

## Part 1: 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 will require 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 will require 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 proposal outlines the challenges facing the Portfolio and proposes strategies to adapt to these new circumstances. It sets out specific details on the proposed changes within the Portfolio and seeks consultation and feedback on those changes. It outlines the guiding principles that will support any confirmed changes that may require implementation and includes a proposed future structure for the Portfolio with an indicative timetable for consultation, feedback and implementation.

## Part 2 : Rationale 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 ISP, 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 likely to continue for most, if not all, of 2021 and into 2022, the strategic direction of the Division will need 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 would 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 will be 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.

It is proposed 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 would not be replaced.

In considering the adjustment in focus for the Division, it is proposed to reorganise 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. In addition, it is proposed this team will take on BAU web management for the Division and oversight of future student communication design and distribution. This will include working with Divisions and teams around the University to optimise the future student experience.
- The Business Development team is proposed to 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 will continue to support the Divisions planning by providing data insights on key markets. It is proposed this team will also develop targeted marketing for specific market segments including domestic postgraduate and short courses. 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 will oversee the implementation and ongoing management of the new ANU Identity and develop domestic and international marketing strategies for the Division to compliment student recruitment activity. It is proposed that the domestic and international market strategy resources within this team combine, which allow for a reallocation of resources within the Division. A specific resource will be allocated to synergise the work between this team and work of the business development and future student teams.
- The Marketing Infrastructure Team has been responsible on the design and rollout of a Customer Relationship Management (CRM) system for the Division and to support the student recruitment activities for the University over the last two years. As the CRM is being implemented and moves to a business process and management and support phase, the focus of the team will be to work closely with stakeholders across the University to ensure integration of the CRM to be managed, coordinated and supported in the same manner as other University systems.

## **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.

With consideration to the current global environment and areas of focus for the Portfolio and the University, the work of ISP has had to be 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 to ensure 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 proposed reorganisation of the ISP team will include the refresh of a mid-level position to support these compliance and regulatory requirements

After careful consideration, it is proposed that ISP will no longer undertake activities to support international protocol and visits and will redirect the available resources to focus on business development around managing articulation programs, student sponsor organisations and, where appropriate, supporting and facilitating the acquisition of international research funding. This work would require close collaboration with MSRD and the Research & Innovation Portfolio.

As this team takes on a business development focus, activity in this area will be supported by a proposed new position to be based within the team and work across the University to support business development.

It is proposed the teams within ISP will be revised as below.

- It is proposed that the current role of Director, ISP would not continue. This proposal includes a reduction of the scope of work of being undertaken by ISP and, should they be confirmed, the role of Director ISP would no longer be required as the duties associated with this role will cease or will be distributed to other roles within the Portfolio.
- It is proposed 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 proposed change of title to Director, International Strategy and Business Development and taking on supervisory responsibilities for each of the Managers within ISP.
- 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 international borders will remain closed for much of 2021 and possibly into 2022 and it will be some time before the level of visits and delegations will return to pre 2020 levels. As a result, this means the Portfolio cannot continue to allocate resources to these activities and it is proposed that the Portfolio will no longer continue work in this area. This proposed change in the scope of activities, should it be confirmed, would mean the current International Partnership Development team which includes International Protocol, Visits & Delegations would be disestablished.
- The Global Programs team will continue their current scope of activities (further information regarding Global Programs is detailed below).
- The Partnership and Compliance team will continue to support Colleges with the development and ongoing management of international partnerships and agreements and oversee the ongoing implementation of the new International Partnerships and Agreements Policy & Procedure. This team will also manage the Universities obligations under the *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* (Cth) regarding agreements captured via the above Policy and Procedure.
- The Intelligence and Briefings team will continue to provide both executive and college level briefings, as required, to support the University's offshore engagements and executive decision-making. It is proposed they will also take on responsibilities to enable support of the implementation of the International Strategy and strategic analysis of opportunities identified by the proposed Manager, International Business Development.
- Business development activities will be delivered from within ISP with a proposed new position to be based within the team and work across the University to support business development. This will assist and support the rebuilding of the ANU financial position and allow, in the fullness of time, the priorities and opportunities set out in the International Strategy to be realised.

