



Australian  
National  
University

# The ANU Recovery Plan

# Contents

|                                                                    |    |
|--------------------------------------------------------------------|----|
| Foreword from the Vice-Chancellor.....                             | 1  |
| Our strategic context.....                                         | 3  |
| Our financial situation .....                                      | 5  |
| Revenue raising .....                                              | 6  |
| Reducing expenses .....                                            | 6  |
| Operating deficit.....                                             | 7  |
| Debt.....                                                          | 7  |
| 2020 Federal Budget .....                                          | 8  |
| College and Portfolio allocations .....                            | 9  |
| College and Portfolio impact.....                                  | 14 |
| The recovery .....                                                 | 15 |
| Student experience .....                                           | 16 |
| Curriculum and micro-credentials.....                              | 17 |
| Student diversity and recruitment.....                             | 18 |
| The First Nations Portfolio .....                                  | 19 |
| ANU Experience – Inclusion, Diversity, Equity, Access (IDEA) ..... | 20 |
| ANU Below Zero .....                                               | 21 |
| Philanthropic funding .....                                        | 22 |
| Research and business development .....                            | 23 |
| Reconceptualising contingent work.....                             | 24 |
| Service performance.....                                           | 25 |
| Next steps.....                                                    | 27 |

## Foreword from the Vice-Chancellor

This year has been the most challenging since ANU was established nearly 75 years ago. Through circumstances largely beyond our control, our University has been forced to change dramatically. Our community has had to draw on its resilience, as we have all been impacted by the events of this year. Many of us have farewelled valued colleagues who have taken voluntary redundancies.

With the arrival of COVID-19 our lives have abruptly changed. Homes have become offices and virtual classrooms. Friends, family and pets have transformed into office and classmates. Some of us had to make the difficult choice to leave Canberra entirely, rushing back to distant homes and families ahead of border closures. Many of us have not yet been able to return.

Everyone has made sacrifices. Staff voted, generously, to defer their pay rise due in July, donated money to support others in the community, and took on additional responsibilities. Throughout all of this we demonstrated the best qualities of our community – resilience, compassion, and commitment.

We are not yet through the disruption – but the time is right to focus on the future. We must be sustainable in the long-term, but we must also be the national university that Australia needs – and we will not be if our strategy is solely reliant on cutting costs. We must invest in our people, our community, our campus, our digital infrastructure and our ideas. We must grow our revenue and prioritise activities. Our overall strategy, goals and values are sound. Our recovery must build on them.

This year has demonstrated the essential role of Australia's national university. ANU staff and alumni have been at the heart of Australia's medical, community and public policy responses to the pandemic, something in which we should all take pride. Those colleagues take their place in a story that began when ANU was founded to build a better Australia in the aftermath of World War II. We have another daunting opportunity in front of us today.

The ANU that emerges from this recovery will be defined by our collective contribution. We need to make sure that the decisions we make to see us through this difficult period do not place a disproportionate burden on any particular part of our community. They must be fair and equitable.

It will require all of us, staff or student, academic or professional, to continue to strive for excellence in all that we do, and to support one another with, I hope, pride in being a part of this exceptional community.

To that end, I want to encourage everyone to continue to make contributions, big and small. Nobody knows better than you how this University works, day to day, on the ground.

The feedback that we have received and the initiatives in this document are a testament to that. However, these will be much more successful alongside numerous, incremental, everyday improvements. So, if you have an idea, no matter how small, share it. If you aren't sure who to tell, tell me.

If this plan is successful it will chart a course to a University that is financially sustainable, delivering on its responsibilities to Australia, ambitious and world leading. A University that is more resilient to what a changing world might demand. A University that is ready to celebrate its 75th anniversary next August and looking ahead confidently to its centenary. A University, most importantly, that will remain a great place to work and study.

Before we get there, we will have some more pain to endure. But there is also vital work to be done, and a nation that needs its national university. Let's maintain those traits that have helped us through the hardest of years: kindness and collaboration, resilience and care. I am committed to working with you through the difficult months ahead and I look forward to the exciting future this University certainly has in store.

Professor Brian P. Schmidt AC  
Vice-Chancellor and President  
Australian National University

## Our strategic context

We are the national university of Australia. This is more than simply our name, it brings with it a role and responsibilities that are unique to ANU and that should frame everything we do. Our founding mission was to make a substantial contribution during the post war reconstruction of Australia. This makes us different - it gives us an obligation to be of value to the nation.

