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ANU College and Portfolio Recovery Plans

13 October 2020

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Message from the Senior Management Group

Dear members of the ANU community,

On behalf of the Senior Management Group (SMG), the following document outlines the ANU Recovery Plan responses from the academic colleges and portfolios. We have released the individual area plans together – because we are one community, and the leadership team is united in our response to ensuring ANU emerges from the global pandemic equipped to serve our nation. This document should be read in conjunction with the ANU Recovery Plan and the Consultation Outcomes and Feedback paper.

The individual plans outline the Academic College or Portfolio responses to supporting the overall ANU Recovery Plan. This includes: information about the impact to the area, plans for the future, changes to service delivery and the approach to the changes. These documents are an opportunity for our community to respond and all Colleges and Portfolios will be holding forums in the coming weeks to hear your views and answer your questions. We encourage you to get involved and engage with your supervisor and College and Portfolio leadership team.

These plans are our commitment to you –our staff and students –that you remain at the forefront of our decision making. The next couple of months will be the most challenging we have faced in our almost 75-year history. Each of us plays an important role in our community and we must ensure that we support ourselves and those around us in these unprecedented times. We have a range of free services available for staff and students, and I encourage you to access them.

Professor Brian P. Schmidt AC
Vice-Chancellor and President

Professor Grady Venville, Deputy Vice-Chancellor (Academic)
Professor Keith Nugent, Deputy Vice-Chancellor (Research & Innovation)
Professor Ian Anderson AO, Deputy Vice-Chancellor (Student & University Experience)
Paul Duldig, Chief Operating Officer
Professor Sally Wheeler OBE, Pro Vice-Chancellor (International Strategy); Dean, ANU College of Law
Professor Rae Frances, Dean, ANU College of Arts & Social Sciences
Professor Sharon Bell, Interim Dean, ANU College of Asia & the Pacific
Professor Steven Roberts, Dean, ANU College of Business & Economics
Professor Elanor Huntington, Dean, ANU College of Engineering & Computer Science
Professor Russell Gruen, Dean, ANU College of Health & Medicine
Professor Kiaran Kirk, Dean, ANU College of Science
Barbara Miles, Vice-President (Advancement)
Professor Royston Gustavson, Interim Pro Vice-Chancellor (Education)
Professor Michael Cardew-Hall, Pro Vice-Chancellor (Innovation)
Jane O'Dwyer, Vice-President (Engagement & Global Relations)
Professor Ann Evans, Dean, Higher Degree Research
Peter Yu, Vice-President (First Nations)
Anna Tsikouris, Interim Chief Financial Officer



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College of Arts and Social Sciences

13 October 2020

Introduction

The College of Arts and Social Sciences (CASS) is one of the largest Colleges at ANU. ANU humanities and social sciences are consistently ranked No. 1 in Australia and in the top 20 in the world on the QS Index of universities.

The College is structured into two main research schools to enhance the multidisciplinary and interdisciplinary nature of our research and provides a research-intensive teaching environment that challenges and inspires our students.

We offer degrees in more than 20 teaching areas and we excel in research across the creative arts, humanities and social sciences. The College has a significant international research presence and our location in the heart of our nation's capital, has successfully positioned us to become a major source of national policy advice.

Our academic staff are internationally recognised for their research, and 57 are members of the Australian Academy of the Humanities, the Academy of the Social Sciences of Australia, or both. We also host 13 Australian Research Council Future Fellows and three ARC Laureates.

A centre of lively activity, the College hosts more than 270 lectures, concerts and exhibitions each year, most of which are open to the public. Our students, staff and graduates come from more than 60 nations, bringing a diversity of perspectives to campus life.

We now seek to position ourselves to emerge strongly after the current global pandemic. We are currently undertaking planning to reorientate the education portfolio to align with broader College curricula redesign and the expenditure control framework (ECF) constraints imposed on the University as a direct result of reduced student numbers. Work is being done to review all programs and courses run by CASS to ensure that all programs are both strategic and sustainable.

We acknowledge the enormous amount of time, effort, creativity and goodwill that staff in CASS have demonstrated throughout 2020 in moving courses online and working remotely. Without this effort, we would be facing a much more serious situation in terms of student attrition, wellbeing and reputation.

Share of Impact

- The College of Arts and Social Sciences has a target recurrent allocation of \$64.3 million in 2021, a further \$2.6 million savings from the revised 2020 budget.
- We will look to build further savings from the revised 2020 budget, however it is expected 90% of the savings required will be achieved through reduced salary costs.
- The salary savings figure will be better defined during the 2021 budget cycle when the full impact of the voluntary separations from within our College is realised.
- To date, 35 colleagues from the College have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Though this has made a contribution to the savings target, our College will require a reduction of up to a further 12 positions to achieve the required savings and expects to need to in future recruit 12 positions.
- This will be a net reduction of 35 positions within the College.
- The College will keep any reductions to positions to a minimum and continue to capitalise on salary savings achieved through 2020 voluntary separations, natural attrition and position controls.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to

pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focussing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Context and Plans for the Future

Like the rest of the ANU, CASS has been impacted by the loss of student revenue as a result of the COVID-19 pandemic. In order to adjust our cost base and to ensure that we continue to achieve and deliver excellence in education and research, we will need to make several changes to our existing operations.

Most of these will not result in job losses, as 35 staff from the College have recently elected to separate from the University voluntarily.

However, the College has identified some programs of work that will be undertaken to support our education and research strategies and enable us to operate within our 2021 budget allocation. In order to strengthen our programs and/or reduce costs, it is proposed that we will reduce staff numbers or change the staffing profile in the following areas as outlined below.

Research School of Social Sciences Professional services alignment (Q4 2020)

The Research School of Social Sciences (RSSS) is committed to building its administrative capability, to improve support for the School's research, education and service activities. In anticipation of and as part of the relocation to the new RSSS building, careful consideration and planning has been undertaken in relation to the future RSSS administrative professional workforce. The requirements for the professional staff workforce have been reviewed within the context and knowledge that the University is under increasing pressure to prioritise resourcing for research and teaching and be more efficient and cost effective in its use of resources.

This new administration and service model provides a one-stop-shop for the academic clients for all operational matters and a single point of contact for College administrative functional teams for more efficient service turn-around. This model will provide the ability for agile resource allocation to manage high demand periods in Schools and also enable continuous and seamless support to be provided across Schools during periods of planned and unplanned staff absences.

Due to a number of voluntary separations across the RSSS professional services team, no further reduction in positions is expected. Positions in the proposed new professional staff support structure will be filled through direct appointments and opportunities for redesign will occur through natural attrition.

College of Arts and Social Sciences Education Governance support structure (Q4 2020)

The College is currently undertaking planning to reorientate the education portfolio to align with broader College curricula redesign and the expenditure control framework (ECF) constraints imposed on the University as a direct result of impact of COVID19 and reduced student numbers.

The Associate Dean-Education (ADE) is currently reviewing all programs and courses run by CASS and this work is being done in parallel with the review of the Bachelor of Arts. Overall, the student and education units within the College need to be functional, strategic and sustainable.

The Educational Design Studio, the Governance Team and the ADE Portfolio are mainly academic facing and have minimal staff in each unit. The structure of these teams need to be considered to ensure continuity and delivery of governance support along with allowing for succession planning, career advancement for professional staff and suitable support for leave and absences.

Centre for Arabic and Islamic Studies (Q4 2020)

The steady continued decline in student numbers in the Arabic Program coupled with further expected decline as a result of the global pandemic has resulted in the program not being financially viable or sustainable. A revision of the program offering and commensurate change in the academic staffing profile is required to strengthen the longer-term financial sustainability and enable further development of more cost-effective program structures to enable the Centre to deliver the curriculum.

It is anticipated this proposed change will result in a reduction of two (2) staff positions within the Arabic Program which will enable continued delivery of the Arabic program with flexibility to invest in curriculum delivery.

Centre for Classical Studies (Q4 2020)

Classics has been taught at ANU for over 50 years and is an essential element in the humanities offerings provided by ANU. An external review by a distinguished panel in June 2019 made a series of recommendations to address issues which included: a change in staffing profile of the Centre and a comprehensive review of the curriculum.

The Panel recommended that the staffing profile should be changed to include a Level D/ E1 (continuing) post to provide appropriate leadership for the Centre, three Level B academics on continuing contracts and a 0.5 coordinator/curator for the Classics Museum.

The Recommendation of the Panel was adopted by the Dean and Executive of the College and a Change Management process was initiated at the end of 2019. The process was halted in March 2020 due to the impact of COVID-19.

It is anticipated this proposed change will result in a change in the staffing profile of the Centre, including the removal of two (2) Level C positions, although there will be no net reduction in positions.

Research School of Humanities and the Arts professional services alignment (Q1 2021)

The Research School is committed to building its administrative capability, to improve support for the School's research, education and service activities. The requirements for the professional staff workforce have been reviewed within the context and knowledge that the University is under increasing pressure to prioritise resourcing for research and teaching and be more efficient and cost effective in its use of resources.

A new administration and service model will be considered and will aim to provide a one-stop-shop for the academic clients for all operational matters and a single point of contact for local area administrative functional teams for more efficient service turn-around. It is proposed the model for RSHA will model the professional support services structure for RSSS. The proposed new structure will enable agile resource allocation to manage high demand periods in Schools and enable continuous and seamless support to be provided across Schools during periods of planned and unplanned staff absences.

It is expected that the proposed changes will have minimal impact on professional staff positions due to the consolidation and savings achieved through positions not replaced after voluntary separations and through natural attrition.

School of Art and Design (Q4 2020 – Q1 2021)

We will continue to review the school in the context of achieving an improved financial operating base; any changes will result in a reduction of technical staff and academic positions and a redesign of some positions to provide a more efficient and higher quality educational delivery.

Research Management (Q4 2020 – Q1 2021)

Academic Colleges need to position research support services to emerge strongly after the global pandemic and to support the key research strategies of the University. The ANU College of Law, the College of Arts and Social Sciences and the College of Business and Economics have committed to do so through organisational restructure and the alignment of resources and service provision.

The proposed alignment of services will deliver a stronger and more robust research management structure and acknowledges the need for core research support services to deliver business activities in a cost-effective and efficient manner. Any restructure will see three currently separate teams operationally and culturally aligned into a larger structure and provide greater opportunities for a shared commitment and consistent execution of humanities, arts and social science research strategies.

Workplace Health & Safety (Q1 2021)

Similar to the consideration of the delivery of research management services, we are seeking to consolidate existing WHS resources for the College and Schools, where suitable, into a structure that provides capacity, clarity of roles and strengthens our commitment to a safe working environment while maintaining a focused resource within the College portfolio.

In the interests of consistency, efficiency, cost saving, and improved delivery of WHS Services, it is proposed that WHS activities are reviewed with the potential to coordinate such services via the Work Environment Group. Any proposal would be subject to College Dean and General Manager agreement.

Should this proposal proceed it is expected that existing staffing resources be transferred to support the change and to ensure that service levels to College staff continue to be provided agreed levels.

For the avoidance of doubt, WHS services and dedicated positions which support the School of Art and Design and School of Music will not be included in consideration of the proposed consolidation due to the specialised and technical WHS requirements, which we must maintain in their current Schools and locations.

HR Services (Q4 2020 – Q1 2021)

Some of the generalist transactional services undertaken at College and Division overlap and at times are duplicated.

In the interests of consistency, efficiency, cost saving, and improved delivery of HR services, it is proposed that generalist transactional and recruitment processing activities are reviewed with the potential to coordinate such services via the HR Division. Any proposal would be subject to College Dean and General Manager agreement. Should this proposal proceed, it is expected that existing staffing resources would be transferred to support the change, and to ensure that service levels to College staff continue to be provided at agreed levels.

College Professional Services

To meet the above-mentioned priorities, CASS is also looking to reposition and realign a number of professional services across the College to deliver customer focused, efficient, streamlined and coordinated services.

We will deliver this improvement in consultation with relevant professional service teams within the College, Schools and across ANU, to explore and identify appropriate service delivery models. We will ensure that our practices are flexible, tailored, informed and re-designed with key stakeholders/customers at the core, including our: academics, current students, stakeholders, industry and the broader ANU community.

At the core of this activity, we remain committed to ensuring we provide an innovative and courageous culture of effective and efficient service delivery.

Approach to managing change

In 2020, the College areas impacted by change will be Research School of Social Sciences, Centre for Arab and Islamic Studies, the Centre for Classical Studies and the College Educational Governance support services.

To manage the impending change, the College of Arts and Social Sciences will:

1. Release a formal change plan by end of October 2020 which will outline further details on the proposed changes for:
 - a. Research School of Social Sciences Professional Services;
 - b. Centre for Arab and Islamic Studies;
 - c. Centre for Classical Studies; and
 - d. College Educational Governance support services.
2. Provide further detail by November 2020 on the process for review and consideration of change within the School of Art and Design.
3. Provide further detail by November 2020 on the proposed method for salary savings across the College.
4. Release a plan by end of January 2021 on the proposed changes to RSHA professional services, Cross College delivery of Research Services, WHS services and improved delivery of HR Services in collaboration with the HR Division.

College staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



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College of Asia and the Pacific

13 October 2020

Introduction

The College of Asia and the Pacific (CAP) is uniquely placed at ANU, established almost 75 years ago as part of the University's founding mission. The College has played a vital role in informing Australia's public policy and intellectual engagement with societies, cultures and economies of Asia and the Pacific.

The College includes the Coral Bell School of Asia Pacific Affairs, the Crawford School of Public Policy, the School of Culture, History and Languages (CHL) and the School of Regulation and Global Governance (RegNet).