### **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.

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 3: The Nature of the Change**

### **OVERVIEW OF PROPOSED CHANGES**

It is foreseeable that the impact of this proposal may involve:

1. Marketing and Student Recruitment
  - The establishment of three (3) continuing professional staff position.
  - The direct transfer of thirty-four (34) continuing professional staff positions.
  - The direct transfer of five (5) fixed term professional staff positions.
  - The reclassification of two (2) continuing professional staff positions.
  - The disestablishment of three (3) continuing professional staff positions (two (2) VACANT).
  - The disestablishment of one (1) fixed term senior professional staff position (VACANT).
  
2. International Strategy and Partnerships including Global Programs
  - The establishment of one (1) continuing professional staff position.
  - The direct transfer of thirteen (13) continuing professional staff positions.
  - The direct transfer of one (1) contingent funded position.
  - The direct transfer of three (3) fixed term professional staff position.
  - The disestablishment of three (3) 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 proposed 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.

## SUMMARY OF STAFF POSITION CHANGES

### **New Positions within the proposed structure**

It is proposed the following positions will be created within the new structure.

All proposed 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 proposed (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 marketing.
- (2) Associate Director, 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 proposed new position will provide high level project management support for the implementation and ongoing management of the new ANU Identity. Operating out of MSRDR, this position will collaborate and work closely with colleagues across the University to enable the delivery of and appropriate administration of the new ANU brand.

#### *International Strategy and Partnerships*

- (4) Manager, International Business Development (ANU Officer Level 8)  
This proposed new position will collaborate and work closely with MSRDR and the Research & Innovation Portfolio to support business development around managing articulation programs, student sponsor organisations and, where appropriate, supporting and facilitating the acquisition of international research funding.

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

The following positions are proposed to be directly transferred into the proposed new structure. If it is being proposed that a position will undergo a description refresh, change of title, change in supervisor, or change in level, those proposed 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 proposed revisions will enable the positions to be aligned with the requirements of the proposed new 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 proposed 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

*Table 2: Directly transferred positions within the proposed 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

*Table 3: Directly transferred positions within the proposed structure – MSRD*

Current Position Title	Proposed Position Title	Number of positions
Associate Director, Marketing Insights Senior Manager 2	Associate Director, Marketing Insights Senior Manager 2	1
Brand Content Producer ANU Officer 6/7	ANU Content Lead ANU Officer 6/7	1
Business Analyst ANU Officer 8	Business Analyst ANU Officer 8	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



Current Position Title	Proposed Position Title	Number of positions
Digital Marketing Manager ANU Officer 8	Manager, Digital Marketing ANU Officer 8	1
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	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	Office Coordinator ANU Officer 6/7	1
Front End Designer ANU Officer 6/7	Experience Developer ANU Officer 6/7	1
Future Student Coordinator ANU Officer 6/7	International Stakeholder Development 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 Collaboration 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 Solutions Coordinator ANU Officer 6/7	1
National Market Strategist ANU Officer 8	Manager, Marketing Solutions 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	Associate Director, Marketing Infrastructure Senior Manager 2	1
Project Manager Senior Manager 1	Senior Manager, Projects Senior Manager 1	1
Project Officer Marketing Insights ANU Officer 6/7	Project Officer Marketing Insights 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 Manager, Marketing 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

Table 4: Directly transferred positions within the proposed structure – ISP (incl Global Programs)

