-wide brand consistency. The content produced by the ANU Identity team will primarily support MSRD's marketing and recruitment functions. College and ad-hoc Portfolio content

development requirements will be facilitated through Outfit, which is managed by this team, or through relevant suppliers on the University's Marketing and Communications Services Panel.

*Manager, International Business Development*

A core part of the future strategy within the Portfolio and specifically within ISP will be a focus on business development. This role was proposed to support that function and drive business from global opportunities identified by the ISP team. Much of the feedback received supported the creation of this role and its alignment with the business development activities within the Research and Innovation (R&I) Portfolio. On further discussion with the R&I Portfolio, it was agreed that this function will, similar to the dedicated College business development roles that have been created, be funded from within the R&I Portfolio with a dedicated remit to the International Strategy Portfolio. This has enabled the Portfolio to retain the Manager, International Partnerships Development position and to continue to and support international partnership development and provide regional expertise.

3. Position and team titles

*Marketing and Student Recruitment Division*

The abovementioned realignment of functions requires related changes to the names of the affected teams to reflect their realigned functions. The follow changes in titles will be made to support the updated structure.

- Deputy Director, Student Recruitment will change to Director, Future Students.
- Associate Director, Marketing Insights will change to Associate Director, Segment Marketing and Planning.
- Associate Director, Marketing Solutions will change to Associate Director, Brand and Marketing Services
- Additional changes have been made to positions within these team to support the new structure. These changes have been outlined appropriately in Part 4 of this document.
- Individual's feedback on specific titles within MSRD have also been taken into consideration and updated as outlined in Part 4 of this document.

*International Strategy and Partnerships Team*

Commentary on the position titles within ISP included requested alignment of titles across the Portfolio and greater specificity of title related to function. In addition, there was discussion about the external perceptions of the function of this team from external stakeholders and the international community. The following changes have been made in response to this feedback:

- The International Strategy and Partnerships Team will change its name to the ANU International Office.
- The Deputy Director, ISP become Director of International Office to align better with external stakeholder understanding of this office and the related position.
- SM1 positions have been listed as Senior Managers and ANU Officer 8 positions are listed as Managers.
- Individual's feedback on specific titles within this team have also been taken into consideration and updated as outlines in Part 4 of this document.

### Part 3 : Drivers for Change

Established in January 2021, the International Strategy Portfolio brings together teams and Divisions from across the University that operate and focus on international engagement and relationships, domestic student recruitment and ANU branding and marketing. The aim of this collaboration is to enhance the natural synergies that exist between these groups and areas of activity for the benefit of the University.

The Portfolio consists of the following Divisions and teams:

- Marketing and Student Recruitment Division;
- International Strategy and Partnerships;
- Global Programs; and
- International Liaison Offices

The Portfolio supports the strategic priorities of the University on the global stage and leads the implementation of the University's International Strategy. The Portfolio oversees a number of key functions within the University including student recruitment (domestic and international), relationship management with key international partners and executive engagement with international alliances, student mobility programs, domestic and international marketing, and the operation of the University's offshore offices. The activities and areas of focus for the Portfolio play a key role in delivering on diversity in the student cohort, which is one of the ten key initiatives identified in the ANU Recovery Plan

As a result of the global pandemic and the continued closure of Australian borders, the ability to recruit international students is limited. Australian universities are struggling with the financial fallout of this limitation and the heightened competition for students in a smaller market. Current analysis and projections indicate the decrease in revenue from international students is likely to take five years or so to recover from, meaning universities – both in Australia and around the world - need to redistribute their resources to adapt to this longer-term structural change in their financial position.

In response to the financial impact of falling revenue from international student markets, all Colleges and Portfolios across the ANU have had to adjust their targets and key strategic initiatives to support the recovery of the University and achieve the required significant savings in their operational expenditure.

The global pandemic has not only prevented international travel in the short term but is also likely to limit the interest of our stakeholders in short-stay international travel in the coming years. Should quarantine requirements remain in place for international travel to and from Australia, much of the international market, our partners, and ANU staff will want to avoid short trips that require a quarantine period at personal and professional cost. This is expected to limit our ability to engage internationally and strengthen our global partnerships now and in the coming years.

In response to these challenges, the University needs to adapt its engagement model and redistribute and reorganise resources to respond to and accommodate these changed circumstances and operational environment. The changes outlined in this document aim to position ANU for success in a post-pandemic world.

#### **OFFICE OF THE DEPUTY VICE-CHANCELLOR INTERNATIONAL STRATEGY**

The Deputy Vice-Chancellor (International Strategy) (DVCIS) is responsible for the University's global marketing and student recruitment strategy and the implementation of the University's academically led International Strategy. The DVCIS also provides leadership on the University's engagement with global partners.

The ANU International Strategy includes the development of eight regional engagement plans. These plans underwent university-wide consultation during 2020 and priority assessment of the activities (tactics) in these plans took place at the end of the year. Each activity was assessed against three criteria: contribution to the International Strategy, contribution to the University's ambition for that region and return on investment. Implementation of these regional engagement plans, supported by the (renamed) International Office, will commence in second half of 2021 in conjunction with the implementation of any of the proposed organisational arrangements, which may be confirmed for the Portfolio.

The Office of the DVCIS provides executive support to enable the achievement of these strategic goals and the overall operations of the Portfolio. The Office coordinates and reports on the Portfolio's activity, provides project management support for strategic initiatives, has oversight of the portfolio budget, and acts as the liaison point with internal and external stakeholders. The Office manages the day-to-day business operations of the Portfolio, working closely with the relevant Teams and Divisions, within and external to the Portfolio, to optimise business flow and ensure high quality administrative and executive support.

The DVCIS is supported by an Executive Officer, who has overall responsibility for the Office of the DVCIS and its functions, and an Executive Assistant (shared with the Dean, ANU College of Law), who manages diary commitments and provides general administrative support.

## **MARKETING AND STUDENT RECRUITMENT**

The Marketing and Student Recruitment Division (MSRD) is responsible for brand marketing, advertising, website development and maintenance, creative design, and domestic and international student recruitment for the University. This includes agent management, the cultivation of relationships with international student sponsors, the operation of events such as ANU Open Day, and the provision of a call centre for future student enquiries.

The activities and work undertaken by MSRD are important in delivering key strategic goals of the University. The Division has a key role to play in the delivery of the ANU Recovery Plan with a remit and focus on achieving greater traction in targeted student recruitment for particular degrees in selected markets. To do this it must retain its capabilities in nurturing applicants and converting them to student enrolments at ANU, ensure alignment in marketing and student recruitment activities across the University while also adjusting and adapting its organisational arrangements to ensure it is operating within the available budget allocation.