The College will need to make difficult decisions about what is key to our national role, including adapting some of our activities to meet the emerging needs of the nation and our region.

Share of Impact

- The College of Asia and the Pacific revised 2020 recurrent budget allocation is \$58.3 million.
- Our College has a target recurrent allocation of \$56.7 million in 2021, a further \$1.6 million savings from the agreed revised 2020 budget.
- We have already identified \$591K of savings (6.4% reduction) in salaries through voluntary separations, vacancy management, conclusion of fixed-term contracts and an additional \$331,659 savings (2.9%) in non-salary expenditure savings.
- To date, 17 colleagues from our College have accepted a voluntary separation. Though this has made an important contribution to the savings target, it is estimated that our College will require a reduction of up to a further 18 positions to achieve the required savings and expects to recruit approximately 8 positions aligned with emerging needs.
- This will be a net reduction of up to 27 positions across our College.
- The College will prioritise operational adjustments and capitalise on voluntary separations and natural attrition to keep any reductions in positions to a minimum.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focusing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Context and plans for Future

Research

Increasing and diversifying research income is a core priority of the College and the University. The College is working to build on our existing relationships with government and non-government organisations, and to develop new relationships that align with our research and emerging priorities.

We are working to pursue research funds across Categories 1-4, by increasing applications and improving success rates for applications made. Funds have been retained to support a redesigned internal small grants program with the goal of promoting external income generation. A small amount

of strategic funds will be retained by the Dean to support projects that show a prospect of generating substantial external income.

Education

We are undertaking significant steps to adapt our 2021 education offerings to the new environment, with a particular focus to capitalising on the new 72 unit Masters degree structures, and the potential of shorter, Graduate Certificate offerings with clear professional outcomes. There is further scope in leveraging existing courses for new programs to meet this market.

We are investing in online versions of new and existing programs with distinguishing content, such as online simulation exercises. The Crawford School is developing a plan to institutionalise a hybrid delivery model across all its postgraduate programs, which will provide a model for opening our postgraduate offerings beyond the traditional Canberra and international markets.

Several of our revised and new Masters programs include new 3-unit options to increase their attractiveness for working professionals, which also provides scope for systematically using microcredentials for recruitment. Our first suite of microcredentials in Pacific Development has been approved for delivery, and we will test this new recruitment pathway across additional programs.

We have major education partnerships with Ritsumeikan University in Japan, and the Australian War College. Both partnerships have been strengthened by our ability to support and advise our partners on remote delivery. This will enable up to 80 (predominantly Japanese and South Korean) undergraduate students from Ritsumeikan to start at ANU in 2021, which is an important priority for our international diversification.

Student Profile and Student Experience

We are increasing our efforts to diversify international recruitment to new regions/countries. These include a visiting researcher program for Korean senior executives to complete a 24- or 48-unit program within CHL, and the creation of a database of academics willing to participate in virtual events and to engage with potential recruits on academic topics and studying at ANU.

The adaptations discussed above will help us demonstrate and strengthen the professional relevance of our postgraduate programs for domestic postgraduate students in particular, and systematically offering hybrid delivery of Crawford's postgraduate programs will help us capitalise on the demonstrated attraction of that school's programs in diversity markets while broadening recruitment pathways beyond the traditional emphasis on partnership models.

We have also commenced discussions with Marketing and Student Recruitment Division (MSRD) about achieving greater synergies between our targeted recruitment for specialised degrees and markets, and the capabilities now provided by MSRD's Customer Relationship Management team and nurture campaigns. Crucially, CAP will ensure our high-quality student experience is maintained by way of an increased emphasis on excellence and support, including innovative approaches that foster engagement, and more flexible modes of delivery.

We have a strong track record of attracting the best Higher Degree Research (HDR) students domestically, from the Asia-Pacific Region, and worldwide. In order to maintain and enhance our reputation in the HDR space it will be essential for us to better leverage the extensive scholarly networks our academics have developed with universities throughout the Asia-Pacific region. In this context, dual and joint award PhDs degrees in cooperation with partner institutions represent an under-utilised yet nonetheless promising avenue for growing the PhD cohort in a post-COVID-19 world. Moreover, the HDR experience can be further enhanced through the negotiation of HDR MOU agreements with select partner institutions allowing for greater mobility, intellectual exchange, and access to resources.

In terms of HDR supervision, the College will explore ways of better incorporating ECR scholars into the supervision process, easing pressures on senior supervisors and enhancing ECR career development. In response to an expected decrease in Commonwealth funding for HDR study, we will also need to consider new avenues for supporting HDR students financially, particularly through the

development of HDR scholarships from philanthropic donors or external funding sources. The Regional Institutes represent important pathways for forging such opportunities.

Finally, we will continue to develop our HDR training program (seminars, workshops) to enhance student employability through the development of transferrable skills and preparation for a challenging job market.

Engagement and Impact

CAP has developed a framework for systematically integrating philanthropy, recruitment, and student experience considerations in an engagement and impact framework that will allow us to leverage and better target our substantial event and outreach activities. We have developed increased support for revenue generation beyond our traditional Category 1 and 2 partners.

Schools in CAP have strong brands and successful models of engagement and impact. We are working continuously to share our expertise in order to maximise our impact and reduce costs. The CAP developed Impact Framework for Humanities, Arts and Social Sciences (HASS) has helped improve our identification and recording of our impact.

Consistent with the 2019 Review of Regional Institutes, improvements have been made in 2020 in Regional Institute support and governance. We will seek to further refine the Regional Institute governance model and enhance reporting links to the CAP Executive to improve impact.

Staff Profile

At the CAP planning day in February the College identified workforce planning as a strategic priority. The current circumstances have heightened the need to better understand our staff profile, in all categories of employment, to ensure that the staff profile and expertise are aligned with emergent needs. We have undertaken analysis of staffing against the recurrent budget and are working with Schools to understand the role and characteristics of our fixed-term and casual staff. We have committed to maintaining an appropriate balance of employment categories and are cognisant of the responsibility we have to our HDR cohort and our ECRs, in addition to increasing the diversity of our staff to better reflect our regional expertise.

Professional Services

The Service Provision Working Group has outlined a number of service delivery models that may be considered by ANU for professional service delivery as detailed below:

- Decentralised: In the Decentralised Service Delivery Model, each College, School or a Division has a dedicated local unit for service delivery. The corporate centre may have a minor coordination and information distribution role.
- Matrix: In the Matrix Service Delivery Model, there is both a dedicated local service delivery unit and corporate centre. The central hub may have specialised expertise to support the local units as well as providing service delivery to parts of the corporate centre.
- Hub and Spoke: In the Hub and Spoke Delivery Model, a small 'spoke' unit is positioned locally for service delivery that tailors interaction. A central hub is responsible for management processes and coordinates consistency amongst the 'spokes'.
- Centralised: In the Centralised Service Delivery Model, there are no tailored local units. All support occurs through a multi-facility, central location.
- Outsourced: In the Outsourced Delivery Model, activity that is not supporting core business of the University can be done externally.

In response to the service delivery models proposed by the Services Provision Working Group, the CAP Executive endorsed the following options for professional service delivery, as those that align more closely with CAP's operational environment and the imperative to maintain quality coupled with efficiency:

- A hybrid model of shared services with identified transactional services at the College or University level.
- A 'hub and spokes' model at the College or University level.

- Maintenance of a distributed model with improved service co-ordination and process re-design/improvement.

The other proposed savings measures that are under consideration by the College are as follows:

- Ongoing review of teaching programs to assess viability and sustainability of courses;
- Review of strategically funded positions to assess alignment with strategic goals and develop plans accordingly (including ceasing funding where necessary); and
- Review of major categories of non-salary expenditure in the recurrent budget.

Approach to managing change

The College will continue to consult with the CAP community, as has been done through responding to the 2020 revised budget and during the initial consultation period on the ANU Recovery Plan.

The College will continue to use School Forums and College Town Halls as critical mechanisms for feedback supplemented with the opportunity for all members of the CAP community to make submissions and provide feedback as we respond to the changes required to support the delivery of the ANU Recovery Plan and deliver on the University and College strategic objectives.

In 2020, CAP will contribute to University working groups and consult across the College to explore the design and delivery of professional services to enhance service delivery. The College will:

1. Provide further detail on the options for change in professional services across the College when University working group consultation papers have been released.
2. Release a consultation draft by February 2021 on any proposed changes to the delivery of the College's professional services.

College staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



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College of Business and Economics

13 October 2020

Introduction

The College of Business and Economics (CBE) is the one of the largest Colleges at ANU, with the greatest number of students affected by travel restrictions. Despite the disruptions of the global pandemic, our staff and students have shown great resilience and flexibility in adapting to remote work and study.

At CBE, we teach a large number of students and our teaching load remains one of the highest on campus. The ongoing success of the CBE and ANU will require our continued focus on improving our educational offerings, student experience, research performance and diversifying revenue streams.

The College includes the Research School of Accounting, Research School of Economics, Research School of Finance, Actuarial Studies and Statistics and Research School of Management.

Share of Impact

- The CBE has a target recurrent budget allocation in 2021 of \$61.5 million. This compares to \$60.9 million in 2019 and represents an increase of \$3.5 million from the revised 2020 budget.
- The funding allocation in 2021 will ensure our College can deliver on our goals of continuing to improve our educational offerings, student experience, research performance and diversification of revenue streams.
- Our College spending in 2020 was adjusted in response to the COVID-19 pandemic with spending guidelines and processes developed to ensure adherence to the revised 2020 budget.
- The processes and expenditure controls implemented in 2020 will ensure we are able to meet our 2021 budget allocation and these process and controls will continue throughout 2021.
- To date, 11 colleagues from our College have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Our College does not expect any further reductions in positions. We do anticipate recruiting a further 5 positions. This will result in a net reduction of 6 positions within our College.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focussing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Context and plans for Future

Current Challenges and Key priorities

To maintain and improve our reputation and remain competitive within Australia and globally, the CBE must diversify its revenue base and continue to strive and improve in all facets of education, research and engagement. Key priorities for the College include:

- **Education and Student Experience:** Excellence in education and student experience is at the core of the University's mission. We will enhance and build our educational offerings for

our students so that they are equal to the world's best. This process will involve outstanding administrative services to holistically support our students.

- **Research:** Excellence in research is also at the core of the University's mission. We will support academics to produce and disseminate their work in top-tier outlets, make progress towards attainment of an ERA of 5.0 in all disciplines and ensure that our research is relevant and impactful.
- **Revenue:** Diversification of revenue streams is imperative. This will be accomplished through student recruitment, expansion of research funding, philanthropy and the delivery of bespoke and targeted educational offerings.

To support the above priorities, we are exploring the options below. It is important to note that these options are only being explored and should they progress further, consultation will take place.

Research Management

Academic Colleges need to position research support services to emerge strongly after the global pandemic and to support the key research strategies of the University and College. The ANU College of Law, the College of Arts and Social Sciences and CBE are exploring this through possible organisational restructures and the alignment of resources and service provision.

The proposed alignment of services will deliver a stronger and more robust research management structure and acknowledges the need for core research support services to deliver business activities in a cost-effective and efficient manner. Any restructure will see three currently separate teams operationally and culturally aligned and provide greater opportunities for a shared commitment and consistent execution of research support.

Workplace Health and Safety

Similar to the consideration of the delivery of research management services, we are seeking to consolidate existing Workplace Health and Safety (WHS) resources for the College, where suitable, into a structure that provides capacity, clarity of roles and strengthens our commitment to a safe working environment, while maintaining a focused resource within the College portfolio.

In the interests of consistency, efficiency, and improved delivery of WHS Services, it is proposed that WHS activities are reviewed with the potential to coordinate such services via the Work Environment Group.

Human Resources

Some of the generalist transactional services undertaken at the College and Division overlap and at times are duplicated. In the interests of consistency, efficiency, and improved delivery of Human Resource (HR) services, it is proposed that generalist transactional and recruitment processing activities are reviewed with the potential to coordinate such services via the HR Division.

Approach to managing change

Any changes to service delivery, will be done in consultation with relevant teams within the College and University, through a process of exploration and identification of appropriate delivery models. We will ensure that our practices are flexible, tailored, informed and re-designed with key stakeholders and customers in mind.

College staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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College of Engineering and Computer Science

13 October 2020

Introduction

The ANU seeks to become one of the most influential and progressive voices for engineering, computing and the use of technology in the world. That objective lies at the core of the mission of the ANU College of Engineering and Computer Science (CECS).

The COVID-19 pandemic will be the most significant challenge ANU has faced. The College still needs to Reimagine Engineering & Computing at ANU, but how we achieve the objectives set out will need to change due to COVID-19.

The world around us has continued to evolve; and our declining place in global rankings schemes, declining student satisfaction and uneven enrolment numbers all pointed to the need for rejuvenation.

The Reimagine Investment, approved by ANU Council in December 2018, was a response to a clear-eyed assessment of the growing importance of engineering and computing to Australia's future and the legacy of underinvestment in the area at ANU. Designed to unfold over 15 years, the \$350 million financial supplement was intended to strategically grow the faculty, strengthen the capacity for distinctive world-class teaching, research and translation, and diversify the portfolio of activities and external engagements. In the first 18 months, we were tracking to our budget forecasts and goals.