Current Position Title	Proposed Position Title	Number of positions
Deputy Director, ISP Senior Manager 3	Director, International Strategy and Business Development Senior Manager 3	1
Deputy Manager, Global Programs ANU Officer 8	Deputy Manager, Global Programs ANU Officer 8	1
Events and Communications Officer ANU Officer 5	Events and Communications Officer ANU Officer 5	1
Exchange Coordinator ANU Officer 6/7	Exchange 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 & Compliance Coordinator ANU Officer 6/7	International Partnerships & Compliance Coordinator ANU Officer 6/7	1
International Partnerships and Compliance Coordinator ANU Officer 6/7	International Partnerships and Compliance Coordinator ANU Officer 6/7	1
International Partnerships and Compliance Manager ANU Officer 8	Senior Projects Officer, Foreign Arrangements ANU Officer 8	1
Manager, Global Programs Senior Manager 1	Manager, Global Programs Senior Manager 1	1
Manager, International Intelligence and Briefings ANU Officer 8	Manager, International Intelligence and Briefings ANU Officer 8	1
Manager, Regional Partnership Development Senior Manager 1	Manager, Partnership Development Senior Manager 1	1
Outbound Coordinator ANU Officer 6/7	Outbound Coordinator ANU Officer 6/7	1
Systems & Scholarships Coordinator ANU Officer 6/7	Systems & Scholarships Coordinator ANU Officer 6/7	1

### **Reclassified Positions**

The following positions are proposed to be reclassified, consistent with an increase and change in the ongoing responsibilities and requirements of the roles within the proposed new structure:

- (1) Manager, Customer Experience, SM1 to Associate Director, Future Students, SM2  
Under the proposed new organisational arrangements for MSRD, this role will include an increase in scope, requiring the position to be taken on increased responsibility and manage the BAU web management for the Division and future student communication design and distribution. The role will be responsible for the team who would lead cross-University collaboration to improve future student experience and would 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, Marketing Solutions, SM2  
Under the proposed new organisational arrangements for MSRD, 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 continue to manage the University's Global Student Recruitment Campaign and develop domestic and international marketing strategies to compliment the Divisions student recruitment work.

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

It is proposed 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 proposed 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)
- (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 Partnership Development (Senior Manager Level 1)
- (3) Manager, International Protocol, Visits & Delegations (ANU Officer Level 8)
- (4) International Protocol, Visits & Delegations Coordinator (ANU Officer Level 6/7)

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

## **Part 4: Staffing Principles**

The transition to the proposed new International Strategy Portfolio structure would 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 nine (9.0 FTE) (four (4) VACANT) professional staff positions.

The objective of this plan and the proposed changes 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 College 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.

## Part 5: The University's Commitment

### **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 this proposal will involve:

1. Marketing and Student Recruitment
  - The establishment of three (3) continuing professional staff position.
  - The direct transfer of thirty-four (34) continuing professional staff positions.
  - The direct transfer of five (5) fixed term professional staff positions.
  - The reclassification of two (2) continuing professional staff positions.
  - The disestablishment of three (3) continuing professional staff positions (two (2) VACANT).
  - The disestablishment of one (1) fixed term senior professional staff position (VACANT).
2. International Strategy and Partnerships including Global Programs
  - The establishment of one (1) continuing professional staff position.
  - The direct transfer of thirteen (13) continuing professional staff positions.
  - The direct transfer of one (1) contingent funded position.
  - The direct transfer of three (3) fixed term professional staff position.
  - The disestablishment of three (3) 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 is drafting this document to set out its specific proposal for your information 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 6 Consultation**

ANU is committed to consultation with staff and students and we will continue to provide a range of options and opportunities for the community to be involved, ask questions and provide feedback and ideas.