We must continue to make and stand by bold plans when they best represent our values. For example, we have made the choice to be a 'human scale' campus. This meant that we committed to keeping our on-campus student numbers at roughly the levels of 2018. We believe that this is the best balance of the University. Students will get an excellent education, from excellent researchers who will have the support and capacity to do the best possible job.

At the time we acknowledged that this would be a financial sacrifice, but one worth making to avoid the hidden cost of increased enrolments, such as larger classes, and a diminished sense of community. This 'human scale' approach remains the right one for ANU. Our goal remains to provide an exceptional student experience. However, now we will be growing towards that target, rather than reducing student numbers to achieve it.

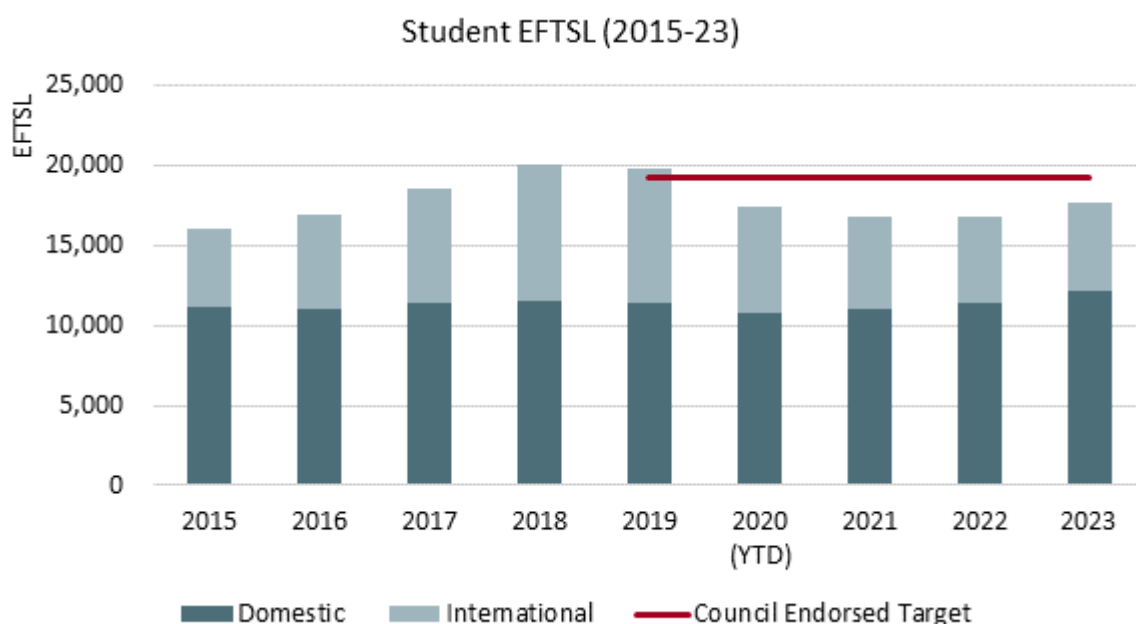


Figure 1 - Student EFTSL - 2015-2020 (YTD) actuals as at 07/09/20 & 2021-23 estimated as at 11/08/20<sup>1</sup>

<sup>1</sup> One EFTSL or 'Equivalent Full Time Study Load' is the amount of student load determined by the University to be equal to a full-time load at 100 percent intensity for one student for one year.

The strategy, goals and vision set out in our current strategic plan remain sound. To be successful, this recovery must build on our culture of academic excellence and collaboration, delivering a university experience equal to the best in the world and conducting research that transforms society and creates sovereign capability. To do this we must champion equity and inclusion within ANU and in wider society, demonstrating the strength we draw from these principles. We must renew our compact with Australia and deliver on our unique national responsibilities, particularly to the First Australians whose cultures and traditions we respect and celebrate.

To put it simply - despite all the changes of 2020, the ANU must evolve to be the national university that Australia needs to shape our nation's future.

## Our financial situation

The University started 2020 in a strong position, providing us with the necessary funds to respond to the various crises that we have faced. The direct cost of our initial response to COVID-19 alone was over \$39 million. This figure does not include the millions of dollars' worth of work and time contributed by our outstanding staff to supporting Australia through this difficult time.

As the full scale of COVID-19's impact has become apparent, it is clear that our projected revenue is insufficient to cover our costs. In May of this year we put in place an expenditure control framework. In practice, it was an immediate response to deal with the sudden decrease in revenue. This target was provided to each Dean and Portfolio Head to implement in a manner appropriate to their area. It was a recognition that there could not be a 'one size fits all' solution.