Share of the Impact

- The College of Engineering and Computer Science revised 2020 recurrent budget allocation is \$55.0 million.
- We have a target 2021 recurrent budget allocation of \$53.3 million. This is a further saving of \$1.7 million on the revised 2020 budget and more than \$13 million compared to the 2021 allocation originally approved under the Reimagine business case.
- The targeted savings will be identified through a reduction in salary (50%) and non-salary costs (50%).
- To date, 17 colleagues from the College have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Though this has made a contribution to the savings target, our College will require a reduction of up to a further 19 positions to achieve the required savings and expects to need to recruit 15 positions.
- This will be a net reduction of 21 positions across the College.
- We will build on salary savings achieved through voluntary separations, natural attrition, position controls and the controls introduced in 2020 around non-salary expenditure.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focussing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Context

As is true at the whole-of-university level, CECS will need to contemplate possible realignment of resources, including further reductions in some activities to make room for strategic priorities and consequential different positions.

Current revenue projections for the ANU in 2021 to 2023 are largely flat, and the ANU Recovery Plan places a focus on:

- Our renewed compact with the nation;
- An education-led recovery, especially focusing on hybrid education, micro-credentials, excellent student experience;
- Alignment and investment in First Nations;
- Translation of research, impact beyond academia;
- Inclusion and diversity;
- New revenue streams, resulting in need for strong engagement and business development; and
- Excellence and investment in emerging academic areas as needed.

Explicit investments are needed within the College to complement and enhance the university-level investments in priority activities. This all needs to be achieved while reducing recurrent expenditure by more than \$8 million compared to plans for 2020. This will require re-allocation of resources from existing activities, operating more efficiently and choosing activities where we can excel at scale from a lower cost base.

For CECS, the years 2020-2023 were intended to be those with the greatest investment in order to ramp up new areas and strengthening existing ones. We started 2020 in a strong financial position, but the gap between expenditure in 2021 and budgeted expenditure for 2020 is around \$8 million. The gap between expenditure in 2021 and the Reimagine business case is around \$13 million in 2021, growing to \$30 million in 2023 (with a cumulative under-investment of more than \$60 million compared to plans in the years 2021-23). Based on financial issues alone, it is not possible to contemplate proceeding as previously planned, or with minor adjustments to those plans.

The local and global economic and societal context has fundamentally changed, and so we must adapt with it to survive. The task at hand is to contribute to the strategic objectives of the *Australian National University 2017-2021 Strategic Plan*, the [CECS Strategic Intent 2019-2025](#), and the specific priorities articulated in the ANU Recovery Plan with a sustainable, stable and secure operating model and on a sound financial footing.

What that means for the future

The Vice-Chancellor and ANU Council require a strategic response to the changed external environment so that the College remains aligned to the university strategic priorities. The task set for CECS is to achieve as much as possible of Reimagine, given significantly reduced resources and changed external environment.

In July 2020, the Vice-Chancellor and Dean of CECS convened an external advisory panel provide strategic advice on navigating the impact of the pandemic on the Reimagine plan.

The external advisory group consisted of thought leaders and technology leaders relevant to the activities and mission of CECS, selected from across the nation: being David Thodey, Christopher Pigram, Jane den Hollander, and Tanya Munro.

Their high-level advice is that the external environment within which CECS operates, along with the need to readjust budgets, suggests that radical rather than incremental change is required. Business as usual will be insufficient as a response to an emerging future. In short, the external environment has increased the rate of change and strengthened the forces of structural change that were the original motivation for Reimagine. At the same time, the resources available to manage this change has decreased. This means another reinvention. We cannot do everything, or even all of what we had originally intended. There will need to be very careful selection of those areas where we will focus energy and work. These will need to be unique, with both national and international focus. There will also need to be much tighter control of the relationship between resources invested and outcomes sought.

CECS needs to achieve transformation to suit a changed strategic environment, a smaller and different resource base, and without an injection of additional resources to underwrite the transition that was needed anyway. With such significant financial headwinds and a changed operating context, it appears necessary to streamline and focus resources around a smaller set of key strategic activities where we can have a disproportionate impact. A proposal will be released for consultation as outlined in the schedule below.

Transition to sustainability

The CECS community made considerable sacrifices to contribute to the whole-of-university savings achieved by ANU in 2020. Collectively, we managed to replan and save several million from recurrent funds in 2020. Those savings included:

- Pivoting the Cyber Institute to a virtual institute;
- Closing the Reimagine Project Management Office;
- Freezing travel;
- Ceasing consulting contracts, except where required to maintain operations;
- Deferring capital expenditure;
- Cancelling planned events (e.g. conference, workshop, retreat...);
- Reductions in consumables and equipment;
- Frozen discretionary “professional development accounts”; and
- Deferring planned hires.

Those ad-hoc expenditure reductions had significant impact on the workload and working conditions of our staff, the experience of our students and the security of our casual staff. There was also a significant slow-down in research and translation activity. Staff in key areas of CECS also made significant and unfunded contributions to the new Graduate Certificates to restore university revenue.

Going forward, it will be important to restore a balance of salary to non-salary expenditure compared to 2020. Most notable will be a targeted resumption of casual sessional academic support for high student-staff-ratio situations, for quality of experience for staff and students.

The following measures will need to be put in place for the foreseeable future to reduce the salary savings required:

- Limited allowance for travel;
- Reducing the number of courses on offer to reduce expenditure on teaching consultants and contractors; and
- No provision for capital expenditure except where required for WHS, maintenance or as contributions to research/education activities.

Approach to managing change

It is expected the whole of the College will be impacted by change in 2020 and to manage the impending change the College will release a formal change plan by 15 October 2020.

This proposal will outline further details on the proposed changes for the College including further detail on the proposed structure and method for achieving salary and non-salary savings across the College.

College staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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College of Health and Medicine

13 October 2020

Introduction

The College of Health and Medicine (CHM) was created in 2018 to include the ANU Medical School, the John Curtin School of Medical Research, the Research School of Population Health and the Research School of Psychology. The College and its Schools teach undergraduate courses, and professional degrees in medicine, psychology and public health. They also conduct biomedical, psychology and population health research, and have significant engagement with clinical and policy stakeholders.

Despite significant previous success, including four Nobel Prizes, ANU Council has recognised relative lack of scale and distinctiveness of our health and medical research compared to other top universities. In December 2019, the Council endorsed the development of a strategy to address these deficiencies.

That strategy, known as TRANSFORM aims to achieve our vision for ANU as a top global university, serving the nation, distinguished by our impact on health, wellbeing, and the future of healthcare. Our mission is to advance the health of nations, achieved by focusing on pushing the frontiers of knowledge, preparing leaders who make a difference, strengthening and reforming health systems, and building resilient communities within and beyond ANU. Through this, ANU will make an enduring contribution to our nation, our First Nations, our neighbouring nations, and all nations.

In TRANSFORM the College has embraced the origins and national purpose of the University, examined strengths and assessed future market opportunities, learned from new ways of working in response to the unprecedented crises of 2020, and recognised the need for improvement and greater resilience in health systems. TRANSFORM is coming to life in the context of the ANU Financial Health Strategy and it includes a necessary convergence with the ANU Recovery Plan to future-proof the College and pursue an aggressive agenda that repositions and sustainably grows health and medicine at ANU.

Share of Impact

- The College of Health and Medicine 2020 revised budget is \$60.5 million.
- Our College has a 2021 target recurrent allocation of \$55.1 million, a further \$5.4 million in savings from the agreed 2020 revised budget.
- To date, 18 colleagues from our College have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Though this has made a contribution to the savings target, our College will require a reduction of up to a further 22 positions to achieve the required savings and expects to need to recruit 7 positions to build capability and maintain critical service levels. .
- This will be a net reduction of 33 positions across our College.
- We will look to build on and identify further savings from the ECF target agreed to in 2020. Those targeted savings will be predominantly sourced from reduced salary costs. The final figure will be better defined during the 2021 budget cycle.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focussing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Context and plans for Future

Strategic priorities for the College

The crises of 2020 (fire, hail, pandemic) have had an unprecedented impact on ANU. The TRANSFORM strategy has been adapted to the University's new strategic, financial and operational circumstance – both strategies are converging.

The College will strategically respond to the ANU Recovery Plan with the College making adjustments to optimise operational and performance to support future growth, guided by the following principles:

1. Excellent in everything that we do;
2. Distinctive national mission and roles;
3. Leverage our unique assets and relationships;
4. Setting ANU up for future success;
5. Enhanced revenue generation and other strategies to enable sustainability and growth;
6. Value for money, and minimal duplication; and
7. Alignment of College, School and University strategies.

Education, Teaching and Research

The Education and Teaching and Research priorities will be considered and determined as part of the development and consultation of the TRANSFORM program. Research impact, emerging disciplines and priorities, program changes and offerings and overall education, teaching and research activities will also be reviewed.

Professional and support services

Within the College we are reviewing professional services and options for improved support services delivery models in:

- Executive Support for the Dean;
- Research Support Services;
- Education and student support services;
- Communications, impact and engagement; and
- Facilities and WHS management.

We will consider the services required and look at how to best deliver those services and we will work with the Colleges and Service Divisions across the University to identify opportunities for collaboration customer focused efficiencies and coordinated services to support improved delivery of services for the College and Schools.

In order to achieve excellence in service delivery we will implement a framework that clearly defines expectations and service principles.

We will ensure practices are flexible, tailored and informed with key stakeholders at the core of decision making, including our academics, professional staff, students and the broader ANU community.

Approach to managing change

It is not expected there will be any College areas impacted by change in 2020. It is expected that any reduction in staff positions in 2020 and savings achieved will be through positions not replaced after voluntary separations and through natural attrition.

To enable consultation on the TRANSFORM strategy and manage the changes which may be required to support the delivery of TRANSFORM, the College will:

- By 16 October 2020, release a consultation paper regarding the TRANSFORM Strategy.
- By 28 October submit a White Paper outlining the finalised TRANSFORM strategy and roadmap for consideration by the Senior Management Group (SMG).
- By 11 November submit the strategic plan for consideration at the ANU Council meeting on 4 December.

In 2021, it is expected that change will be required across the College to support the TRANSFORM strategy and the ANU Recovery Plan. To manage the impending change, the College of Health and Medicine will:

1. Provide further detail by mid-January 2021 on the proposed method for salary savings across the College.
2. Release a formal change plan by mid-January 2021 which will outline further details on the proposed changes for the College.
3. Release a plan by end of January 2021 on the proposed changes to College and School professional services which may be delivered through cross-College delivery and collaboration for improved delivery of services from the Operations Portfolio.

College staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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ANU College of Law

13 October 2020

Introduction

ANU College of Law, is the intellectual home of some of Australia's foremost experts in international, constitutional, public and private law. Since 1960, ANU College of Law has stood as a leader in legal research, addressing contemporary legal, social and political challenges in Australia and around the world. Balancing global outlook with local focus, we have a long-standing reputation for excellence in legal education, research and community outreach. This, coupled with our role as the national university, means we have a responsibility to be ambitious, bold and transformative in our research and teaching. Across undergraduate, postgraduate and research degrees, we provide our students with a unique understanding of current law and policy. As Australia's national law school, we provide national research leadership on the most important legal, regulatory and governance challenges facing Australia, the Asia-Pacific region and the world.

ANU leads the nation in research excellence, confirming our reputation as a world-class university for law and legal research by receiving the highest possible ranking in the 2018 Excellence in Research for Australia (ERA). ANU legal scholars have received a five-star rating in all four rounds of the ERA since it began in 2010. The ERA results and our linkages with the nation's key law-making and legislative bodies recognise the University is continuing tradition of global excellence in legal research. Our researchers work closely with government departments, research agencies, NFPs/NGOs, other universities and the wider legal community to support and enhance legal education, research and policy in Australia and around the world.

The College will position itself to emerge strongly after the current global pandemic and will achieve this with our commitment to both the University and College Strategic vision and our continued focus on performance excellence in both research and teaching.

Relative to the rest of the University, the College expects to make few changes to its existing structure. However, the planned closure of the School of Legal Practice will occur in December 2021 and this will require College professional services to remain flexible in adapting to the College's changing needs.

Share of the Impact

- The ANU College of Law 2020 revised recurrent budget allocation is \$21.1 million.
- The ANU College of Law has a recurrent budget target allocation of \$22.0 million for 2021.
- To date, 9 colleagues from our College have accepted voluntary separations. It is always difficult to see our colleagues depart the University and they will be missed.
- We do not expect to require any further reductions in positions and expect to recruit 3 positions. This will be a net reduction of 6 positions within our College.
- We will continue to build further savings identified in response to the revised 2020 budget and those targeted savings will build on salary savings through voluntary separations, natural attrition and the continued controls introduced in 2020 around non-salary expenditure.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focussing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Context and future plans

As one of the top law schools in Australia and amongst the best globally, it is essential that we maintain and grow our reputation and outputs by pursuing our priorities:

- **Research:** Retain ERA 5 rating and continue the pursuit of research income from a diversity of sources.
- **Teaching:** Establish the Graduate Certificate in Law and Technology. Develop a range of micro credentials from existing strengths. Consider creating pathways to globally significant qualifications. We are anticipating an increase in domestic student numbers and we will restructure teaching delivery and assessment accordingly.
- **Engagement:** Continue to build relationships with professional associations and complete the 60th Anniversary program. 2021 will see enhancement of the Indigenous Struggle Law and Art project. A public showcase is the ambition.

Changes to Services Delivery

To meet College priorities, we will review our professional services teams where appropriate to deliver customer focused efficiencies and coordinated services. We will consult with professional services teams to design and deliver improvements and service models both within the College and throughout the University.

We will ensure our practices are flexible, tailored and informed with key stakeholders at the core of decision making; our academics, students and the broader ANU community.

The improvements will aim to:

- Deliver a framework that supports improved customer service;
- Homogenise and automate process;
- Develop workforce capability;
- Deliver services fit for purpose;
- Encourage Collaboration, cooperation, corporately responsible practices; and
- Provide access to specialised services and advise.