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)
Wednesday 28 April 2021	Close of Consultation period
Thursday 15 April to Friday 6 May 2021	Collation of feedback from Consultation and preparation of Implementation Plan
Week Commencing 10 May 2021	Publication of Implementation Plan
Week Commencing 10 May 2021	Period for seeking clarification on Implementation Plan
Week Commencing 17 May 2021	Proposed 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 Dr Maaria Haque	Adviser to Staff Adviser to Staff	(02) 6125 3616 (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

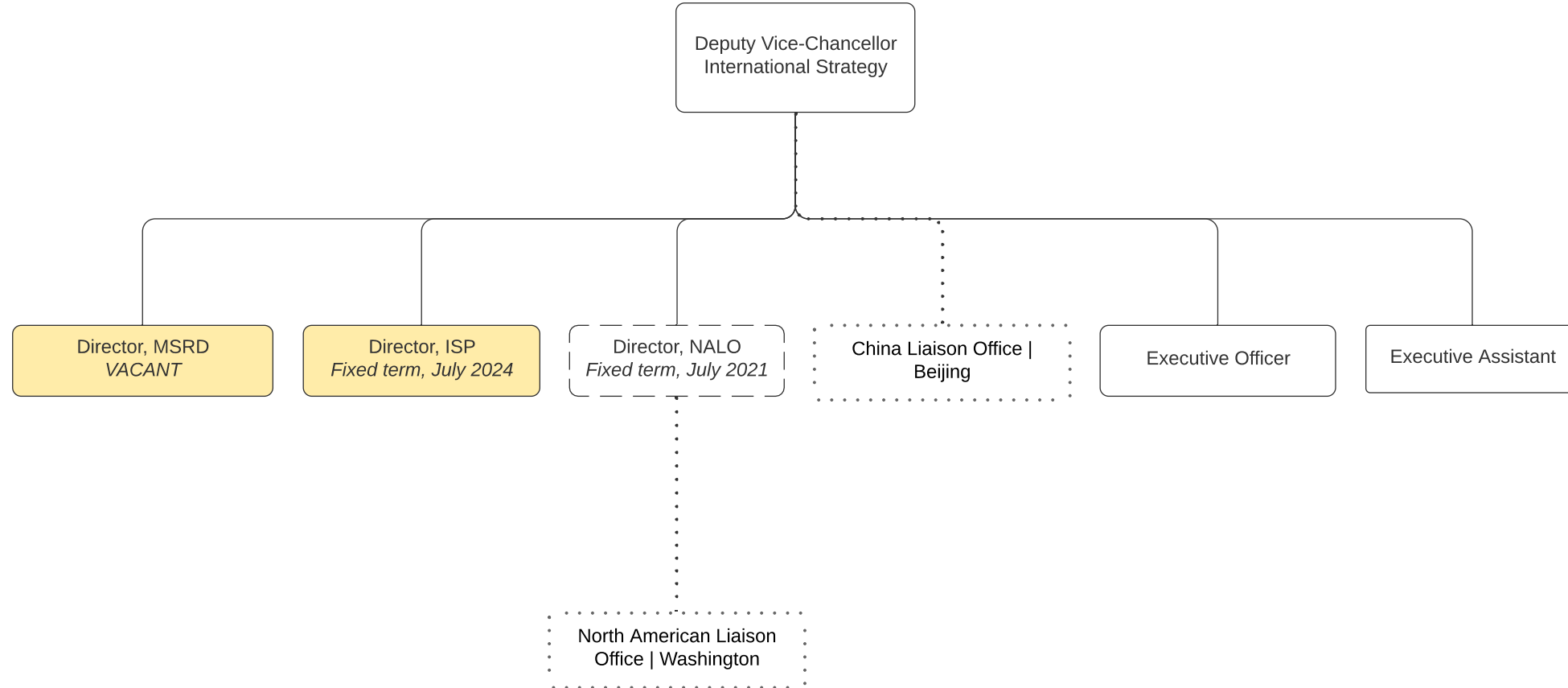
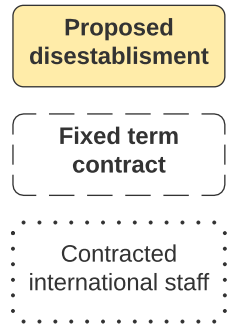