With restrictions in international travel expected to continue for all of 2021 and likely into 2022, the strategic direction of the Division needs to be adjusted and re-directed towards growing source markets and student pipelines. This will strengthen the position ANU occupies when the borders open. These areas of focus will enable and include the development of our sponsored student sector, strengthening our relationships with agents, and expanding our offshore recruiting presence with in-country staff placed in India, Vietnam, Indonesia, and the Middle East.

Underpinning these strategies is collaborative work with Colleges and internal stakeholders across ANU on articulation development, prior credit recognition and the revision and alignment of entrance standards across different national assessment systems. Supporting these strategies will be the University's Global Student Recruitment Campaign, further development of the ANU web infrastructure, architecture and governance, and targeted segment marketing and planning in the postgraduate space. With the ANU Story Project outcomes finalised, the Division will also transition to oversee the implementation of the ANU Identity Project.

The Division will continue to work closely with each of the College Marketing and Communication teams to align marketing and recruitment activity across the University. The Division will build on the collaborative efforts of the College and central staff that have developed through the establishment of the post-graduate (PG) and short course strategies over the past six months. Coordinating a united approach to this work will enable and support the removal of duplication of resources and lead to an optimal outcome for the whole University.

In responding to the circumstances of 2020, global market changes, and the pivoting of strategic priorities within the University in response to the pandemic, the Division has made some adjustments which have resulted in some reduction of positions and internal structural changes to this Division over the past 12 months.

To continue to build on this response to strategic priorities and position the Portfolio for success, this Implementation Plan outlines and confirms some further changes for the Division.

The Division will change its name to *International Strategy and Future Students Division* and have a leadership team reporting directly to the Deputy Vice-Chancellor, International Strategy. The currently vacant role of Director, MSRD will not be replaced.

In considering the adjustment in focus for the Division, there will be a reorganisation of some of the teams to support the key strategic and operational objectives.

- The Future Students team will continue to lead our customer experience and domestic recruitment activity. This will include working with Divisions and teams around the University to optimise the future student experience.
- A Business Development team will be established and will manage and grow the University's relationships with education agents, sponsor organisations, domestic partners, and international high schools. This team will oversee all of the University's offshore recruiting presences, and develop and implement recruitment strategies for new emerging markets to support diversification of the University's student cohort.
- The Marketing Insights Team (to be renamed Segment Marketing and Planning) will continue to support the Divisions planning by providing data insights on key markets. This team will also develop targeted marketing for specific market segments including domestic postgraduate, short courses, and international students to compliment student recruitment activity. This team will lead the Divisions collaboration with other marketing functions across the University, ensuring there a single approach to these activities.
- The Marketing Solutions Team (to be renamed Brand and Marketing Services) will oversee the University's brand strategy. The ANU Identity team will manage the development of written and design content for the Division's core functions, key University design projects (e.g. annual report) and continue to support the implementation of the ANU Identity as required. This group will also manage the Division's marketing automation and web development. Additional resources will be provided for ticket management.
- The Marketing Infrastructure Team has been responsible for the design and rollout of a Customer Relationship Management (CRM) system. As a result of the CRM health check, the University will look to establish a dedicated team to work on large-scale projects such as the CRM and Drupal upgrade along with other service priorities. This team, when established, will sit within the Service Portfolio and will take ongoing ownership of the CRM and Drupal projects with the Associate Director, Marketing Infrastructure transitioning across to coordinate these projects. This transition will not be immediate. In the interim, this position will continue to work within MSRD, in collaboration with the Service Portfolio, to respond to the recommendations made in the CRM health check and coordinate the enactment of the International Strategy Implementation Plan.

## **INTERNATIONAL STRATEGY AND PARTNERSHIPS**

The International Strategy and Partnerships (ISP) team provide analysis and data to inform a coordinated approach to ANU international engagement and activities across the University. They are responsible for supporting the University Executive-level priorities for strategic international engagement as set out in the ANU International Strategy. The ISP team provides administrative support for the development of international partnerships and agreements and manages the University's central repository of international partnerships and agreements.



ISP coordinates the University's engagement in strategic alliances (e.g. Association of Commonwealth Universities and International Alliance of Research Universities), organises international visits and engagements with global university executives, embassies and strategic international organisations, and provide both executive and college level briefings, as required, to support the University's offshore engagements and executive decision-making.

In the present global environment and noting the areas of focus for the Portfolio and the University, the work of ISP was carefully reviewed and considered. In the current circumstances and with a view to the expected level of global activity possible in the near term, it is unlikely that inbound and outbound high-level visits will occur in significant numbers for some years to come.

The ISP team also has a vital role to play in ensuring the University manages and complies with the structures and obligations that the Federal Government has recently created around foreign interference. With the obligations of the *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* (Cth) coming into force in December 2020, the Portfolio has been required to report all historic and ongoing international agreements with specific entities. This means, ISP will need to adjust its scope of services and responsibilities take on the reporting obligations surrounding the University partnership agreements. The reorganisation of the ISP team will include the refresh of a mid-level position to support these compliance and regulatory requirements

After careful consideration, ISP will no longer be able to dedicate a team of resources to undertake activities to support international protocol and visits. Following the important feedback and suggestions provided during the consultation period, it is acknowledged that it will be critical for the Portfolio to retain a senior role to support Australian (Canberra) based diplomacy and support diplomatic and external international relations. Logistical support, as required, will be provided by the Office Administrator role and as needed, the Events and Communications Officer.

The vital areas of business development will be established in partnership with Innovation@ANU, part of the Research and Innovation Portfolio. In the same manner as the newly created College Business Development Manager roles, resourcing will be provided to support business development activities for the International Strategy Portfolio. The focus of this area of activity and work will be on managing articulation programs, student sponsor organisations and, where appropriate, supporting and facilitating the acquisition of international research funding. This will require close collaboration with MSRSD and the Research & Innovation Portfolio.

The team will change its name to the ANU International Office and have a leadership team reporting directly to the Deputy Vice-Chancellor, International Strategy.

It is confirmed that the organisational arrangements within (renamed) ANU International Office will be:

- The current role of Director, ISP will not continue. The confirmed new organisational arrangements for the Portfolio will provide a streamlined approach to the functions of this team, meaning the role of Director ISP will no longer been required as the duties associated with this role will cease or will be distributed to other roles within the Portfolio.
- The role and responsibilities for the current Deputy Director, ISP will be refreshed and updated to reflect the Portfolio focus on delivery of the International Strategy and the associated business development activities. This will include a change of title to Director of International Office and take on supervisory responsibilities for each of the Managers within ISP.
- Each Senior Manager within the team will coordinate specific functions within the team to support the new Director of International Office role.
  - Senior Manager, Global Programs will oversee all student mobility activities. Further information on Global Programs is detailed below.