In July, the ANU Council approved a 2020 Revised Budget which forecast a full year deficit of \$219 million, excluding investment returns. This included the costs of our response to COVID-19 and \$70.9 million savings in 2020 from our expenditure control framework. Some of these savings arose as a result of the public health response to the virus itself. Travel was not possible and the campus was closed resulting in utilities savings. We scaled back our staff recruitment significantly. This was not only a financial consideration, but an ethical one. As borders and the campus closed, it became impossible to welcome new staff in a way that would support them to succeed. We still have staff and students that have not yet reached campus, or in some cases, even Australia.

Other savings were contributed directly by our community. Staff generously deferred a pay rise, an act that saved \$13.5 million and up to 90 positions. The University Executive and Deans took a pay cut that resulted in savings of \$397,000. Some costs were saved once-off and some costs were deferred into later years. Staff have also made generous donations throughout 2020 to the ANU Staff Urgent Relief Fund – providing support to 68 staff totalling \$116,000.

In the coming years, it is unlikely that our revenue will grow substantially. The Federal Budget released on 6 October, provides additional once-off funding for the Research Support Program, and this will provide some welcome relief. We are still awaiting specific details of this funding from the Commonwealth, and the positive impacts are being worked through with Colleges and Portfolios. An update will be released in the coming weeks that takes this into account. However, it is a once-off funding boost, and while it is particularly welcomed to help provide, for example, bridging funding for Early Career Researchers, it does not provide an easy avenue to underwrite long-term recurrent spending, including for continuing positions.

Without taking further action, our costs will be significantly higher than our revenue for at least the next three years. We will face a 2021 deficit of \$192 million and of a similar size again in 2022 and 2023. Simply put, we need to look toward more sustainable savings beyond 2020. Improving our financial situation will require us to use several individual, but complementary, financial levers.

## Revenue raising

ANU must emerge from this period enhanced, not diminished. A successful recovery plan is much more than cost cutting. We need to look at how we raise our revenue, diversifying income in a way that leaves us better prepared for uncertainty in the future. We will need to boost student demand through investments in student experience, recruitment and diversity. We will need to diversify our research funding and ensure our research has greater impact. We will need to continue to tell a compelling story to philanthropic partners to build enduring relationships.

## Reducing expenses

The savings made in 2020 are an important contribution. However, to remain financially sustainable, we must ensure that we live within our means. This Recovery Plan is built on the Financial Health Strategy for the next three years which includes achieving an ongoing reduction in expenditure each year of \$103 million, running an operating deficit each year no higher than our restructuring costs and depreciation, and taking on more debt to fund our capital investments and cash requirements.