---

## APPENDICES

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

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



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

Change in title

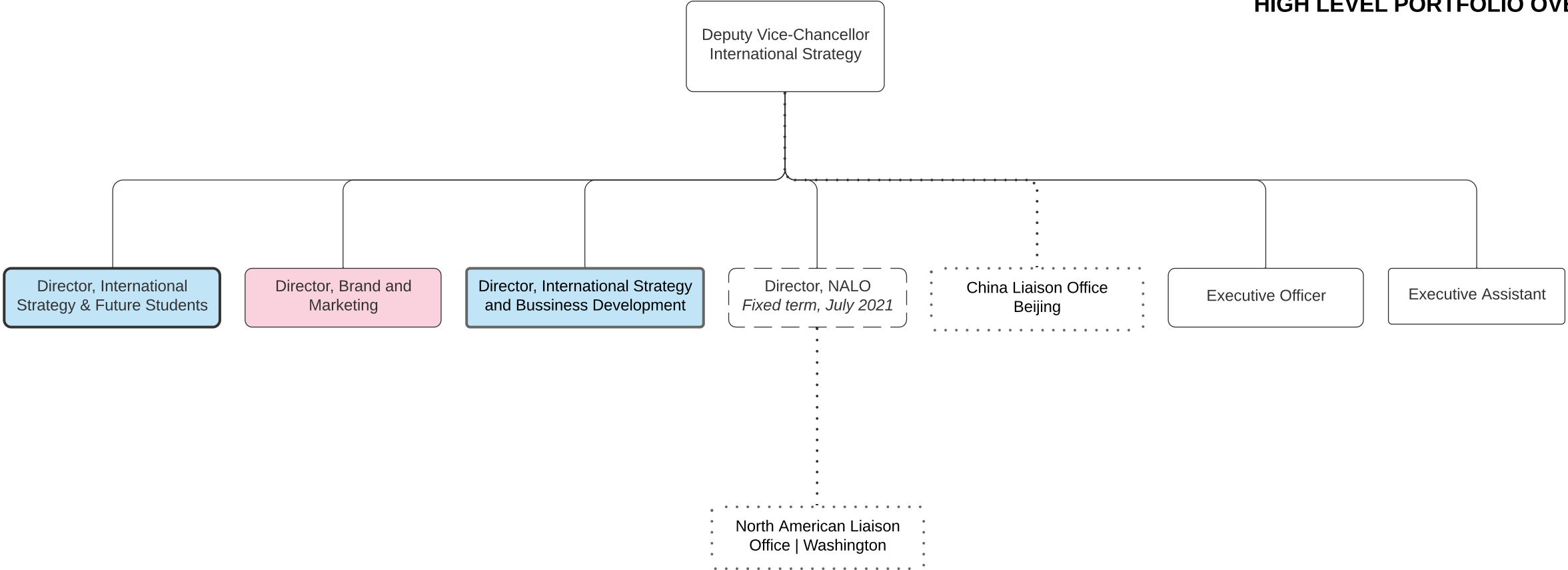
New position

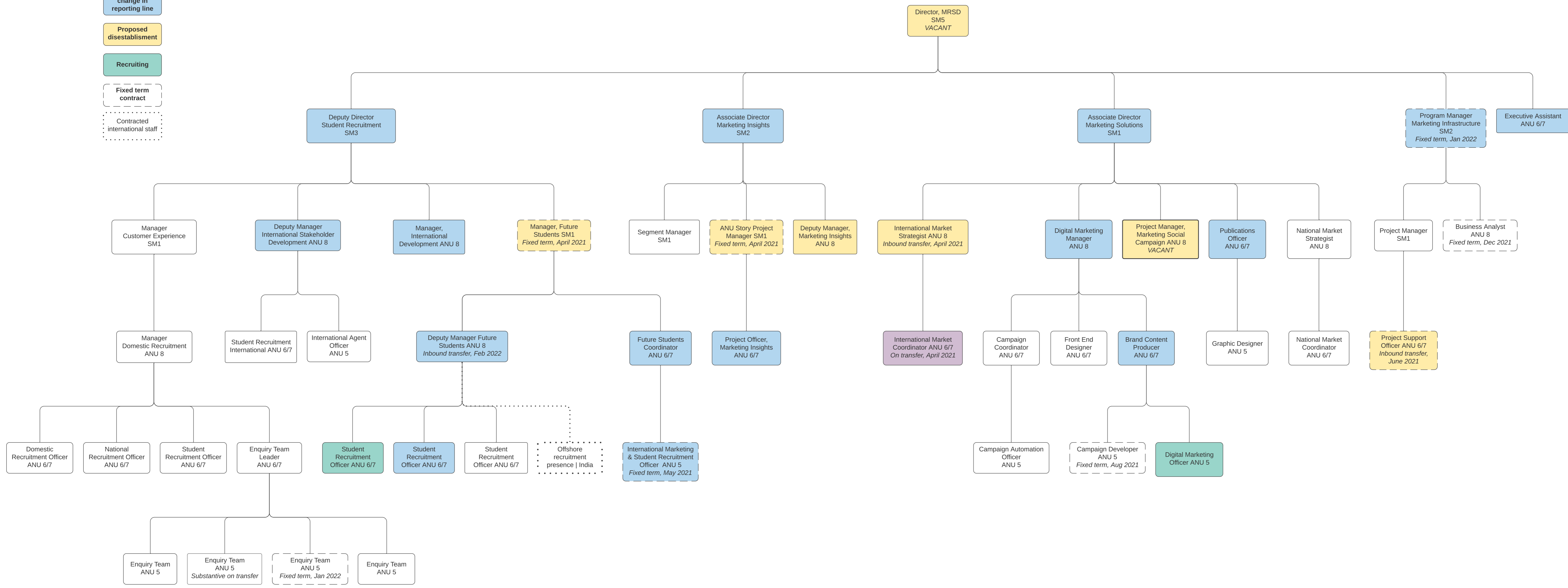
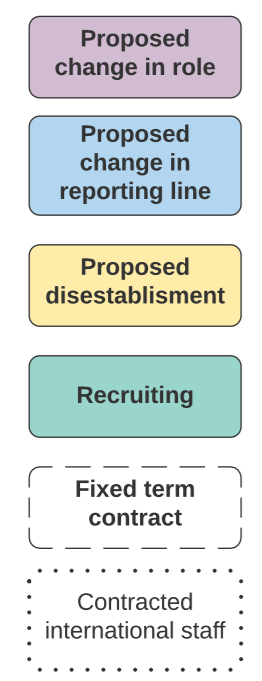
Change in reporting line