- Senior Manager, Regional Partnership Development will manage relationships and developing partnerships in Europe, the Middle East, and South America. The position will support the Director of International Office by coordinating the University's relationships with the diplomatic community.
- Senior Manager, International Partnership Development, will manage relationships and developing partnerships in Asia, in collaboration with the China Liaison Office. This team will continue to support Colleges with the development and ongoing management of international partnerships and agreements and manage the Universities obligations under the *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* (Cth) regarding agreements captured in International partnerships and agreements Policy and Procedure.
- During 2020 and into 2021, as a result of the global pandemic and the associated closure of international (and domestic) borders, the work previously undertaken by the International Protocols, Visits and Delegations team has been impacted. This has included a significant reduction in the activities for the team and the associated workload. As noted above, it is expected that international borders will remain closed for the remainder of 2021 and into 2022. This means it will be some time before the level of visits and delegations will return to pre-pandemic levels. The Portfolio cannot continue to allocate dedicated resources to these activities. This change in the scope of activities means the duties associated with the International Protocol, Visits & Delegations positions will cease or will be distributed to other roles within the Portfolio. These roles will be unable to continue and will be disestablished.
- The Intelligence and Briefings team will continue to provide executive briefings to support the University's offshore engagements and executive decision-making. They will take on responsibilities to enable support of the implementation of the International Strategy, including support for the Regional Plans, and strategic analysis of opportunities identified by the Business Development Manager support role from R&I.

### **GLOBAL PROGRAMS (a team within ISP)**

ANU has over 200 exchange arrangements with Higher Education Institutes (HEIs) across the globe and the Global Programs Team (GP) are accountable for the implementation, delivery and support of study abroad and exchange arrangements (both inbound and outbound, award and non-award students) at the ANU. GP have recently joined the Portfolio to enhance the synergies between the work they do in the international space and with our key partner universities.

The GP team also manage the University's learning abroad funding including OS-HELP, New Colombo Plan and the ANU Vice Chancellors Coursework Travel Grants and provide system support for TerraDotta. Exchange and study abroad schemes are likely to require some reconfiguration in the aftermath of the pandemic as student choice and partner-hosting abilities may well have changed. As part of this work, this team will review and assess the University's exchange arrangements to insure they continue to provide value to our students.

A new priority for the GP team is to develop, with the Colleges, an attractive Junior Semester/Year Abroad for fee-paying US students. This would involve the curation of academic and cultural content around Australian Studies from across ANU. This work will align with the new focus on business development within the ISP team.

### **INTERNATIONAL LIAISON OFFICES**

For a number of years, the University has had a range of International Liaison Offices (ILOs) in various locations around the world. Over the past three years, ANU has operated ILOs in the United States (Washington DC), China (Beijing), and Singapore.

The purpose of these offices has been to enhance the international standing and profile of the University in a diplomatic sense and to support staff in research partnerships with industry and HEIs based in those locations. The ILOs have also supported student internships and special programmes such as the Shanghai Hub. Historically, these offices have not taken a role in student recruitment.

With the circumstances and reduction in available financial resources during 2020, and into 2021 and beyond, the ANU took the difficult decision to close the Singapore ILO at the end of 2020. The Washington ILO will continue, though this will be with a reduced level of staffing from June 2021. It is expected and currently planned that it will return to full strength in 2022.

The legal status of the China ILO is in the process of changing to allow the staff based there to better support the ANU financial recovery through undertaking activities such as student recruitment and the sourcing of articulation and progression arrangements in the North Asia region. These decisions reflect the University's financial strategy in line with the ANU Recovery Plan.

## Part 4: The Nature of the Change

### Summary of Changes

It is foreseeable that the impact of the confirmed changes outlined in this Implementation Plan will involve:

1. International Strategy and Future Students Division (*formerly Marketing and Student Recruitment*)
  - The establishment of four (4) continuing professional staff position.
  - The direct transfer of thirty-six (36) continuing professional staff positions.
  - The direct transfer of two (2) fixed term professional staff positions.
  - The reclassification of two (2) continuing professional staff positions.
  - The disestablishment of three (3) continuing professional staff positions (VACANT).
  - The disestablishment of one (1) fixed term senior professional staff position (VACANT).
2. ANU International Office (*formerly International Strategy & Partnerships*)
  - The direct transfer of fourteen (14) continuing professional staff positions.
  - The direct transfer of one (1) contingent funded position.
  - The direct transfer of one (1) fixed term professional staff position.
  - The disestablishment of two (2) continuing professional staff positions.
  - The disestablishment of one (1) fixed term senior professional staff position.
3. International Liaison Offices
  - The direct transfer of one (1) fixed term professional staff position.
4. Office of the Deputy Vice-Chancellor International Strategy
  - The direct transfer of one (1) fixed term senior academic staff position.
  - The direct transfer of one (1) continuing professional staff position.

The changes may also include: a change in reporting or supervisory lines for some staff and positions; a change in work practices for some staff; reorganisation of teams and/or a change in conditions, including those that would be likely to lead to changed responsibility levels.

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**SUMMARY OF STAFF POSITION CHANGES****New Positions within the new Portfolio structure**

The following positions will be created within the new organisational arrangements for the Portfolio.

All new positions are recommended to ensure that suitably qualified and experienced staff are available with the skills, qualifications attributes and expertise to optimise and improve capability and the delivery of strategic outcomes, services and requirements within to deliver the International Strategy Portfolio and to the University.

**Positions within the (renamed) International Strategy and Future Students Division****(1) Director, Brand & Marketing (Senior Manager Level 3)**

This proposed new position will direct the University's brand and marketing strategy. They will work in partnership with the Director, Future Students to deliver consistent coordination of marketing and student recruitment strategies and activities. The Director, Brand & Marketing will also build collaborative relationships across the institution to ensure a co-ordinated whole of university approach to brand and marketing.

**(2) Associate Director, International Business Development (Senior Manager Level 2)**

This proposed new position will lead the development of the University's international student pipelines and source markets including education agent and sponsorship management. This position will coordinate with internal and external stakeholders to drive the University's internal student recruitment agenda.

**(3) Manager, ANU Identity (ANU Officer Level 8)**

This role will be responsible for the University's brand assurance and compliance across the ANU. They will manage the development of written and design content for MSRSD's core functions, key University design projects (e.g. annual report) and continue to support the implementation of the ANU Identity as required. They will ensure the quality of the collateral produced and provide tools to enable University-wide brand consistency. The content produced by the ANU Identity team will primarily support MSRSD's marketing and recruitment functions. College and ad-hoc Portfolio content development requirements will be facilitated through Outfit, which is managed by this team, or through relevant suppliers on the University's Marketing and Communications Services Panel.

**(4) Web support officer (ANU Officer Level 5)**

This role will support the day-to-day work of the web team within MSRSD by actioning content update requests, user queries, and general support as required. This position will report to the Front End Designer.