In order to achieve excellence in service delivery, we will implement a framework which articulates clearly defined expectations and service principles.

To date, the focus has been in Research, HR and WHS opportunities, however it is not limited to these areas and further opportunities in other functions will be explored.

Research Management

Academic Colleges need to reposition research support services to emerge strongly after the global pandemic and to support the key research strategies of the University. The ANU College of Law, the College of Arts and Social Sciences and the College of Business and Economics have committed to do this through organisational restructure and the alignment of resources and service provision.

The proposed alignment of services will deliver a stronger and more robust research management structure and acknowledges the need for core research support services to deliver business activities in a cost-effective and efficient manner. Any restructure will see three currently separate teams operationally and culturally aligned into a larger structure and provide greater opportunities for a shared commitment and consistent execution of humanities, arts and social science research strategies.

Workplace Health & Safety

Similar to the consideration of the delivery of research management services, we are seeking to consolidate existing WHS resources for the College and Schools, where suitable, into a structure that provides capacity, clarity of roles and strengthens our commitment to a safe working environment while maintaining a focused resource within the College portfolio.

In the interests of consistency, efficiency, cost saving, and improved delivery of WHS Services, it is proposed that WHS activities are reviewed with the potential to coordinate such services via the Work Environment Group. Any proposal would be subject to College Dean and General Manager agreement.

HR Services

Some of the HR generalist transactional services undertaken at College and Division overlap and at times are duplicated. In the interests of consistency, efficiency, cost saving, and improved delivery of HR services, it is proposed that generalist transactional and recruitment processing activities are reviewed with the potential to coordinate such services via the HR Division. Any proposal would be subject to College Dean and General Manager agreement.

Should this proposal proceed it is expected that existing staffing resources would be transferred to support the change and to ensure that service levels to College staff continue to be provided at agreed levels.

Approach to managing change

During the initial consultation period on the ANU Recovery Plan, the College Dean hosted a Town hall forum on Friday 18 September, with 82 staff in attendance. Approximately 44 questions were raised during this forum and the Dean answered all questions. The College has also established a 'Team Chat' group for further questions and comments during the consultation period. The Dean has also set aside time for any staff who would like to speak in person.

Any changes to service delivery, will be done in consultation with relevant teams within the College, the two Schools and the wider ANU, through a process of exploration and identification of appropriate delivery models.

We will ensure that our practices are flexible, tailored, informed and re-designed with key stakeholders/customers in mind, these include our: academics, students and the broader ANU community.

In 2020, the College will consult and work with Professional Staff across the College and colleagues across the University to explore and service delivery models. The College will:

1. Provide further detail by end of November 2020 on the proposed method for change in professional services across the College.
2. Release a plan by January 2021 on the proposed changes to Cross College delivery of Research Services, WHS services and improved delivery of HR Services in collaboration with the HR Division.

College staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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College of Science

13 October 2020

Introduction

The College of Science is the largest college in the University. It is made up of Research Schools, Centres and Institutes including the Research School of Astronomy and Astrophysics, the Research School of Biology, the Research School of Chemistry, the Research School of Earth Sciences, the Fenner School of Environment and Society, the Mathematical Sciences Institute, the Research School of Physics, the Centre for the Public Awareness of Science, the Biological Data Science Institute, the Centre for Advanced Microscopy, and the College Administration and Executive.

The College of Science undertakes much of the University's highest profile research and is a leader in education excellence. This notwithstanding, the College will need to make some challenging decisions about what it will do into the future to ensure that it meets the Vice-Chancellor's clearly-stated expectation that it be uniformly excellent.

Share of Impact

- The College of Science 2020 *revised* budget, allocated by the university (i.e. excluding external earnings) is approximately \$103 million. This compares to actual expenditure of approximately \$111 million by the College in 2019 (i.e. a reduction of approximately \$8 million), reflecting the significant savings that have been made across the College this year.
- The College has been allocated a recurrent budget of \$95.8 million for 2021, requiring a further approximately \$7 million reduction in expenditure relative to the revised 2020 budget (i.e. a reduction of approximately \$15 million relative to the College's actual 2019 recurrent budget expenditure).
- To date, 75 staff (24 Academic, 51 Professional) from the College have accepted a voluntary separation.
- Though this has made a substantial contribution to the savings target, it is anticipated that the College will require a further reduction of up to 55 positions (including both academic and professional staff) to achieve the required savings.
- The College expects to need to recruit of the order of 27 positions. This would give a net reduction of 103 positions across the College.
- Under the College of Science budget model, allocations are distributed to the different units (Schools, Centres, Institutes) each of which operate with a high level of budget autonomy. In 2021, allocations will be made to the units on the basis of their historical (revenue-based) budget allocation, their size, their dependence on core-infrastructure, their ability to generate external revenue, and their research performance. This model seeks to recognise the characteristic differences of Schools, Centres and Institutes, to ensure that 'critical mass' is maintained in each, and to protect areas of strength and high 'earning-power'.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focussing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Context and plans for Future

We will need to make changes to our current structure to achieve the salary savings required. These proposed changes may include the reorganisation of the structures within Schools, and the establishment of new, shared professional staff services across the College and/or between Schools.

In planning for the future there will be a focus on:

- Narrowing the focus of research discipline areas to ensure adequate resourcing of areas of excellence;
- Maintaining and enhancing the student experience, consolidating excellent teaching practice, and using limited teaching resources in strategic/priority areas;
- Building student numbers in existing, and some new, postgraduate courses through the establishment of new international partnerships and focussed recruitment efforts for onshore international students; and
- Building business development capacity to enhance existing industry and agency engagement.

Structure and Organisation of Research Schools, Centres and Institutes

All units across the College will review their structure, operations and resource-allocation. The nature and scale of change will be different in each unit and the timing of any changes will vary between the units.

It is expected that proposed changes will be developed and consulted on between November 2020 and January 2021. Proposed changes may include: a change to structures and organisation of Schools or work areas, a change to resource allocations, and/or a reduction and reshaping of academic and/or professional staff workforce profiles. Changed professional staff service delivery models may be considered, including shared services across the College of Science, shared services with other Colleges, or centralised services.

Professional Staff Services

The College will review professional staff support services, working with Colleges and Service Divisions across the campus to identify opportunities for collaboration, and increased efficiencies.

Approach to managing change

The College of Science will commence consultation on proposed changes during October 2020.

Staff forums will be held to provide staff the opportunity to engage and provide feedback.

During this time, the College will:

1. Host College and School Forums during October and November 2020 to discuss the proposed changes and approach to College, School and Centre structures to achieve salary and non-salary savings across the College.
2. Provide details by 6 November 2020 on the process for consideration of changes across all Research Schools, Centres and Institutes within the College.
3. Provide details by the end of November 2020 on the process for consideration of professional services across the College and any collaboration and cross-University or cross-College shared services opportunities.

College staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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Vice-Chancellor Portfolio

13 October 2020

Introduction

The Vice-Chancellor's Portfolio includes two service divisions: the Office of the Vice-Chancellor (OVC) and the Corporate Governance and Risk Office (CGRO). The two offices are very broadly responsible for the University's management, governance and audit structures, business flow and overall leadership, as well as directly supporting the day-to-day work of the Vice-Chancellor and Chancellor, and the integrated work of the Senior Management Group and Council.

In July 2020, the Tjabal Indigenous Higher Education Centre and the National Centre for Indigenous Studies moved from the Vice-Chancellor's Portfolio into a consolidated and newly established First Nations portfolio, led by the role of Vice-President (First Nations), also newly created. The First Nations portfolio will – with the explicit support of the Vice-Chancellor and OVC – work to deepen Australia's understanding and inclusion of Indigenous cultures and histories; help bring the voice and interests of Indigenous peoples to the centre of Australian national discourse and policy discussion; and ensure Indigenous peoples' knowledge, perspectives and experiences are respected, valued, accessed and incorporated into all of the University's activities.

Share of impact

- The Vice-Chancellor's Portfolio's 2021 recurrent budget allocation is expected to be \$6 million and includes salaries and discretionary funding to support the two Service Divisions in the Vice-Chancellor's Portfolio.
- The targeted salary savings for the Portfolio will be achieved through current vacant positions which will not be replaced.
- The University is operating in a highly uncertain environment, and a Strategic Fund of \$30m million has been allocated to react strategically to opportunities and developments across the University. Of this \$30 million, \$10 million has already been allocated to fund strategic priorities already mentioned in the recovery plan. Expenditure from this fund will be overseen by the Vice-Chancellor and the Senior Management Group. Allocations from the Strategic Fund will increase the budget of the receiving unit with a 'strategic budget' and costs incurred will be recorded against this budget in the relevant unit.

Context and plans for the future

ANU is our nation's university. We are here for all Australians and to work with our government. With their support, we have become one of the world's finest research universities in less than 75 years.

As we recover and rebuild from the COVID pandemic, Australia needs its national university to be excellent everywhere: in research, in education, in driving societal transformation and new enterprise, and in providing a cultural and intellectual resource for our Commonwealth. This principle guides the ANU 2025 strategy to renew our national university and realise Australia's future, in a world we will play our part in improving.

The Vice-Chancellor's Portfolio has responsibility for the leadership, governance and overall strategic direction of ANU. This is a particularly critical function during uncertain times, a pandemic and a global economic contraction, which changes the University's business model and operations, and with a recasting of the University's relationship with Australia and the Commonwealth government. The priorities for the Vice-Chancellor's Portfolio encompass leadership of the institution through uncertainty, and positioning ANU to effectively emerge stronger in the COVID aftermath.

- The overall structure of the University Executive will undergo significant redesign to lead the development and implementation of the ANU Recovery Plan and our next strategic plan (ANU 2022-2025) which will be launched as part of our 75th anniversary celebrations.
- Four Executive roles are being disestablished, two of which (Provost and Pro Vice-Chancellor (University Experience)) are currently unfilled. In addition, two current members of the executive have advised, after long service to the University, that they intend to step down from the Executive and will finish their roles in December. These are the Pro Vice-Chancellor (Innovation) and the Vice-President (Engagement and Global Relations). These departures, along with the importance of realigning tasks to our national mission, will require further changes within the

Executive team to ensure its structures are appropriate for the task at hand. Any further changes as part of the realignment of priorities will not involve an increase in the number of positions in the University Executive.

- As a consequence of the Executive changing in scale, the amount of support provided to the Executive will also be assessed. The Office of the Vice-Chancellor (OVC) will review whether support levels are appropriate to new structures.
- The Vice-Chancellor has requested a reduction to his remuneration in 2021. In February 2020, the ANU Council appointed Professor Brian Schmidt AC to a second term as Vice-Chancellor, commencing 1 January 2021. The ANU Council had initially offered the Vice-Chancellor a significant salary increase from that date. The Vice-Chancellor has asked to forgo that increase, and will accept no increment of any kind from his already-reduced 2020 salary, that is inclusive of a 20% pay cut from July-December 2020.
- To seek additional salary savings for the University, the Vice-Chancellor will discuss voluntary pay reductions in 2021 with all members of the ANU Executive and the College Deans (collectively known as the Senior Management Group – SMG). We acknowledge that SMG members have already, through voluntary personal salary reductions in 2020, realised salary savings in excess of \$300,000 for ANU.
- The Vice-Chancellor and Chancellor, along with all members of the Senior Management Group, will review all travel plans for 2021. A new guideline will be in place for SMG members: travel will be approved only when there is a large benefit to conduct the meeting or event in person, compared to digital or other means.
- The Strategic Fund allocation will be managed by the Vice-Chancellor and the Senior Management Group. Allocation of funding will be transparent and based on sound processes, over which SMG will have full visibility.
- The key area of strategic communications, government relations and public policy will continue to report to the VC and work closely with his office.
- The OVC and CGRO will manage their extensive responsibilities within the current reduced capacity through a rigorous analysis of task and workload prioritisation, asking the question: what can we stop doing? All expenditure will be analysed for priority and strategic importance prior to consideration and approval.

Approach to managing change

In 2020, changes within the ANU Executive will impact the Vice Chancellor's Portfolio largely as a consequence of proposed changes within the Global Engagement Portfolio.

To manage the impending change, the Vice Chancellor Portfolio will:

1. Provide further detail on the proposed changes for the Office of the Vice Chancellor by end of October 2020.
2. Consult with and provide further details to the Global Engagement Portfolio during October regarding proposed changes to support the recalibration of the ANU Executive.
3. Release a formal change plan in the first half of November 2020 which will outline further details on the proposed plan to support the ANU Executive Changes and the proposed changes to the OVC Portfolio and the Global Engagement Portfolio.

Vice Chancellor Portfolio staff who would like provide feedback on this document, the proposed plan, and budget allocation are encouraged to do so by emailing org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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Academic Portfolio

13 October 2020

Introduction

The Academic Portfolio is committed to supporting the provision of the highest quality education, student learning experience and service delivery for the University. In response to the impact of the 2020 challenges, in particular the hail storm, the COVID-19 pandemic and the evolving financial implications for ANU, the Portfolio must reconceptualise and adjust how we deliver our mission. Administrative and academic services are delivered across the University in conjunction with colleges and other central portfolios. Redefining how we do things and building on the interconnected nature of our work will benefit the whole University and will form the lens through which we approach the Academic Recovery Plan.

The principals which will underpin the Academic Recovery Plan are:

- **Students First:** Students are central to the University community and are valued as culturally diverse.
- **Partnership:** Colleges, school, central portfolios and students will be meaningfully engaged in decision making.
- **Uncomplicated:** We will embed uncomplicated and accessible processes and structures.
- **Flexible:** We will aim for flexibility within a light touch regulatory framework.
- **Focus:** We will do fewer things better.
- **Learn:** We will learn from the past and build on what we already do well.