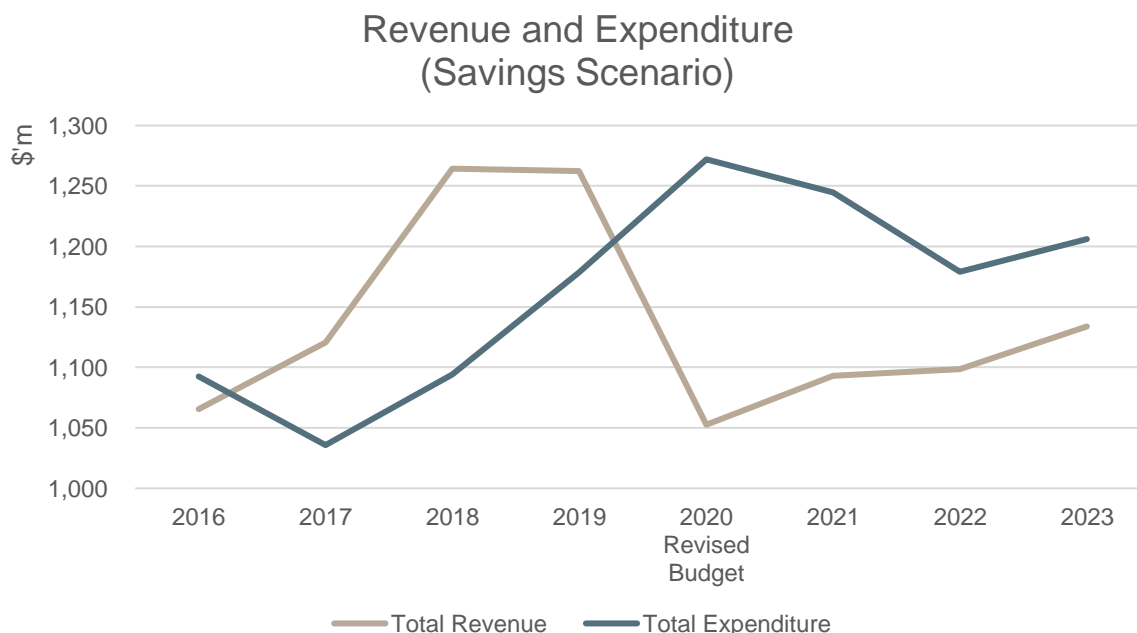


Figure 2 - Revenue v Expenditure 2016-23.



To the greatest extent possible savings will be achieved from non-salary costs. They will be made in a variety of ways including limiting the use of consultants, seeking alternatives to travel, energy efficiency, and improved procurement as well as working arrangements that save on our space and utilities costs. We must also look in detail at how we can better provide exceptional, efficient services across the University, in particular avoiding duplication. Taken together non-salary savings will likely contribute about half of our target.

At the time of release of our Initial Change Consultation document, we forecast a need for a further reduction of staff costs to the equivalent of 215 positions. Since then we have seen an increase in the number of confirmed voluntary separations. The forecast further reduction in staff positions is now estimated to be the equivalent of 194 positions.

Three things might reduce this further.

1. The recent ANU-wide consultation exercise has raised the possibility of removing the annual leave loading provisions from the ANU Enterprise Agreement. This would require a formal vote by staff and if successful could result in savings equivalent of up to 33 positions.
2. The RSP funding increase could reduce the need for further separations, depending on how much each College allocates to recurrent salaries. It is estimated that the maximum savings could be equivalent of up to 30 positions in 2021 and 2022.
3. Any redeployment that is taken up, or further Voluntary Separations that are accepted.

## **Operating deficit**

The strategy adopted in this Recovery Plan will see the University run an operating loss in 2021, 2022 and 2023, acknowledging that our capital expenses and structural adjustment costs can be funded through increased debt. This will grant us time to make the changes necessary to support our ongoing financial health. However, our debt capacity is limited, and the total loss must not exceed our annual depreciation and structural adjustment costs. Staying within this limit allows us to achieve a balanced cash operating result on our operations. We will also fund structural adjustment costs through debt.

We can use some funds from our investment pool. However, most of that money is tightly controlled. Almost \$935 million is tied to designated purposes such as self-insurance, superannuation and specific endowment activities. There is an additional \$285 million that can be used at the University's discretion. Both sources of funds have been factored into our overall strategy.

## **Debt**

ANU is limited by the Commonwealth Government in the amount of debt that it can accrue. Earlier this year we requested that debt limit be raised. This was agreed by the Minister of Finance and we now have a revised debt limit of \$800 million. We have put in place

arrangements to borrow up to \$615 million of that limit of which we have so far used \$315 million. Use of debt means that we need to provide for repayments with interest in the future. We must remain cautious in how we manage our debt to ensure that we are not hindering our growth prospects and that we are not simply pushing today's problem on tomorrow's ANU.

Neither increasing debt nor running an operating deficit are sustainable indefinitely. We must ensure that we use them in a sensible manner that provides an enduring financial benefit. So far this has included needed capital investments in our buildings and on our information security and technology. We have also used it to fund our voluntary separation scheme and other transition costs. In 2021 we anticipate borrowing an additional \$243 million for these purposes.

## **2020 Federal Budget**

As mentioned above, we are assessing the impact of the recent Federal Budget. However, it is clear that it represents a welcome injection of \$1 billion across the sector. This new funding will flow in the first half of 2021.

It is expected there will be an increase in 2021 of funds for the Colleges and the Research and Innovation Portfolio as a result of the Research Support Program (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 supporting approved costs of supporting research.

The RSP represents a once-off injection of funding, 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 College planning will be confirmed as soon as the terms and details of the funding package are confirmed. An indicative allocation to Colleges and the Research and Innovation Portfolio is shown in the section below.

Our initial projections would indicate that if we use this additional RSP funding in a similar manner as previous years this may result in up to 30 research and research support positions being supported through this funding. However, 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 infrastructure.

Other significant funding opportunities from the budget, including additional teaching places and short course places, will be awarded by the Commonwealth via competitive bid processes to projects focused on government priority, local communities and industry as well as industry sponsored STEM internships for women. Although we should be confident, we cannot guarantee our success in any bid.