**Directly Transferred Staff Positions within the proposed structure**

The following positions will be directly transferred into the new Portfolio organisational arrangements and structure. Where roles require position description refresh, change of title, change in supervisor, or change in level, those changes have been appropriately noted below.

Title changes have been made to either better reflect the work done by that position or to better align with the responsibilities and duties for that role.

These changes and revisions will enable the positions to be aligned with the requirements of the new Portfolio structure and ensure the positions are focussed on the required capability to deliver on the International Strategy Portfolio requirements of the University and to support the University strategic priorities.

Table 1: Directly transferred positions within the new structure – Office of the DVCIS

Current Position Title	Proposed Position Title	Number of positions
Deputy Vice-Chancellor (International Strategy)	Deputy Vice-Chancellor (International Strategy)	1
Executive Officer, International Strategy Senior Manager 1	Executive Officer, International Strategy Senior Manager 1	1
	<b>Total</b>	<b>2</b>

Table 2: Directly transferred positions within the new structure – ILOs

Current Position Title	Proposed Position Title	Number of positions
Director, NALO Senior Manager 2 (fixed term)	Director, NALO Senior Manager 2 (fixed term)	1
	<b>Total</b>	<b>1</b>

Table 3: Directly transferred positions within the new structure – International Strategy and Future Students Division

Current Position Title	Proposed Position Title	Number of positions
Associate Director, Marketing Insights Senior Manager 2	Associate Director, Segment Marketing and Planning, Senior Manager 2	1
Brand Content Producer ANU Officer 6/7	ANU Content Lead ANU Officer 6/7	1
Business Analyst ANU Officer 8 (fixed term – December 2021)	Business Analyst ANU Officer 8 (fixed term – December 2021)	1
Campaign Automation Officer ANU Officer 5	Campaign Automation Officer ANU Officer 5	1
Campaign Coordinator ANU Officer 6/7	Campaign Coordinator ANU Officer 6/7	1
Campaign Developer ANU Officer 5	Content Producer ANU Officer 5	1
Deputy Director, Student Recruitment Senior Manager 3	Director, Future Students Senior Manager 3	1
Deputy Manager Future Students ANU Officer 8	Manager, International Development ANU Officer 8	1
Deputy Manager, International Stakeholder Development ANU Officer 8	Manager, International Stakeholder Development ANU Officer 8	1
Digital Marketing Manager ANU Officer 8	Manager, Digital Marketing ANU Officer 8	1

Current Position Title	Proposed Position Title	Number of positions
Digital Marketing Officer ANU Officer 5	Content Producer ANU Officer 5	1
Domestic Recruitment Officer ANU Officer 6/7	Future Student Coordinator ANU Officer 6/7	1
Enquiry Officer ANU Officer 5	Core Enquiry Officer ANU Officer 5	3
Enquiry Team Leader ANU Officer 6/7	Enquiry Team Leader ANU Officer 6/7	1
Executive Assistant ANU Officer 6/7	Executive Assistant and Office Coordinator ANU Officer 6/7	1
Front End Designer ANU Officer 6/7	Front End Designer ANU Officer 6/7	1
Future Student Coordinator ANU Officer 6/7	International Marketing & Recruitment Coordinator ANU Officer 6/7	1
Graphic Designer ANU Officer 5	Graphic Designer ANU Officer 5	1
International Agent Officer ANU Officer 5	International Agent Officer ANU Officer 5	1
International Market Coordinator ANU Officer 6/7	Marketing Specialist ANU Officer 6/7	1
International Marketing and Student Recruitment Officer ANU Officer 5	Future Student Coordinator ANU Officer 5	1
Manager, Domestic Recruitment ANU Officer 8	Manager, Future Students (Domestic) ANU Officer 8	1
Manager, International Development ANU Officer 8	Manager, International Development ANU Officer 8	1
National Market Coordinator ANU Officer 6/7	Marketing Specialist ANU Officer 6/7	1
National Market Strategist ANU Officer 8	Manager, Marketing and Recruitment Relations, ANU Officer 8	1
National Recruitment Officer ANU Officer 6/7	Future Student Coordinator ANU Officer 6/7	1
Program Manager, Marketing Infrastructure Senior Manager 2 <i>(fixed term – January 2022)</i>	Associate Director, Marketing Infrastructure Senior Manager 2 <i>(fixed term – January 2022)</i>	1
Project Manager Senior Manager 1	Senior Marketing Manager Senior Manager 1	1
Project Officer Marketing Insights ANU Officer 6/7	Marketing Analyst ANU Officer 6/7	1
Project Support Officer ANU Officer 6/7	Project Support Officer ANU Officer 6/7	1
Publications Officer ANU Officer 6/7	Senior Designer ANU Officer 6/7	1

Current Position Title	Proposed Position Title	Number of positions
Segment Manager Senior Manager 1	Senior Marketing Manager Senior Manager 1	1
Student Recruitment International ANU Officer 6/7	International Stakeholder Development Coordinator ANU Officer 6/7	1
Student Recruitment Officer ANU Officer 6/7	Future Student Coordinator ANU Officer 6/7	1
Student Recruitment Officer ANU Officer 6/7	Regional Manager ANU Officer 6/7	3
	<b>TOTAL</b>	<b>38</b>

Table 4: Directly transferred positions within the new structure – ANU International Office (incl Global Programs)

Current Position Title	Proposed Position Title	Number of positions
Deputy Director, ISP Senior Manager 3	Director of International Office Senior Manager 3	1
Deputy Manager, Global Programs ANU Officer 8	Manager, Global Programs ANU Officer 8	1
Events and Communications Officer ANU Officer 5	Events and Communications Officer ANU Officer 5	1
Global Programs Coordinator ANU Officer 6/7	Exchange Coordinator ANU Officer 6/7	1
Global Programs Coordinator ANU Officer 6/7	Inbound Program Coordinator ANU Officer 6/7	1
Global Programs Coordinator ANU Officer 6/7	Systems & Scholarships Coordinator ANU Officer 6/7	1
Grants and Systems Officer ANU Officer 5	Grants and Systems Officer ANU Officer 5	1
International Coordinator ANU Officer 6/7	International Coordinator ANU Officer 6/7	1
International Partnerships and Compliance Manager ANU Officer 8	Manager, Foreign Arrangements ANU Officer 8	1
International Partnerships and Compliance Coordinator ANU Officer 6/7	International Partnerships and Compliance Coordinator ANU Officer 6/7	1
International Partnerships & Compliance Coordinator ANU Officer 6/7 (Fixed Term – Dec 2021)	International Partnerships & Compliance Coordinator ANU Officer 6/7	1
Manager, Global Programs Senior Manager 1	Senior Manager, Global Programs Senior Manager 1	1
Manager, International Intelligence and Briefings	Manager, International Intelligence and Briefings	1