Share of Impact

- The Academic Portfolio 2020 recurrent budget allocation under the revised 2020 is \$33.7 million.
- Our Portfolio has a target recurrent allocation of \$27.4 million in 2021, a further \$6.3 million in savings from the agreed 2020 revised budget.
- To date, 12 colleagues from the Portfolio have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Though this has made a contribution to the savings target, we will require a reduction of up to a further 10 positions to achieve the required savings and expects to need to in future recruit 3 positions.
- This will be a net reduction of 19 positions across our Portfolio.
- We will look to build on and identify further savings from 2020 and will prioritise operational adjustments to capitalise on voluntary separations and natural attrition to keep any reductions in positions to a minimum.

Context and Plans for Future

The Academic portfolio delivers academic support services throughout the University in collaboration with almost all organisational units. There are many interdependencies with the colleges and other central portfolios. The approach to the Academic Recovery Plan is to work with key areas across the University to develop a holistic approach to recovery for better service delivery and resource allocation. This work has already begun and will be informed by the outcomes from the Service Provision Working Group.

In August, the Vice-Chancellor commissioned a group of senior academics and professional leaders to derive a vision, goals and principles for Service Provision at ANU:

- Provides the background to the issue of service delivery at ANU; and
- Provides a Service Improvement Analysis Framework (SIAF) including a service assessment tool, service models to prompt thinking, and service performance principles.

This work is being led by Professor Lyndall Strazdins and has resulted in the development of an ANU Service Provision Framework which been released as part of the ANU Recovery Plan. It outlines how we can approach improvement of service delivery both within the Academic Portfolio and across the ANU and will foster consistency and collaboration.

To support the ANU Recovery and as we emerge from the pandemic, key strategic priorities for the Academic Portfolio include:

Restoring and reshaping the student cohort consistent with the ANU Strategic Plan and Australia's diverse population.

The first priority for recovery is to restore the pipeline of undergraduate, postgraduate, domestic and international students into the University through optimised marketing and recruitment. The domestic and international admissions reforms have put in place the processes to enable the University to better control the student intake and achieve the desired level of diversity. There is much work to be done, however, in terms reshaping the student cohort for diversity. This will need to be carefully planned, with a clear vision for 2025 and strategies to ensure recruitment and support of diverse domestic and international students when they arrive on campus.

Reviewing and renewing the curriculum offerings.

There is an opportunity for the University to create a curriculum framework, for both undergraduate and postgraduate, which will streamline offerings with a focus on distinctive graduate attributes. The curriculum framework and re-designed offerings will support and promote:

- The reshaped diverse student cohort;
- The ANU Vision for Excellence in Learning and Teaching;
- Simplified rules, enhanced flexibility and reduced administration;
- An excellent student experience; and
- Flexible double degrees as the ANU signature undergraduate degree.

Supporting research-led, interactive and technology supported pedagogies

To build and sustain excellence in learning and teaching, the portfolio will continue to prioritise and support research-led, interactive learning and teaching projects. The necessity for remote work and teaching has emphasised the importance of high quality technology and enhanced learning. Working with innovative teachers across the Colleges to test and extend interactive learning formats and support intensive course redesign will enhance learning outcomes for students, improve staff capacity and better align resources and processes of learning and teaching functions across the University.

Implementing micro-credentials.

ANU micro-credentials is a new endeavour that extends the University's professional short course offerings. There is substantial interest and activity in the colleges to deliver micro-credentials in diverse areas to support revenue, professional networks and community outreach. Micro-credentials also have the potential to enhance the pipeline of students into postgraduate programs through credit.

Reshaping student administrative and academic services in collaboration with the colleges to enhance the student experience.

Administrative and academic services are currently burdened by complex rules, a fragmented service delivery framework and multiple touch points. Simplified rules, considering better resources allocation and developing more efficient service delivery models will better support the implementation of automated, enterprise solutions that can be developed in line with the Digital Master Plan.

Collectively, these strategic initiatives will result in more efficient and effective services and a vastly enhanced student experience. Areas of focus for this initiative include timetabling, student academic advising, assessment of completion of program for graduation, programs and courses information, assessment of credit and special consideration. Strategic initiatives, including the development of ANU graduate attributes and curriculum framework documents with a focus on simplified rules, enhanced flexibility and reduced administration will enable the review of many of these processes.

Renovate and restore University House to the heritage listed ceremonial heart of ANU.

The ultimate goal of the recovery process is a University House fit to serve ANU for the next 75 years; with the quintessential mid-century heritage character of the original buildings and of greater utility for the ANU of the future. The University House Board has planned a staged recovery process, guided by principles and informed by design work of the past five years. The University House recovery plan will be prioritised and delivered depending on available resources; initially from the insurance settlement,

and subsequently from a broader suite of funds and contributors. Key to the recovery is the development of appropriate scale interim operations, the establishment of a Project Steering Committee and a Project Control Group.

Portfolio Planning and Response

To support the ANU Recovery Plan the Academic Portfolio will work in collaboration with organisational units across the University to deliver a sustainable operating model which is coherent and unified, and which will support a world-class environment for students, academics and professional staff.

To strengthen the Portfolio, and better support excellence in learning and teaching, the role of the Pro Vice-Chancellor (Education) will be expanded to include a digital focus. This expanded focus will ensure the Portfolio can leverage the connection of high quality technology enhanced learning and teaching pedagogies and drive better outcomes for the University. The Portfolio will also look to draw on existing resources and expertise to support the review and renewal of the curriculum offerings, with a particular focus on quality assurance.

The University needs to move quickly to achieve lower and sustainable costs, however, this must be balanced with the time needed to develop smart, sustainable student and educational services. Over the next few months, during the remainder of 2020, we will be exploring ways to reshape the interdependent relationships that our Portfolio has with other parts of the University and options for more effective and efficient ways to continue providing excellence in the student and academic experience.

Some initiatives, such as adjustments to accommodate voluntary separations, will be necessary to implement in the next few weeks and months and it is possible that some change to positions, structures, roles and reporting lines may be required.

Other, more complex initiatives, will require time to understand the current work and processes, analyse touchpoints with colleges and other portfolios and to collaborate to develop a more effective and efficient service delivery model which will benefit the whole University. While the outcome of these discussions, and potential implementation of any initiatives will vary, we will work towards having any change completed by the end of Q1 2021.

Approach to Managing Change

During 2020, the Academic Portfolio will consider the suitability of the Portfolio structure and design to support the strategic priorities and to support the ANU Recovery Plan. Planning and discussions will involve:

- Reviewing the design and location of current services which occur across the Academic Portfolio and colleges. Areas of focus will include how we deliver and support careers and employability, global programs and academic skills.
- Operational adjustments to accommodate the implications of voluntary separations.
- Reviewing current processes with a focus on simplified rules and enhanced flexibility and better support implementation of automated options. Areas of focus will include timetabling, student academic advising, assessment of completion of program for graduation, programs and courses information, assessment of credit and special consideration.
- Reviewing the budget and staffing of the admissions reform project and planning how this project can be better integrated within the ongoing operations of admissions and student recruitment to deliver the strategic goals of the University.
- Aligning University House staffing and resources with the University House Recovery Plan as approved by the Senior Management Group.
- Work with the PVC International Strategy to transition Marketing and Student Recruitment Services to the International Strategy Portfolio and support marketing and student recruitment activities to increase focus on delivering key strategic goals of the University and align marketing and student recruitment activities, where possible, across the University.

Throughout this process the Academic Portfolio will continue to provide opportunities for staff involvement and feedback:

1. In October 2020, we will be holding a Portfolio all staff forum to allow staff members to provide feedback and ask questions about the Portfolio Recovery Plan.
2. In October 2020, we will work with the Pro Vice-Chancellor (International Strategy) and the Director, Marketing & Student Recruitment to transition the team to the International Strategy Portfolio.
3. Further details on the planning, discussions and consultation on the areas of consideration for the Portfolio as outlined above will be provided by end of November 2020.
4. Further detail on the proposed changes for the Portfolio will be provided by end of January 2020.

Portfolio staff who would like to provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



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Research & Innovation Portfolio

13 October 2020

Introduction

The Research and Innovation Portfolio is responsible for the development and implementation of strategies, policies and systems to achieve the University's strategic goals in research and innovation.

In response to the pandemic, the Portfolio will focus on ensuring we prioritise delivery of service and support to the research community as best as we can.

As Australia's national university, one of our guiding ambitions is to conduct and support research that transforms society and creates sovereign capability. More so, ANU has a role in supporting the post-COVID recovery of our nation, through undertaking research in the national interest that is world-leading and contributes to Australian prosperity, health and security. Our expertise will contribute to our nation's policy makers, ensuring enhanced national capability for the post-COVID world.

Staff across the Portfolio have efficiently adapted to working from home, and entered into the realm of online meetings, virtual coffee catch-ups and interruptions from pets or children. The abrupt transition to remote working was unavoidable, and the commitment of our staff in ensuring continued delivery of the best possible service during this time should be and is acknowledged.

The Portfolio plays a pivotal role in contributing to this mission and we are responsible for supporting and enabling ANU to achieve our strategic goals. The Portfolio includes: Research Services Division, the newly rebranded Office of Business Engagement and Commercialisation (BEC), the Office of the Dean, Higher Degree Research, the Graduate Research Office, and the Statistical Consulting Unit.

Share of Impact

- The Research and Innovation Portfolio 2020 recurrent budget allocation under the revised 2020 budget is \$14.6 million.
- Our Portfolio target recurrent budget allocation in 2021 is \$12.0 million. This is a further \$2.6 million in savings from the agreed 2020 revised budget.
- In 2020, we have reduced costs through both voluntary separations, through natural attrition and position controls and we will build on and identify further savings to achieve the 2021 budget allocation.
- To date, 5 colleagues from the Portfolio have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Though this has made a contribution to the savings target, our Portfolio will require a reduction of up to a further 6 positions to achieve the required savings.
- This will be a net reduction of up to a total of 11 positions across our Portfolio.
- Through 2020, as a result of staff reductions, some changes have already been made at local levels to accommodate and support work requirements in the immediate term.
- We will keep any reductions to positions to a minimum and continue to capitalise on savings achieved through 2020 voluntary separations, natural attrition and position controls.
- Outcomes and recommendations from the Research Services Working Group are expected to identify and support how further savings may be achieved to ensure we can continue to provide a world-class service to our researchers within the available resources.

It is expected there will be an increase in 2021 of funding for the Colleges and the Research & Innovation Portfolio as a result of the increase to the Research Support Package (RSP) announced in the 2021 Federal Budget on 6 October 2020. Subject to the rules to be set by the Government it is likely ANU will spread this funding over both 2021 and 2022 with a clear focus on using the funds for approved research support costs.

The RSP represents a once-off injection of funding and is not an ongoing fundamental change to our financial position – our 2021 revenue projections remain otherwise unchanged and we will still need to pursue savings across our salary expenses. The nature of any one-off increase in funding and how it can be accessed and applied within the College planning will be confirmed as soon as the terms and details of the funding package are confirmed.

The Deputy Vice-Chancellor (Research and Innovation) and the Colleges are working through the application of this funding, and in particular are focussing on ensuring the appropriate allocation of the funding to support the contingent research workforce and research infrastructure.

Plans for the Future

Our mission for the Research at ANU is unchanged, and our Portfolio will continue to support the strategies as we emerge from this crisis. This will be achieved by:

- Growing our research income by \$60.5 million by 2025 (in 2018 dollars).
- Assessing our research to ensure it meets ERA 5 (i.e. “well above world standard”) in every 2-digit field in which we submit.
- Develop and implementing benchmarks of research productivity that are comparable to the best of the Group of Eight (Go8).
- Assessing the impact of our work to ensure it is “high” in at least 75% of the fields in which we submit to the research Engagement and Impact Assessment (EI) 2024.
- Growing our engagement with industry.
- Delivering on the ANU PhD Strategy.

We will continue to support excellence in research in 2021. Now, more than ever, vital that we ensure we seek and secure new sources of research revenue. ANU has demonstrated its commitment to our research community, including the provision of a central strategic fellowship support scheme. Our Portfolio will be instrumental in retaining, attracting and supporting research excellence. We will continue to co-invest in major research activities as has been the case in previous years.

Research Support Services Working Group

Given the Portfolio’s strategic priorities and the agreed need for a review of how ANU operates, we have convened a Research Support Services Working Group to consider the optimisation of research support services across ANU. This is a foundational step in considering options on how we can better work together, to devise mechanisms to do more within the available resources and retain our position as the premier research-intensive university in Australia.

The goals of the Working Group have been strategically aligned to the work of the Service Provision Working Group, led by Professor Lyndall Strazdins, and the two work streams will leverage and share knowledge and perspectives of our community to best inform the most optimal structure of our support services.

Through the Working Group, we are exploring the full suite of research support services across ANU, delivered locally and centrally, and the resources needed to deliver these. We anticipate the Working Group will recommend changes to research support services across campus that will deliver budget savings. We anticipate that research support positions across ANU will be disestablished and we will change structures, reporting lines and work practices. Roles and responsibilities will change across our Portfolio.

Innovation Portfolio

Innovation and business development are critical to the future of the ANU and remains a major priority for us in the coming years. Professor Mick Cardew-Hall, our Pro Vice-Chancellor (Innovation), has elected to depart ANU at the end of 2020 which means we need to undertake a comprehensive review of how we shape and deliver the support for innovation and business development, both across the Portfolio and across the University.