Proposed disestablishment

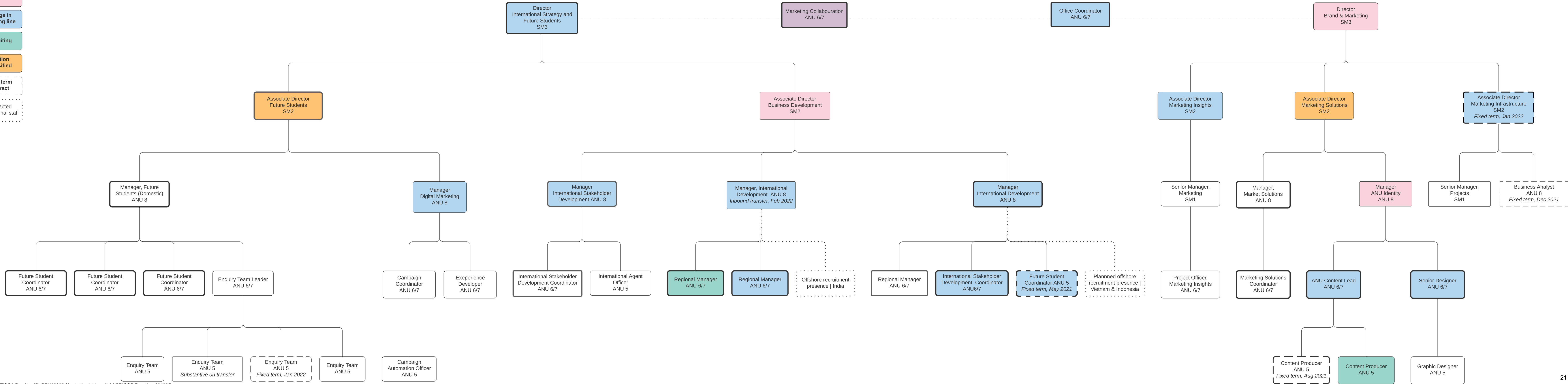
Fixed term contract

Contracted international staff



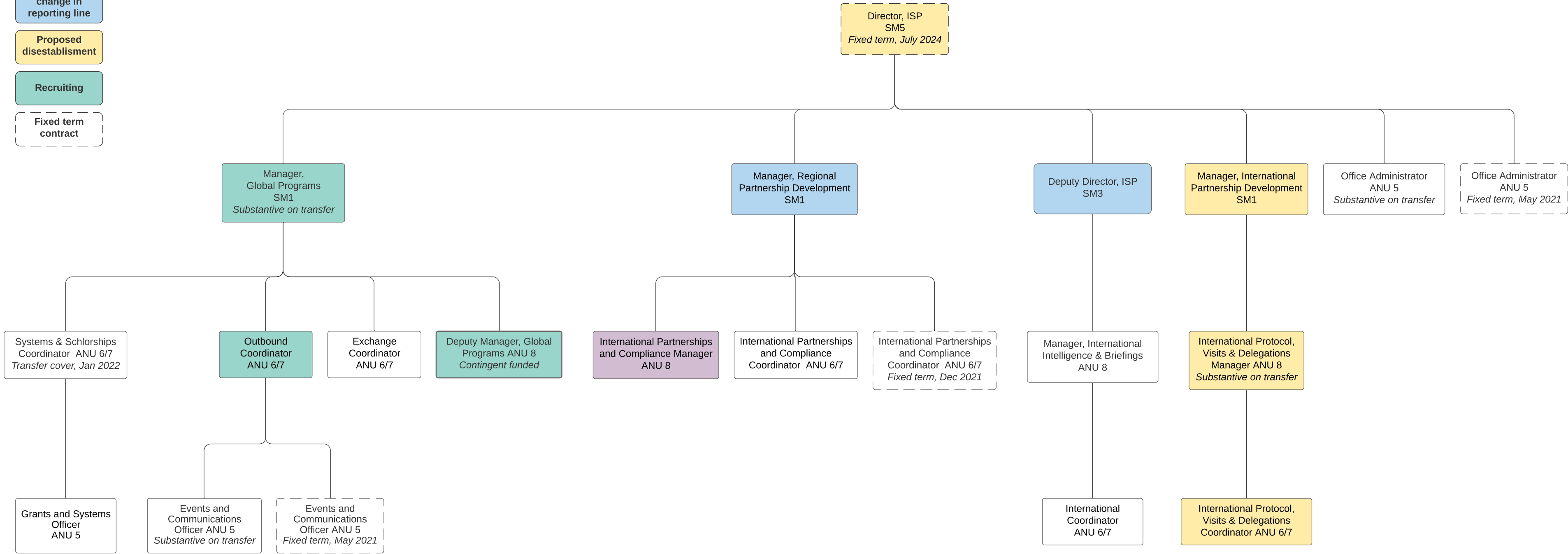


Change in title  
 Change in role  
 New position  
 Change in reporting line  
 Recruiting  
 Position reclassified  
 Fixed term contract  
 Contracted international staff



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

- Proposed change in role
- Proposed change in reporting line
- Proposed disestablishment
- Recruiting
- Fixed term contract



Change in title

Proposed change in role

New position

Proposed change in reporting line

Recruiting

Fixed term contract