Current Position Title	Proposed Position Title	Number of positions
ANU Officer 8	ANU Officer 8	
Manager, International Partnership Development Senior Manager 1	Senior Manager, International Partnership Development Senior Manager 1	1
Manager, Regional Partnership Development Senior Manager 1	Senior Manager, Regional Partnership Development Senior Manager 1	1
Office Administrator ANU Officer 5 (Fixed Term - August 2021)	Office & Events Administrator ANU Officer 5 (Fixed Term - August 2021)	1
	<b>TOTAL</b>	<b>16</b>

### **Reclassified Positions**

The following positions will be proposed for reclassification, consistent with an increase and change in the ongoing responsibilities and requirements of the roles within the confirmed new structure:

- (1) Manager, Customer Experience, SM1 to Associate Director, Future Students, SM2  
With the disestablishment of the Director, MSRDC (SM5) position, this role will provide additional support to the Director, Future Students (SM3) in the ongoing management on the Division's recruitment function. The role will continue to manage future student experience including domestic recruitment and the University's Future Student Enquiry Team.
- (2) Associate Director, Marketing Solutions, SM1 to Associate Director, Brand and Marketing Services, SM2  
Under the proposed new organisational arrangements for MSRDC, this role will include an increase in scope, requiring the position to take increased responsibility including the implementation and ongoing management of the ANU Identity Project, liaising with stakeholders across the University, and developing and implementing ANU Identity training. The role will oversee the web team, marketing automation functions, content creation and design team.

### **Disestablished positions within the proposed structure**

The following positions will be disestablished as they are no longer required or their duties have been or will be ceased or distributed elsewhere within the confirmed new structure.

A number of staff within the Portfolio have elected during 2020 and early 2021 to take a voluntary separation from the University and have left or will leave the University in the coming months. These positions are or will be vacant and the positions proposed for disestablishment listed below include these positions.

#### *Marketing and Student Recruitment Division*

- (1) Director, Marketing and Student Recruitment (Senior Manager Level 5) | VACANT
- (2) Deputy Manager, Marketing Insights (ANU Officer Level 8) | VACANT
- (3) International Market Strategist (ANU Officer Level 8) | VACANT
- (4) Project Manager, Marketing Social Campaign (ANU Officer Level 8) | VACANT



*International Strategy and Partnerships*

- (1) Director, International Strategy and Partnerships (Senior Manager Level 5)
- (2) Manager, International Protocol, Visits & Delegations (ANU Officer Level 8)
- (3) International Protocol, Visits & Delegations Coordinator (ANU Officer Level 6/7)

The current and confirmed new organisational structure for the International Strategy Portfolio is included as an Appendix. Appendix 1 provides a high-level overview of the current and new structure for the Portfolio. Appendix 2 and Appendix 3 show the current and new structure for the International Strategy and Future Students Division and the International Strategic Partnership teams within the Portfolio.

## Part 5: Staffing Principles

The transition to the new International Strategy Portfolio structure will be via the following steps and staffing principles.

The proposed reorganisation of the International Strategy Portfolio includes the proposed establishment of four (4) (4.0 FTE) professional staff positions and the proposed disestablishment of eight (8.0 FTE) professional staff positions (four (4) of which are VACANT).

The objective of this plan and the changes outlined is to enable the University to work with individual staff members, and their representatives, to ensure timely and effective consultation. Any reductions in staffing are managed in accordance with the job security provisions outlined in clause 67 of the ANU Enterprise Agreement 2017-2021 (ANU Enterprise Agreement),.

In accordance with Clause 67 of the ANU Enterprise Agreement, any staff reductions within the Portfolio will be managed and achieved through the following:

- natural attrition;
- permanent transfer;
- redeployment;
- voluntary conversion to part-time work;
- Fixed term pre-retirement agreements; or
- Voluntary separation.

### **PROFESSIONAL STAFF: STAFFING PRINCIPLES**

The following principles will apply in determining professional staff position changes:

#### **Phase 1 – Management of Staff Requests**

Consult with all affected staff for all possible options, in accordance with clauses 67 and 68 of the ANU Enterprise Agreement

#### **Phase 2 – Recruitment and Appointment Process**

Finalise position descriptions for positions. Recruitment for vacant and proposed new positions will commence once position descriptions have been reviewed and approved by the University Staffing Committee.

Once position descriptions are finalised, direct transfers will be confirmed where possible and staff identified to have a change in position title, description or supervisor will be provided with revised position descriptions and written notification of any supervision changes.

The direct transfer of a position, and the incumbent staff member, will occur where the position is the same classification level, has similar career standing, and the duties are essentially the same or substantially the same within the new structure.

Where a position is not able to be directly transferred and there are more at level staff in a substantially similar roles than there are positions, then an Expression of Interest (EOI) will be run for those affected staff to fill the available positions.

If an EOI process is required, affected staff will be provided the opportunity to lodge applications for the specific positions which have substantially the same duties, classification level and career standing within the new structure. A selection process will be undertaken based on the standard recruitment process of assessing applicants against the selection criteria for the role. This selection process will include a formal selection panel and interviews may be held for short listed candidates.

Recruitment for all other positions will be via internal recruitment and formal selection processes.

Should those roles not be filled through the internal process, external recruitment process will then be undertaken as required,

It is expected that the recruitment processes may take up to four months to finalise. Temporary appointments may be made to these positions during this period to ensure continuity of service delivery.

### **Phase 3 - Notification of Disestablishment of Positions & Redeployment**

Affected staff will be advised in accordance with subclauses 56.5 and 68.19-68.20 of the ANU Enterprise Agreement that their substantive position is surplus to requirements. The formal redeployment processes under clauses 56.7 to 56.13 of the ANU Enterprise Agreement will apply.

Staff whose positions have been identified as surplus will be formally advised in writing. Action will be taken to identify suitable alternate positions for such staff - or the staff member may seek approval for an early separation. In such a case, they will be paid the balance of the 12 week redeployment period.

In accordance with clause 56.8 of the ANU Enterprise Agreement, a suitable alternative position means a position which has substantially the same duties, classification level and career standing as the redundant position and for which the staff member currently possesses the skills and experience (or could reasonably be expected to develop the required skills within a limited period) to satisfactorily perform the duties of the position.

If the process of identifying suitable positions results in more than one staff member being interested in the position then a selection process will be undertaken for the role based on a standard appointment process. The assessment will be against the selection criteria for the role. The selection process will be that applicable to a standard appointment process with a formal selection panel formed and assessments made against the position selection criteria.