The Portfolio has been successful in our recent bid for re-emergence funding to engage a number of short-term Business Development (BD) professionals to target investment boosting revenue streams. These BD specialists will supplement and work with the BD Managers within the Portfolio and the Colleges, with a focus on identified funding opportunities.

The BEC team is currently working with nominated College representatives on proposal identification and development.

New Initiatives

We anticipate support from the University to pursue delivery of the ANU PhD and Business Development capabilities for ANU. These initiatives will also open possible revenue streams into the future, ensuring we are positioned to deliver our Research strategy.

Approach to Managing Change

During 2020, the Research Support Services Working Group has been considering the strategy and design for research support services and how these services should be delivered across the University. It is expected the Working Group recommendations will be finalised in 2020 and University wide consultation on the recommendations will commence in early 2021.

The Working Group timeline is indicated below.

Action	Timing
Working Groups convenes to develop options	September – October 2020
Options presented to URC for recommendation	4 November 2020
Recommended option presented to Academic Board	1 December 2020
Recommendations presented to SMG for consideration	December 2020
University-wide consultation	End 2020 - January 2021
Proposed implementation	From March 2021

In 2021, it is expected that change will be required across the Portfolio and beyond to support the confirmed recommendations from the Research Support Services Working Group and support the ANU Recovery Plan. To manage the impending change, the Portfolio will:

1. Provide further details of the proposed method for savings across the Portfolio in January 2021, which will continue to support the delivery of strategic priorities for the Portfolio.
2. Release a formal change plan by February 2021 on the proposed changes for the Portfolio.

Research and Innovation Portfolio staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



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Student and University Experience Portfolio

13 October 2020

Introduction

The Student and University Experience (SUE) Portfolio was established in April 2020. The Portfolio provide strategic leadership: of cross university initiatives, such as equity and inclusion and the Experience Accelerator, to improve our staff and student experience, deliver high quality residential and services.

The experience of our on and off-campus community, both staff and students, is intrinsically linked to our mission to be a place that welcomes people from all backgrounds from Australia, our region and the world. Providing a transformational student experience is one of the five key pillars underpinning the ANU Recovery Plan.

At the end of 2019, the Senior Management Group (SMG) recognised the need to invest in the student and university experience to ensure that we are the first choice for talented students, academics and professional staff. To deliver on our ambitions to have a student experience equal to the world's best, and to be a leader in creating an equitable and inclusive community, the Student and University Experience Portfolio was established.

Under the leadership of Professor Ian Anderson, the Student and University Experience Portfolio includes: the Division of Residential Experience, the Respectful Relationships Unit, Wellbeing and Student Experience, and the offices of Dean of Staff and Dean of Students.

With the COVID-19 global pandemic, the experience provided on our campus has changed, with staff and students working and studying remotely, or returning in a hybrid arrangement. This has impacted on the Portfolio's profile and activities, but it has also presented an opportunity for development. Therefore, the ANU experience for our staff and students needs to be agile, adaptive, informed, enriching, tailored and resilient.

In 2021, we will seek to connect and reconnect students and staff with more tailored service offerings and improved efficiency and effectiveness.

Share of Impact

The continual improvement of the student and university experience is a strategic priority and is one of the five strategic areas identified for future investment within the ANU Recovery Plan.

- The Student and University Experience Portfolio revised 2020 recurrent budget allocation is \$8.5 million.
- Our Portfolio has a target recurrent allocation of \$13.0 million in 2021, an increase of \$4.5 million to continue existing services, establish core operations for the portfolio and new strategic initiatives to improve student and university experience.
- To date, 2 colleagues from the Portfolio have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Though this has made a contribution to our Portfolio ECF target, we will require a reduction of up to a further 2 positions to achieve the required savings and expect to need to in future recruit 5 new positions to build capability and maintain critical service levels.
- This will be a net result of an increase of 1 position across our Portfolio.
- We will look to build on and identify further savings from 2020 and will prioritise operational adjustments to capitalise on voluntary separations and natural attrition to keep any reductions in positions to a minimum.

Context and plans for the future

ANU, as Australia's only national university is uniquely placed to provide an experience equal to the world's best. This should be reflected in our research and research-led teaching but also in our community, which reflects diversity, inclusion and equity principles and practices.

The ANU Experience will be:

- A campus-based experience augmented by high quality digital offerings, in services, learning and community building, which further strengthen our community;
- A high performing inclusive culture that fosters equity, diversity, respect, wellbeing and safety for students and staff alike;
- A university service experience across the student and staff life cycles that is high quality, connected, and evidence-based, optimising wellbeing throughout performance;
- A curated ANU Campus Experience fostering connectivity, both physically and virtually, and engagement with the broader Canberra community; and
- A university experience that is COVID safe and enables pandemic readiness.

The *Experience Accelerator* is housed within the Portfolio and is an innovation engine with four components designed to use leading methodologies to understand the underlying cause of problems, generate high quality ideas, rapidly test ideas at scale with low cost, and set validated ideas up to be successfully implemented. It will be used to create small, continual improvements and big improvements to the ANU Experience.

Its proof of concept stage in 2020 has proven valuable and is identified as an area of investment to support innovation and experience improvements at ANU. In 2021 focus will be on creating the remaining two components (problem identification and quality idea generation) and improving the implementation (execution) component.

To measure the ANU Experience improvements we will use new and historic data collected from:

- Benchmarking data from national and international independent assessors; and the
- University Experience Survey, Student Experience Survey and Residential Experience Survey.

In recognition of the impact of the COVID pandemic on the portfolio's establishment, our Key Performance Indicators (KPIs) for 2021, at this stage, will be:

- Units are resourced to deliver unit-specific objectives and outcomes, within performance levels and mindful of wellbeing and resilience;
- Internal survey data (as listed above) shows an increase in awareness of services and improved delivery for staff and students;
- Improvement in student satisfaction across services, and staff satisfaction with access to support services, to address barriers to academic engagement and success;
- Realisation of the full capability of the Experience Accelerator;
- Service use shows an increase in students accessing varied delivery modes (e.g. use of technology-enabled services, increased number of individuals accessing service options);
- Establishing an international student connectivity and wellbeing program;
- Increasing the academic enrichment program for the residential halls;
- Progress on benchmarking the University under principles of inclusion, diversity, equity and access through the SAGE Athena SWAN Silver Award, the Australian National Disability Group Access & Inclusion Index and the Australian Workplace Equality Index;
- Recruitment of staff to fill critical gaps and fulfil funding agreements; and
- Non-salary savings explored and realised where possible in 2021, ahead of 2022.

As part of the strategic development of the portfolio over the next two years, we will also deliver dedicated projects at the University as potential revenue for or investment in experience at ANU. We will do this by:

- Growing the Experience Accelerator to realise its full potential for ANU and use it to co-design and co-develop improvements to the ANU experience and individual service offerings. We will be open to small, continual improvements as well as big impact actions that improve our offerings using the Experience Accelerator's evidence-based idea testing model.
- Enriching campus life with a curated, place-based approach to University centres (such as Kambri) to ensure the offering is inclusive, diversified, safe and draws ANU and Canberra communities in. In an age of the virtual campus we will find ways to curate an online offering that parallels the on-campus centres providing 24/7 connectivity for students and staff to the ANU experience.
- Expanding a premier Student Residential Experience that fosters wellbeing, leadership and academic achievement, that reflects the diversity and inclusion of our community. Our Student Residential Experience will contribute to better understanding and addressing the challenges faced by young people during their time in tertiary education. We will also support first year students through the accommodation guarantee, and grow the number of students interested in continuing their residential experience into later years. We will support international students seeking a supportive transitional residential environment with a high quality and academically informed on campus experience.
- Expanding the University's strategic capability to be an inclusive and respectful community, across staff and students through targeted initiatives, the I.D.E.A. framework and programs that build the ANU Values through practical actions and leadership at all levels.

Measures of success for these projects will include: the finalisation of the project to a point of completion or ready state for the next stage of improvements including student and staff feedback tools (experience surveys). Each project will have bespoke goals developed during the project, including but not limited to: timeline for delivery, ability to integrate into the University system, and meeting our budget envelope.

Portfolio Design - Late 2020 – Early 2021

The design and establishment of the Portfolio in 2021 may include a change to the way services are provided, a change to roles and responsibilities and/or a change or reorganisation to workgroups and reporting lines. There are two reviews which have been identified as necessary to inform structure planning – a review of Residential Governance and Services and a review of student services. All Portfolio staff will have the opportunity to comment on any proposed Portfolio design.

In undertaking this work in 2020 and early 2021 the following principles will be applied:

- **Evidence-based, professional-practice-informed structures.** The Portfolio has a wealth of knowledge about ANU and best practice models in their professional practice. We will make use of our internal experts to find models and solutions to achieve results.
- **Respect, inclusion, diversity, and equity will underpin our structure and our work.** 2020 has been a challenging year, and the situation facing ANU has caused additional stresses for staff. In considering any structures, changes to work or staff changes, we will apply various lenses and perspectives to ensure the community we cultivate in the Portfolio is about bringing our authentic selves to work and this reflects the community we strive for at ANU.
- **Alignment with and capitalisation on existing work and processes.** We will align with the Service Reform Agenda underway to ensure we are working in collaboration and consultation with our colleagues, and any changes will be meaningful changes that support our Portfolio to work its best. Where our practice is not aligned with University policies and procedures we will adjust to align, and review policies and procedures that are outdated and hamper efficient and effective work.
- **Mindful of change exhaustion.** In the last 12 months there has been significant change for areas now within the Portfolio. Future change will be measured and discussed wherever possible. Senior staff will demonstrate good practice in maintaining wellbeing, and strongly encourage and actively

support staff to take leave, use flexible working arrangements and access staff support services for wellbeing and resilience.

- **Informed by staff and student views.** We will work with colleagues outside the Portfolio, student organisations and students to identify where we can enhance and co-design service improvements, capitalising on the testing capability of the Experience Accelerator.

Residential Governance and Services review – End 2020, early 2021

We will review the governance and services of the Division of Residential Experience to ensure consistency of service offerings across the Residential Halls, to cultivate communities between the Halls through residential districts and to ensure there is inbuilt stability, adaptability and resilience for staff working in these environments, including student employees.

Internal review of student services – End 2020, early 2021

The Deputy Vice-Chancellor (Student & University Experience) will lead a review of the service offerings provided at ANU through the Portfolio in close consultation with the Deputy Vice-Chancellor (Academic), other portfolios, colleges, schools and students. We will apply a strategic frame to University Experience Data that drives performance, decision-making and service quality and retains our focus on the needs of students and staff. Principles for the review include:

- Internal consultation and stakeholder views – students' perspective (both associations and student population), and professional and academic staff.
- Appropriateness of offerings for the student body in 2021, and over the next five years.
- Reduce or remove duplicating work and increase integrating the work of professional and academic staff in their service provision to students, to improve collaboration and service experience.
- Centralisation of high-level business operations to realise benefits, including savings, from having a relationship manager for external providers and an identified project overseer.
- Streamlining and rationalising services, in line with the budget envelope and strategic objectives.
- Rebalance the distribution of staff and work to align activities with experience improvements.
- Identifying suitable KPIs for service providers that reflect client needs and ANU ambitions.
- Improve overall efficiencies within and between the portfolios.
- Connect and co-locate complementary services to enhance collaboration and productivity.

Approach to managing change

At this stage there are no significant changes proposed in 2020. There will be recruitment to fill identified critical positions and fulfil funding agreements.

In the future, there may be the need to restructure teams to have the right mix of capabilities to meet strategic and operational priorities within the Portfolio, in partnership with colleagues, and through outsourced contracts. All work will be undertaken in accordance with the Enterprise Agreement and include: refinement of governance, operations and accountability arrangements; and reviews of position descriptions. These processes will be led by the Portfolio Leadership Team, and changes approved by the Deputy Vice-Chancellor (Student & University Experience).

In the next stage of engagement on the ANU Recovery Plan, the Deputy Vice-Chancellor (Student & University Experience) will host an open discussion session with Portfolio staff to provide further information on the portfolio objectives and role in the ANU Recovery Plan. In addition, the Deputy Vice-Chancellor will host localised sessions for each key area within the Portfolio.

To manage the process for change, we will:

1. Continue to consider requests for voluntary separations.
2. Undertake our Portfolio review activities from November 2020 to March 2021.
3. Provide further detail of the outcomes from our Portfolio review activities by April 2021 including the recommendations which will support the delivery of strategic priorities for the Portfolio.
4. Release a plan by end of May 2021 with details on any proposed changes to the Portfolio.

Student and University Experience Portfolio staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



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Operations Portfolio

13 October 2020

Introduction

The Operations Portfolio is responsible for the provision of professional services, advice and infrastructure to the University to underpin the delivery of research and teaching.

The Operations Portfolio works in partnership with other portfolios, colleges, and schools to deliver a range of professional services. The Operations Portfolio includes: Human Resources, Information Technology, Facilities & Services, Finance & Business Services, Planning & Performance Measurement, Scholarly Information Services, University Legal Office, Service Improvement Group, Drill Hall Gallery, and the Office of the Chief Operating Officer.

The Chief Information Security Office supports the ongoing establishment of ANU information security capability delivering safety, trust and resilience to all aspects of University operations and improving our overall security posture and the trust of our internal and external partners.

The operations portfolio is expected in 2021 to deliver further savings within the portfolio and also to facilitate savings in other areas through the consolidation and coordination of activities and resources.

Share of Impact

The Operations Portfolio will support university strategic priorities as outlined in the ANU Recovery Plan.

Our goal is to deliver critical services, advice and infrastructure that is driven by a commitment to excellent customer service and the University's mission to become a global top 10 university in service of the nation.