In accordance with the ANU Enterprise Agreement the staff member that best meets the selection criteria for the position, or could be expected to meet the selection criteria with appropriate training within a reasonable timeframe, will be appointed to the position.

### **Phase 4 - Notice of Termination Due to Redundancy**

Following the 12 week redeployment period, where the staff member cannot be redeployed, in accordance with clause 56.14 of the ANU Enterprise Agreement the University will notify the affected staff member(s) in writing that their position is to be declared redundant and his or her employment may be terminated; the reason for the redundancy; and the time line for this action.

This notification advice will also provide the staff member with at least six weeks' formal notice in accordance with clause 56.15 of the ANU Enterprise Agreement that their employment is to be terminated due to

redundancy from a specified date. At the discretion of the University, payment in lieu of notice may be provided. The following termination payments will apply to professional staff whose positions are made redundant:

- A redundancy payment of three weeks' salary for each year of service with a minimum payment of five weeks' pay and maximum of 64 weeks' pay; and
- Payment of accrued annual leave and long service leave.

**Status:**

This formal change management document is the first version of the formal proposal for workplace change required as part of and in response to the ANU Recovery Plan 2020.

It is foreseeable that the impact of the confirmed changes outlined in this Implementation Plan will involve:

1. International Strategy and Future Students Division (*formerly Marketing and Student Recruitment*)
  - The establishment of four (4) continuing professional staff position.
  - The direct transfer of thirty-six (36) continuing professional staff positions.
  - The direct transfer of two (2) fixed term professional staff positions.
  - The reclassification of two (2) continuing professional staff positions.
  - The disestablishment of three (3) continuing professional staff positions (VACANT).
  - The disestablishment of one (1) fixed term senior professional staff position (VACANT).
2. ANU International Office (*formerly International Strategy & Partnerships*)
  - The direct transfer of fourteen (14) continuing professional staff positions.
  - The direct transfer of one (1) contingent funded position.
  - The direct transfer of one (1) fixed term professional staff position.
  - The disestablishment of two (2) continuing professional staff positions.
  - The disestablishment of one (1) fixed term senior professional staff position.
3. International Liaison Offices
  - The direct transfer of one (1) fixed term professional staff position.
4. Office of the Deputy Vice-Chancellor International Strategy
  - The direct transfer of one (1) fixed term senior academic staff position.
  - The direct transfer of one (1) continuing professional staff position.

Staff redundancies, if unavoidable, will be subject to the University's redundancy provisions.

**Notification:**

The University has prepared this document for your information and to set out the Implementation Plan for the changes within the Portfolio and it is being circulated to:

- International Strategy Portfolio;
- ANU Senior Management Group;
- Research School Directors, Service Division Directors, General Managers and School Managers;
- Available on the [ANU Recovery Plan](#) website
- Nominated staff representatives including the NTEU;
- ANUSA;
- PARSA; and
- Other relevant stakeholders as required.

**Representation:**

Throughout this process staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed via this link [http://policies.anu.edu.au/procedures/staff\\_representation\\_procedure/procedure](http://policies.anu.edu.au/procedures/staff_representation_procedure/procedure)

Staff may not request representation by a legal practitioner unless they are directly involved in a formal disciplinary or termination of employment processes.

**Part 7 Implementation**

The ANU has set out the below timetable to meet and confer with the staff members concerned (and their chosen representatives). The ANU endeavours to reach agreement about the implementation of change and to work consultatively with people affected by change.

Feedback may be submitted at [org.change@anu.edu.au](mailto:org.change@anu.edu.au)

Alternatively, please contact one of the nominated members of staff identified in the contacts table below.

Date	Details of Consultation Process
Wednesday 14 April 2021	Initial meetings with affected staff within International Strategy Portfolio Release of Proposal to International Strategy Portfolio staff Release of the Proposal to the University Community Commencement of consultation Period
Thursday 15 April 2021	International Strategy Portfolio Meeting
From 15 April 2021	Staff meetings (individual and Group as required)
Friday 30 April 2021	Close of Consultation period
Thursday 15 April to Wednesday 19 May 2021	Collation of feedback from Consultation and preparation of Implementation Plan
Thursday 20 May 2021	Initial meetings with affected staff within International Strategy Portfolio
Friday 21 May 2021	Publication of Implementation Plan
Friday 21 May to Wednesday 26 May 2021	Period for seeking clarification on Implementation Plan
Thursday 27 May 2021	Commencement of Implementation Plan

### **Contacts**

This change management process will be led by Professor Sally Wheeler, Deputy Vice-Chancellor (International Strategy) with the assistance of Anne Quiggin, Executive Officer in the Office of the Deputy Vice-Chancellor (International Strategy) in consultation with the Human Resources Division.

<b>Name</b>	<b>Position</b>	<b>Contact details</b>
Professor Sally Wheeler	Deputy Vice-Chancellor (International Strategy)	<a href="mailto:dvc.is@anu.edu.au">dvc.is@anu.edu.au</a> <a href="mailto:sally.wheeler@anu.edu.au">sally.wheeler@anu.edu.au</a> T: (02) 6125 4070
Anne Quiggin	Executive Officer (International Strategy) Office of the Deputy Vice-Chancellor (International Strategy)	<a href="mailto:eo.dvcis@anu.edu.au">eo.dvcis@anu.edu.au</a> <a href="mailto:anne.quiggin@anu.edu.au">anne.quiggin@anu.edu.au</a> T: (02) 6125 5474
Belinda Farrelly	Associate Director, Organisational Change	<a href="mailto:org.change@anu.edu.au">org.change@anu.edu.au</a> <a href="mailto:belinda.farrelly@anu.edu.au">belinda.farrelly@anu.edu.au</a> T: (02) 6125 3012

### **Support for Staff**

Staff seeking additional support or advice should contact:

<b>Name</b>	<b>Position</b>	<b>Contact details</b>
Gail Frank	Adviser to Staff	(02) 6125 3616
Dr Maaria Haque	Adviser to Staff	(02) 6125 8283 <a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au</a>
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

## **APPENDICES**

- Appendix 1 – Current and new high level organisational structure for International Strategy Portfolio
- Appendix 2 – Current organisational structure for Marketing & Student Recruitment Division and new organisational structure for International Strategy & Future Students Division
- Appendix 3 – Current organisational structure for International Strategy and Partnerships and new organisational structure for the ANU International Office.

APPENDIX 1  
CURRENT ORGANISATIONAL STRUCTURE FOR  
HIGH LEVEL PORTFOLIO OVERVIEW

Proposed  
disestablishment

Fixed term  
contract

Contracted  
international staff

Deputy Vice-Chancellor  
International Strategy

Director, MSRD  
VACANT

Director, ISP  
Fixed term, July 2024

Director, NALO  
Fixed term, July 2021

China Liaison Office |  
Beijing

Executive Officer

Executive Assistant

North American Liaison  
Office | Washington

**APPENDIX 1  
PROPOSED ORGANISATIONAL STRUCTURE FOR  
HIGH LEVEL PORTFOLIO OVERVIEW**

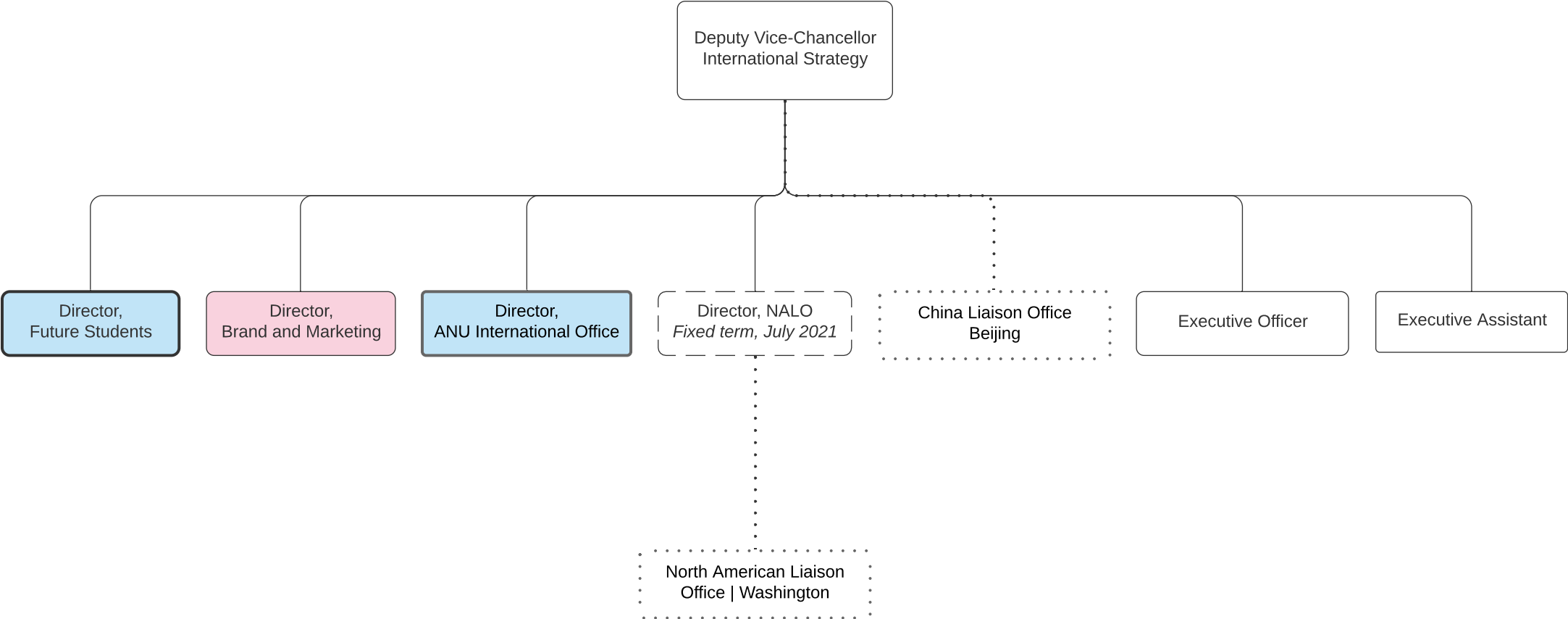
Change in title

New position

Change in reporting line

Fixed term contract

Contracted international staff



Proposed change in role