- The Operations Portfolio 2020 revised recurrent budget allocation is \$137.6 million.
- Our Portfolio has a target recurrent allocation of \$130.8 million in 2021, a further \$6.8 million in savings from the revised 2020 budget.

The allocation of budgets in 2021 to each Division in the Operations Portfolio are shown below. The allocation has been determined based on, amongst other things, the contribution made in 2020 to Expenditure Control savings, the size of the Division, and the level of growth in investment underway.

Division	2021 Allocation ('000)	% Budget Reduction	Savings Required ('000)
Drill Hall Gallery	839	0%	0
Facilities and Services	34,990	2%	(824)
Finance & Business Services	13,540	10%	(1,504)
Human Resources Division	11,378	10%	(1,264)
Information Technology Services	34,488	4%	(1,437)
Library & Archives (Scholarly Information Services)	23,701	2%	(558)
Operations Portfolio Executive	1,958	10%	(218)
Planning & Performance Measurement	4,235	10%	(471)
Service Improvement Group	3,331	10%	(370)
University Legal Office	2,356	7%	(177)
Portfolio Total	130,817	5%	(6,823)

- To date, 65 colleagues from the Portfolio have accepted a voluntary separation with the largest take up as follows: Facilities & Services (22) and Scholarly Information Services (26). It is always difficult to see our colleagues depart the University and they will be missed.
- As staff have been accepting Voluntary Separation, we have been working with them to ensure that we are retaining as much of their knowledge as possible. The Directors and their teams are consistently reprioritising work and liaising with key stakeholders to ensure that service levels are maintained in critical areas.
- Though this has made a contribution to the savings target, we will require a reduction of up to a further 40 positions to achieve the required savings.
- We expect to need to recruit 38 positions across the Portfolio to build capability and maintain critical service levels.
- This will be a net reduction of 67 positions across our Portfolio.
- There is not expected to be any reduction in positions in the Chief Information Security Office.
- Where possible, the savings will be achieved through voluntary separations, natural attrition, salary savings from reductions to part time work, and not backfilling extended periods of leave.

Context and plans for future

While the University's financial position requires us to make savings across our operations, it is important that we do this in a way that maintains and where possible improves our service quality and effectiveness.

In August, the Vice Chancellor commissioned a group of senior academics and professional leaders to derive a vision, goals and principles for Service Provision at ANU. This work is being led by Professor Lyndall Strazdins and has resulted in the development of an ANU Service Performance Framework.

In the Operations Portfolio, our goal should be that:

1. People find our services easy to use, connected and responsive
2. People delivering services are empowered, accountable, expert and valued, and
3. Services and systems will be user-centric, data driven, simple and deliver value for money.

The consultation process has so far identified many opportunities for reduction in duplication, better sharing of services and infrastructure, reduction of red tape and improvements in value for money.

There is much work to be done to develop and design specific service improvement proposals for consultation and possible implementation. This work will be undertaken according to the following principles:

1. **University Mission:** The Portfolio will closely align services to teaching and research.
2. **Service Experience:** The Portfolio will connect across disciplines to deliver value for money services that are driven by the customer need (easy, responsive, kind, outstanding and where needed).
3. **Service Capability:** Portfolio services will be delivered by the most effective partner (internal or external to the ANU) to ensure expert, accountable, empowered and connected service delivery.
4. **Service Design:** The Portfolio will design services to be user-centric, simple and in the right location – reducing duplication and enabling multi-purpose use of single-sources of truth.

Given the magnitude of the work required, and the need for coordination across the University, it is proposed to design and develop the savings measures and service improvements as Formal Change Proposals in tranches as follows:

First tranche – available for consultation by mid-October 2020:

1. Coordinated approach to provisioning and on-boarding that will support incoming staff to the University and staff moving positions within the University, supported by Human Resources, Information Technology Services and Facilities & Services.
2. Improved value for money of some of our specialist technical services such as printing, specialist technology services such as audio visual and telephony through partnering with external providers.
3. Coordinated approach to provision of library services, moving towards Collection Access, and Discovery and Client Services Streams, rather than traditional Branches.

Second tranche – available for consultation by the end of November 2020:

1. Cross functional Teaching Support capability that will support the audio visual, technology and facilities needs of teaching delivery, supported by Information Technology Services and Facilities & Services.
2. Whole of university approach to transactions and operations, delivering on high volume, low complexity, repeatable services with improved cross portfolio service delivery and improved end-user experience, staffed by Human Resources, Information Technology Services, Finance & Business Services, Planning & Performance Measurement, Service Improvement Group, and Facilities & Services.
3. Establishment of a **Surge Work and Transformation (SWAT) - Flying Squad** team that will assist areas across the University with surge capacity in peak times (e.g. Admissions, Examinations, Research Grant support). The SWAT team will also work to enhance organisational agility and efficiency by documenting and streamlining business practices, recommending changes to policy, systems and delegations and building business resilience and improving user experience.
4. Other proposals derived from improvements identified through the Service Performance Framework, and/or service improvement proposals in other Colleges and Portfolios

Third tranche (if needed) - available for consultation by February 2021:

1. Other more complex or interconnected changes derived from improvements identified through the Service Performance Framework, and/or service improvement proposals in other Colleges and Portfolios.

Approach to managing change

It is possible that some change to positions, structures, roles and reporting lines and work practices may be required in each Division of the Portfolio. This may include contracting out some services.

Where there are significant changes proposed, which may include a reduction in positions, we will provide specific information on the proposed changes and consult with the affected staff and the community in accordance with the *ANU Enterprise Agreement 2017-2021*. Any proposed changes will be managed in accordance with the Job Security (Clause 67) and Managing Change (clause 68) provisions within *The ANU Enterprise Agreement 2017-2021*.

Further information is available [here](#)

Operations Portfolio staff who would like to provide feedback on this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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Global Engagement Portfolio

13 October 2020

Introduction

The COVID-19 pandemic has had a profound impact on our community that will be felt for the next three to five years. This will be the most significant challenge ANU has ever faced. To ensure we emerge from the pandemic able and equipped to support the nation, we will need to make significant changes to ANU. For the Global Engagement Portfolio, this will mean reviewing our core functions and the services we provide to the University community. We need to establish how we can best support ANU over the next five years with the resources available to us. We will need to align our services to the ANU strategic direction, ANU 2025 Strategic Plan and the ANU Recovery Plan.

The Portfolio plays a pivotal role in the strategic engagement, government relations and communications activity for ANU. It leads the development and implementation of the international strategy and the communications and engagement strategy, as well as the University's strategic engagement with global partners.

The Portfolio includes: Strategic Communications and Public Affairs, the Public Policy and Societal Impact Hub, the Sir Roland Wilson Foundation, the Centre for Asian-Australian Leadership, International Strategy and Partnerships, the China Liaison Office, the North America Liaison Office and the Southeast Asia Liaison Office

Share of Impact

- The Global Engagement 2020 revised recurrent budget allocation under is \$10.1 million.
- Our Portfolio has a target recurrent allocation of \$8.5 million in 2021, a further \$1.6 million in savings from the revised 2020 budget.
- To date, 6 colleagues from the Portfolio have accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- Though this has made a contribution to the savings target, we will require a reduction of up to a further 10 positions to achieve the required savings and expect to need to in future recruit 11 positions.
- This will be a net reduction of 5 positions across our Portfolio.
- We will look to build on and identify further savings from 2020 and will prioritise operational adjustments to capitalise on voluntary separations and natural attrition to keep any reductions in positions to a minimum.

Context and plans for future

Global Engagement will continue to play a key part in helping the University to deliver its unique national responsibilities. We will continue:

- Supporting our strong connection to governments both domestic and offshore.
- Developing and cultivating partnerships across the world.
- Supporting our student and staff community and they contribute to our global network.
- Ensuring the strong reputation that ANU holds in Australia and globally remains intact.

There is a need to consider the optimal structure of the Portfolio to support the ANU Recovery Plan and strategic priorities of the University. This may include a re-balance of resources to match priorities and create more capacity for the future needs of ANU.

Consideration of the structure and resourcing needs of the Portfolio will be informed by the external Review of ANU wide communications and engagement commissioned in January 2020 and the recommendations from that review, as well as the International Strategy and the University's ambitions for its engagement with the Australian government.

It will also be impacted by the decision by our Vice-President (Engagement and Global Relations), Jane O'Dwyer, to step down from her role at the end of 2020. This means we need to review how we shape and deliver activities across the Portfolio and across the University. The key area of strategic

communications, government relations and public policy will continue to report to the Vice-Chancellor and work closely with his office.

The Portfolio will need to review what we can keep doing, what we cannot do any more or should pause, and what new services or priorities are required. It is important to identify our core business and priorities and align the services we provide to the University's strategic priorities.

We will continue to focus on the provision of essential and strategic services including:

- Support ANU to deliver on our unique national responsibilities.
- Advance the national and international profile and reputation of the University.
- Advance the standing of the University with government, community and other stakeholders.
- Support our international partnerships.
- Build and support strategic digital communications, digital channel governance and strategy for the University.
- Support delivery of core ANU events – ANU Grand Traditions, the forthcoming 75th anniversary, the Australia Crawford Leadership Forum and Future Shapers.
- Provide major operational support to the University for media strategy and liaison, corporate communications, major events, issues management, government and Commonwealth engagement, international engagement, and partnership support.
- Support the University's needs for a more efficient operation.

We will focus on protecting and increasing revenue for the University, through strategic engagement with government and in the highly competitive international student market.

In particular, we have established a study hub in China and are in the process of establishing our own wholly foreign owned enterprise (WFOE) in China. We will continue to support our international and offshore students until they are able to return to Canberra to continue their studies.

The Portfolio will remain focussed on review of our service delivery and priorities including:

- **Targeted and enhanced engagement in Government and Commonwealth Relations.**

The Portfolio will continue to focus on strategic engagement with parliaments, governments and the Commonwealth in areas such as business and policy development, profile and engagement, managing and responding to the regulatory environment, intelligence, campaign planning and support. A major strategic focus will be reshaping Commonwealth-ANU relations.

In collaboration with the Vice-Chancellor's Portfolio we will consider the key areas of government and Commonwealth relations and consider the best structure to support and deliver on the priorities of the University.

- **Harnessing of our international resources to meet new priorities.**

When the Australian borders reopen, we will need to lean on the strength of our international relationships and internal collaboration to support the regeneration of our international student markets, joint-programs, and international research partnerships.

- **Strengthening the commercial potential of ANU through our processes and partnerships.**

We are renowned for our research, academic excellence, education, and global impact. We can rely on these strengths as we work towards a new model for ANU in the post COVID environment.

- **Increased support for ANU strategic digital communications.**

The 2020 ANU Communications Review along with COVID19 has highlighted an urgent need for us to improve our digital communication, creating new capacity and a more advanced platform for it. This aligns with ANU Digital Masterplan and we will collaborate with the Chief

Information Officer and Information Security Office to ensure coherence, effectiveness, security and maintenance of our digital channels as well as minimising cyber risks.

- **Increased capacity for strategic events and outreach.**

The 2020 ANU Communications Review recommended the enhancement of strategic event and outreach capacity. The University now has a program of large and significant events, including the Grand Traditions, as well as flagship programs such as the Australian Crawford Leadership Program and Future Shapers. We are also approaching our 75th Anniversary from August 1, 2021.

- **Resource sharing and collaboration with Colleges and Divisions.**

There are many interdependencies across Colleges and Portfolios and it is increasingly important, both financially and operationally that all areas collaborate to deliver on the ANU Strategic Plan and avoid duplication or overlap.

The ANU Resource and Service Provision Taskforce is developing principals to support further resource sharing among the ANU community. As part of the Portfolio Recovery Plan, we will work with key areas across the University to develop a holistic approach to better service delivery and resource allocation.

- **Expenditure controls and savings.**

As the University's engagement priorities evolve, the Portfolio will work to meet the priorities within the available resources. This will include continuing to review costs and work to reduce expenditure across the Portfolio.

Approach to managing change

During 2020, we will consider the design of the Portfolio to support the strategic priorities of the University and to support the ANU Recovery Plan. Planning and discussions across the Portfolio will involve:

- Reviewing the design and location of services. Areas of focus will include how we deliver and support strategic communications and outreach, government and Commonwealth relations, public policy engagement, international strategy and partnerships and our international Liaison offices.
- Operational adjustments to accommodate the implications of voluntary separations. It is possible that some change to positions, structures, roles and reporting lines may be required in the Portfolio.
- Reviewing current processes with a focus on enhanced flexibility and better support.

Throughout this process the Portfolio will continue to provide opportunities for involvement and feedback:

1. On October 16, 2020, we will hold a staff forum for Portfolio to discuss and answer questions about the Portfolio Recovery Plan.
2. Provide further details on the planning, discussions and consultation on the areas of consideration for the Portfolio as outlined above by end of October 2020. This will be in collaboration with the Vice-Chancellor's Portfolio.
3. Work with the Deputy Vice-Chancellor (Academic) to transition Marketing and Student Recruitment Services to the Pro Vice-Chancellor (International Strategy) and support marketing and student recruitment activities to increase focus on delivering key strategic goals of the University and align marketing and recruitment activities, where possible, across the University.
4. Provide details on any further proposed changes for the Portfolio in January 2021.

Portfolio staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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First Nations Portfolio

13 October 2020

Introduction

As the national university, it is both a responsibility and a privilege to contribute to the advancement of Australia's First peoples: through education, research and providing a platform for meaningful debate that shapes the national conversation. Our commitment to partnering with Indigenous communities is central to our ambition to help address the issues that are most important for Aboriginal and Torres Strait Islander Peoples. We cannot, and will not, make lasting change if we continue to address these issues in isolation, or without developing meaningful relationships with Australia's First Peoples.