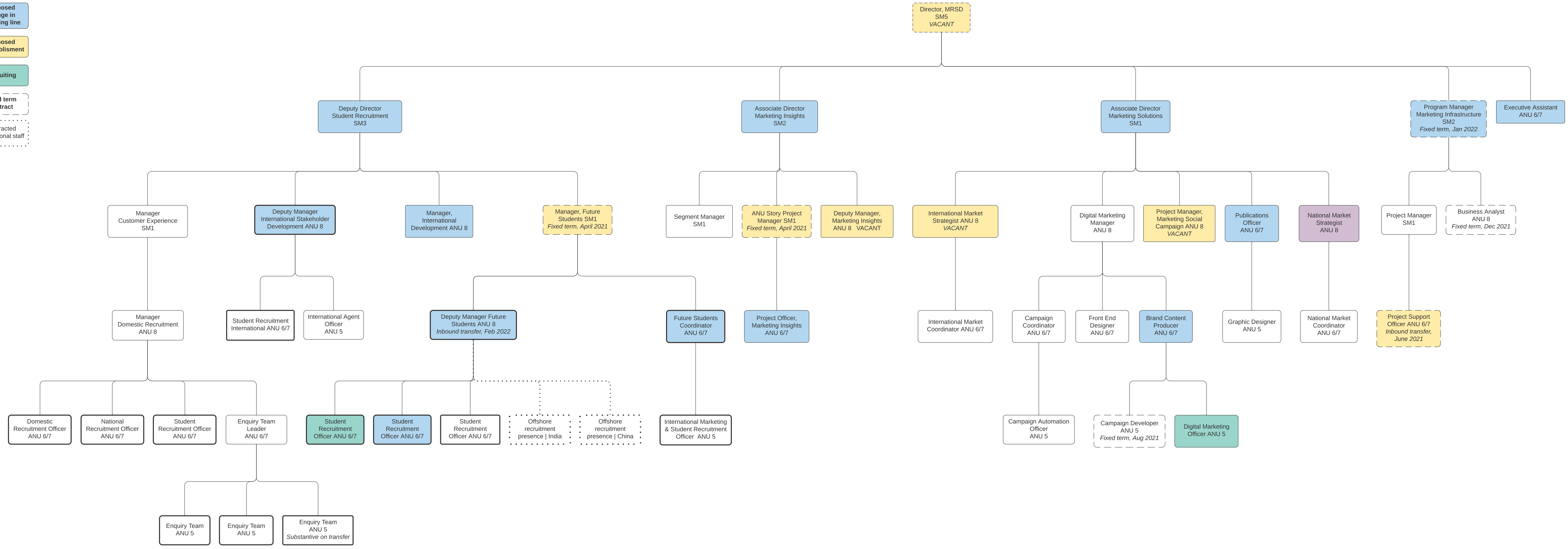
Proposed change in reporting line

Proposed disestablishment

Recruiting

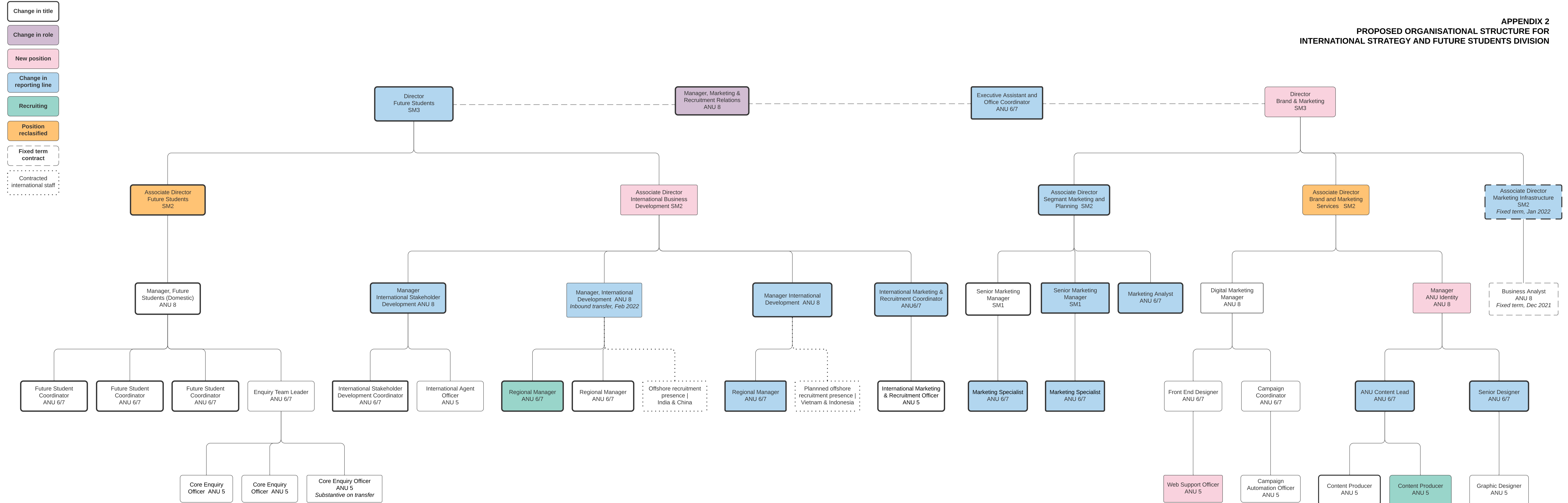
Fixed term contract

Contracted international staff

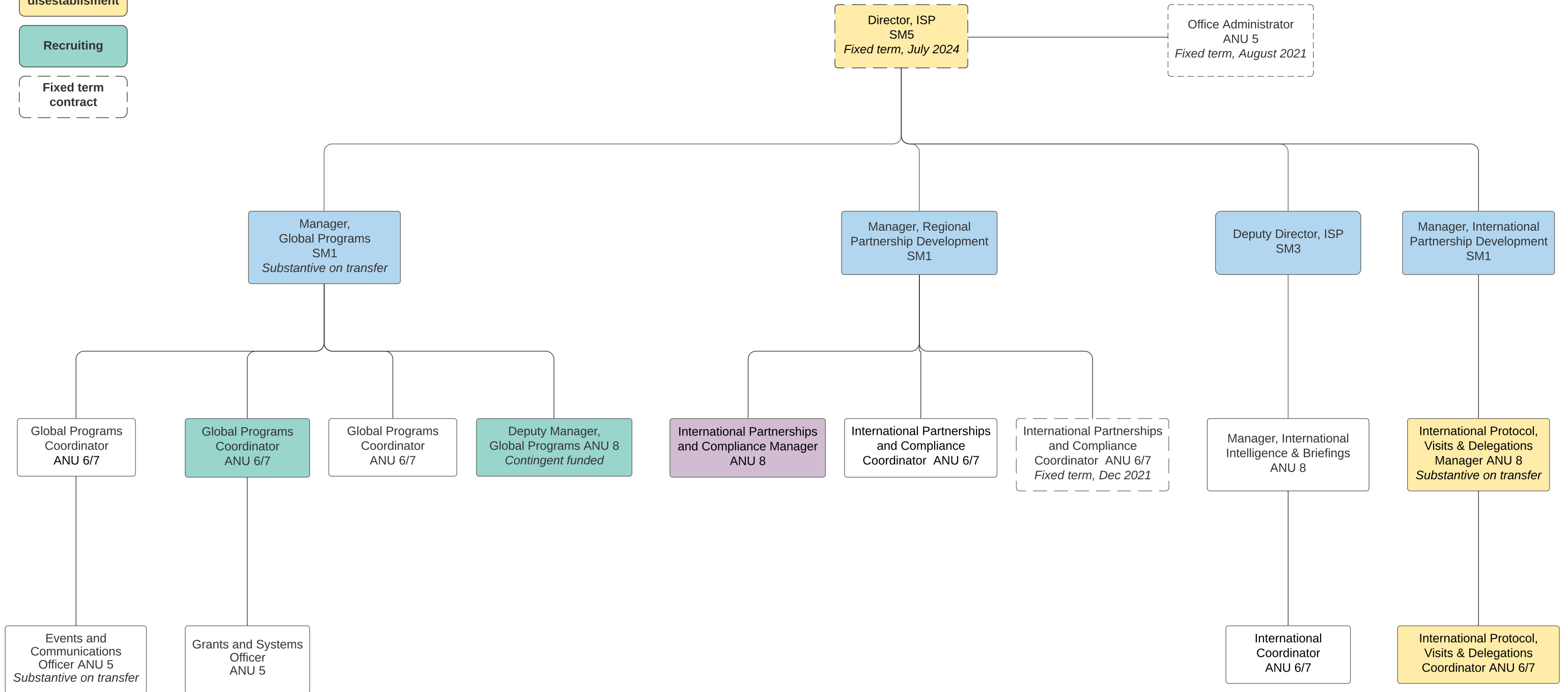
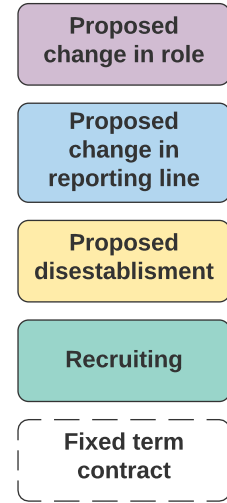




**APPENDIX 2  
PROPOSED ORGANISATIONAL STRUCTURE FOR  
INTERNATIONAL STRATEGY AND FUTURE STUDENTS DIVISION**



**APPENDIX 3  
CURRENT ORGANISATIONAL STRUCTURE FOR  
INTERNATIONAL STRATEGY AND PARTNERSHIPS**



**APPENDIX 3  
PROPOSED ORGANISATIONAL STRUCTURE FOR  
THE ANU INTERNATIONAL OFFICE**

Change in title

Proposed change in role

New position

Proposed change in reporting line

Recruiting

Fixed term contract