In 2020, we renewed our compact with Australia by establishing the First Nations portfolio, led by Mr Peter Yu. The investment in our First Nations Portfolio is our re-commitment to our national responsibility.

As the national university we not only have the responsibility, but we possess the capacity and expertise of those who can bring academic and educational rigour to these challenging issues in a spirit of cooperation and collaboration. This newly established Portfolio will be the conduit for Indigenous community leaders, students, staff and researchers to discuss, debate and share activities openly.

As part of our mission we want to be the university of choice for Indigenous staff and students to work or study, and the ANU Recovery Plan restates our shared commitment to be a place which helps our First Nations students' achieve their life's ambition; supported by our entire community.

The First Nations Portfolio will work to reframe ANU as a national and world leader in teaching and research of First Nations issues. The Portfolio will make a leading contribution to national policy development in the relationship between Indigenous Australians and the nation. The First Nations Portfolio will construct and rebuild relationships with First Nations communities and ANU, in a new working paradigm post-COVID 19. The First Nations Portfolio includes the National Centre for Indigenous Studies (NCIS) and the Tjabal Indigenous Higher Education Centre.

The business case to establish the First Nations Portfolio is currently open for consultation. We continue to be fully committed to the establishment of the Portfolio, and the Portfolio is equally committed to working with the leadership group to help the ANU through this difficult time.

Share of Impact

The Portfolio will support the ANU Recovery Plan by increasing our revenue generation expectations and reducing the planned expenditure. The financial figures presented in this Recovery Plan paper relate only to the Portfolio. There is no impact for the Tjabal Centre.

- The new First Nations Portfolio has a target recurrent budget allocation of \$3.4 million in 2021.
- We do not expect to require any reductions in positions and expect to recruit 3 new positions in 2021 to support the strategic objectives of the ANU and the establishment of the First Nations Portfolio.
- We will continue to make expenditure savings in 2021.
- The recurrent budget excludes the Tjabal Indigenous Higher Education Centre and the Centre is not impacted by the 2021 budget allocation as the Centre is largely funded through a grant from Department of the Prime Minister and Cabinet.

Context and plans for Future

The vision for the new First Nations Portfolio is fully documented in the Business Case, currently open for consultation.

The Portfolio's mission includes increasing Indigenous student enrolments, and attracting more project, consultancy and research funding into all Colleges, Schools and Centres. It is expected that additional revenue to the University would build over the first three years, as the Portfolio establishes itself.

Considering the post-pandemic financial situation, the Portfolio proposes to prioritise opportunities to bring in new revenue to the University and has already started discussions with potential philanthropic donors and external agencies interested in engaging with the University, in consultation with ANU Advancement.

When the Portfolio is fully operational, ANU will benefit from:

- An enhanced national and international profile in First Nations issues, attracting more students, and more project, research and consultancy funding into Colleges, Schools and Centres;
- Establishing productive partnerships with key government, business, corporate and philanthropic leaders, and senior First Nations cultural leaders in Australia and across the world that can result in additional revenue for Colleges, Schools and Centres;
- Improved access for ANU staff and students to Indigenous leadership and advice;
- Expanded and stronger partnerships with Indigenous communities across Australia, ensuring ANU is recognised as the partner of choice in research, and application of research, for their community;
- A greater understanding and co-ordination of the University's Indigenous priorities across campus, providing more relevant programme and research content;
- Keeping the University's Indigenous priorities relevant through being informed by Indigenous Australians from across the country; and
- Recognition as an effective contributor to a stronger, equitable and reconciled Australian society.

These are the expectations the Portfolio will be measured against.

To deliver these outcomes the First Nations Portfolio will work closely with:

- All members of the University Executive;
- All Colleges, Schools and Centres; and
- All Service Divisions, particularly Human Resources, Student and University Experience, Research Services and Advancement.

In order to enable these expenditure savings and revised revenue expectations the Portfolio would take an incremental approach to implementing our activities, prioritising revenue generation opportunities.

Specifically, the following activities would be prioritised in 2021:

- Strategy and leadership.
- Consultancy research and impact projects.
- Student wellbeing and recruitment.

To support the ANU Recovery Plan, our Portfolio will make adjustments to the original operating plan as required including:

- Reducing the number of new positions to seven and partnering with key Portfolios/Divisions to access the services and the additional support that will be needed;
- Delaying recruitment of some new positions, noting that this will impact on the ramp-up of some activities (such as curriculum development, community engagement, governance and reporting);
- Reviewing the role and responsibilities of some proposed new positions and adjusting their classification levels where appropriate;
- Delaying the establishment of the Indigenous Learning and Teaching Hub to mid-2022;
- Reducing non-salary expenditure, such as events, travel and contractors; and
- Discontinuing work to establish a dedicated strategic investment fund, instead applying for any available University strategic funding on a case-by-case basis.

External engagement will also be a priority in 2021, particularly the development of strong relationships with government, business corporations, philanthropic organisations, other institutions and alumni, to keep a 'finger on the pulse' and identify emerging needs and trends

The following will continue in 2021 but the scale of activities will be dependent on available resources within the Portfolio:

- Community engagement.
- Governance and reporting.

The following 2021 activities will be dependent on the resources available within other parts of the University:

- Policy impact projects.
- Staffing support and recruitment programmes.

New curriculum development activities will be delayed until mid-2022.

Approach to managing change

To manage the process for change, the First Nations Portfolio will:

- Develop a plan to meet the expectations of the Portfolio with consideration of the reviewed revenue goals and expenditure through an assessment of reduction to positions against the original business case. This plan will be developed in October 2020.
- Provide further details on the proposed portfolio approach to the ANU Recovery Plan by March 2021 including KPI's for consultation.

First Nations Portfolio staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback via the next Portfolio staff meeting, to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).



Australian
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Advancement Portfolio

13 October 2020

Introduction

Advancement activity at ANU is directed exclusively towards supporting, amplifying and propelling the University's vision, mission and strategic objectives, in service to its ever-changing priorities and areas of greatest need.

Advancement is committed to delivering strong return on the University's investment and advancing the national role of ANU and its positive impact on society. To this end, Advancement cultivates and stewards relationships that benefit ANU in multiple ways, through philanthropic and non-philanthropic funding, through communication, advocacy and enhancing the University's reputation. These relationships elevate ANU and help realise the margin of excellence beyond what traditional funding sources can provide.

Share of Impact

- ANU Advancement 2020 revised recurrent budget allocation is \$12.7 million.
- Our Portfolio has a target recurrent budget allocation of \$14.6 million in 2021, an increase of \$1.9 million.
- We will continue to make further savings across in 2021.
- To date, 1 colleague from our Portfolio has accepted a voluntary separation. It is always difficult to see our colleagues depart the University and they will be missed.
- The Portfolio does not expect to require any further reduction in positions and we expect in the future to recruit up to 8 new positions to support the strategic objectives of the University and our Portfolio.
- This net result will be an increase of 7 positions across our Portfolio.

Context and plans for the future

2020 context

ANU Advancement is responsible for generating predictable and sustainable annual income for the University. The predictability and sustainability of this income is based on the number of people undertaking a prescribed amount of fundraising and engagement activity over a period of time.

The impacts of operating within the COVID landscape have significantly affected Advancement activities in 2020. Beyond event cancellations, the impacts to travel and the necessity of transitioning the wider team to remote working, the most significant impacts have been to campaign planning and, over the next one or two years, the fundraising bottom line. Engagement with alumni and donors, which underpins the future success of fundraising activity, is an activity typically performed face to face – whether at events, dinners, or meetings – and COVID-19 restrictions have impacted this directly.

Given the long lead time (12-36 months or more) required to develop relationships and then cultivate and solicit major gifts, the effects of this slowing of activity in 2020 will likely be felt in 2021 and beyond. Fundraising performance in 2020, however, reflects the work of previous years: as at 1 October 2020, \$28 million has been raised towards the 2020 goal of \$32 million; as compared to \$21.8 million total funds raised in 2019.

Advancement strategic plan 2021-2026

Advancement's five-year strategic plan (2021-2026) has been developed in the context of the global pandemic and its financial and other impacts on the University. This is expected to be finalised and published by December 2020. In support of this, Advancement has four key objectives to deliver across the next five years. By 2026, Advancement will:

- Raise more than \$75 million every year, providing a return of at least \$6 for every \$1 of the University's investment in fundraising;

- Double the number of actively connected alumni, donors and friends, harnessing the distinctive passion and pride of the global ANU community, and nurturing lifelong and mutually beneficial relationships among alumni, and between alumni and the University;
- Consistently measure and demonstrate the impact of Advancement on the margin of excellence at ANU, through the successful ongoing facilitation of the University's first major comprehensive campaign; and
- Underpin the campaign with effective, streamlined processes that enable Advancement staff to realise the University's ambitious fundraising and engagement goals.

2021 context

These are ambitious and long-range goals, and the responsibility to deliver on them and the return on the University's investment is one that Advancement staff take very seriously. In the context of the University's immediate situation, in 2021 Advancement will focus on the following:

- **Retention of the staff currently employed**, especially frontline fundraisers. The ability for fundraisers to close gifts increases significantly over time. The present cohort, while experienced, are relatively new and their retention is critical to continuing strategic momentum.
- **Cross-unit projects and partnerships**. Advancement relies on the partnership of the academic colleges, service divisions and other business units. These partnerships will be undertaken with great sensitivity and understanding of the recent and ongoing hardship for many areas.
- **Cross-unit collaboration**. Advancement will initiate greater collaboration, and support and maximise efficiencies to reduce the administrative burden on academic colleges through improved business services, infrastructure and platforms.
- **Performance monitoring and management**. Maintaining a close focus on KPIs for all Advancement staff and a commitment to delivering Return on Investment (ROI).
- **Areas of greatest need**. Strategic focus on raising unrestricted funds to supplement the University's key fundraising priorities, such as First Nations initiatives.

Planning and consideration for delivering strategic priorities and budget saving for 2021 and beyond

Advancement has gained considerable knowledge and experience engaging the University's community of alumni, donors and friends through digital channels. Digital delivery will continue into the future and it is therefore expected that less travel expenditure will be required.

Professional development investment is critical in maintaining staff retention. Online learning environments present new opportunities for professional development, which will be able to produce similar outcomes for less expense.

As investment return in philanthropy has a considerable lag, and accumulates over time, what we do now has significant impacts on institutional philanthropic revenue in the future. Pre-COVID, ANU Advancement was in a growth phase preparing for a major comprehensive fundraising campaign, with base costs already more than offset by fundraisers (in 2019, \$3.20 was raised for each \$1 spent). However, there continues to be a greater capacity for ANU to raise money than there are fundraisers to help raise it.

In 2022 or beyond it is likely that a feasibility study will need to be conducted to ascertain if ANU is ready to enter a comprehensive fundraising and engagement campaign. This expenditure will have to be considered for the future.

Non-Salary expenditure

In considering the 2021 budget allocation and the operational requirements for the Portfolio, there will be continued focus on non-salary savings into 2021, with expenditure reductions of between 25-75% in the following areas:

- Advancement activity funds;

- Travel;
- Advertising and marketing;
- Donor and prospective donor hospitality;
- Consultancy fees; and
- Office and operating expenses.

Salary Expenditure

To maintain momentum without the expected growth, to deliver return on the investment to date, and to enable a quicker recovery for revenue generation in the future, Advancement will not have a reduction in continuing positions for 2021. However, Advancement will not hire any newly created positions in 2021 and vacancies will be recruited internally wherever possible.

Although Advancement will not recruit new positions in 2021, to gain momentum towards the 2026 fundraising targets outlined in the strategic plan through yearly increases in philanthropic revenue, additional positions will need to be considered for recruitment in 2022.

All areas across the University are impacted by the ANU Recovery Plan and this will impact the work ANU Advancement is doing within the Colleges. The planned increases for Advancement staff in the Colleges (aiming to establish teams of approximately five staff members per college) will be delayed until at least 2022 or 2023. Colleges are aware of these constraints for 2020 and priority positions were identified as part of the ANU Advancement re-emergence proposal.

Approach to managing change

To enable consultation on the ANU Advancement Portfolio strategy and to manage the changes that may be required to support the delivery of these services, the Portfolio will:

- Hold a series of sessions for Advancement staff, to present the impacts for 2020 being the necessary delay to the previously planned and approved growth in preparation for campaign, and the equally necessary budget constraints that impact previously planned activity to Advancement staff.
- Provide further information to the portfolio about the ANU Recovery Plan and expected impacts, allowing feedback from 8 October to 23 October 2020, with an open forum for staff on Wednesday 14 October 2020.
- Ensure senior managers are aware of and working within the 2020 budget restrictions. Monitoring of non-salary expenditure for the remainder of 2020 is underway, with all senior managers aware of their proposed envelopes and confirmation of the final expenditure plan.

In preparation for 2021, the Portfolio will:

1. Provide further detail by 28 October 2020 on the 2021 budget.
2. Provide further detail and confirmation by 18 November 2020 of the 2021 fundraising target. It is expected that the 2021 fundraising target will be the same as the 2020 target of \$32 million, given the significant decrease in activity and engagement in 2020 caused by COVID-19.
3. Hold an Advancement all-staff meeting in November to discuss and set expectations for 2021.

Advancement Portfolio staff who would like provide feedback regarding this document, the proposed plan, and budget allocation are encouraged to provide their feedback to org.change@anu.edu.au or via the feedback tool on the ANU Recovery [page](#).