## College and Portfolio allocations

We must deliver on our strategic plan and our duties as the national university within our new financial constraints.

In 2020 there was \$669 million of recurrent funding to allocate to colleges and portfolios – with 64 per cent allocated to Colleges and 36 per cent to portfolios.

In 2021, there is \$636 million of recurrent funding available to Colleges and Portfolios, which is \$33 million less than 2020. However, as we expect expenditure to increase in 2021 due to some resumed travel, indexation and expenses deferred from 2020 then the required reduction is \$103 million as set out above. The allocation between Colleges and Portfolios has been set similar in 2021 at 64 per cent College and 36 per cent Portfolio.

Strategic budget discussions with each College Dean and Head of Portfolio have focused on alignment to strategic intent and national priorities, critical mass, current research and teaching performance including student satisfaction, revenue and expenditure trends and projections, engagement and impact and recent staffing growth.

The discussions focused on individual areas of strength within Colleges and Portfolios and how these contribute to ANU as a whole. It also included discussion about the input of each portfolio area and the benchmarking of professional services across the sector. As a result, allocations of recurrent funding for each College and Portfolio were derived, with key issues for each are summarised below:

- The **ANU College of Arts and Social Sciences** allocation acknowledges the efforts that the College made to make savings in 2020, although further savings will be required in 2021. The allocation reflects the value, national importance and strength of the humanities and social sciences at the ANU.
- The **ANU College of Asia and the Pacific** allocation reflects the importance of the College to our national mission and strategic plan. The College made strong progress in meeting their expenditure control targets in 2020 although more savings will be required in 2021.
- The **ANU College of Business and Economics** generates the most teaching revenue of any College. In 2019, almost 50 per cent of the University's international student load was taught by CBE. Re-growth of student numbers, and resulting revenue, is critical to our recovery. Their budget allocation reflects this strategic imperative.
- The **ANU College of Engineering and Computer Science** launched their 2025 Reimagine Strategic Intent last year to create capability for Australia's future. The 2021 allocation reflects the College's next steps in developing future disciplines and

acknowledges the important role played in the generation of international student revenue.

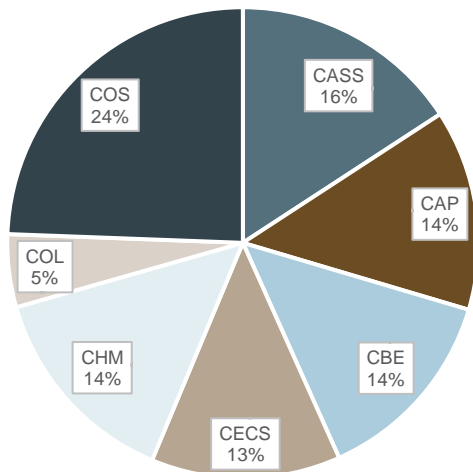
- The **ANU College of Health and Medicine** had difficulties meeting its original expenditure control targets due to the nature of their research operations and the high proportion of workforce funded externally. This allocation reflects additional savings to be made in 2021 while providing for the continued development of the CHM Transform strategy.
- The **ANU College of Law** has, in recent years, already undergone substantial change. Their allocation also acknowledges the important role that the ANU Law School plays in generating domestic student enrolments into double degree programs that have cross campus benefit.
- The **ANU College of Science** encountered difficulties in meeting its 2020 expenditure control target due to the high costs associated with its research and recent strategic growth in a range of areas, including the creation of a number of university-level Institutes and Centres. The 2021 allocation reflects the additional savings necessary through 2021 while ensuring that the College can maintain its excellence in research and teaching.
- The **Vice-Chancellor's Portfolio** allocation focuses on supporting the leadership, governance and overall strategic direction of ANU. These are all particularly critical functions during uncertain times, a pandemic and a global economic contraction, especially as they have changed the University's business model and operations and recast the University's relationship with Australia and the Commonwealth government. The priorities for the Vice-Chancellor's Portfolio encompass leadership of the University through uncertainty, and positioning ANU to effectively emerge stronger in the COVID aftermath.
- The **Academic** Portfolio allocation focuses on supporting the restoration of a diverse and excellent student cohort, improvements to pedagogy, continuous review and renewal of our curriculum offerings and the implementation of micro credentials. It will support them to move towards lower sustainable costs in a way that best supports student and educational services. More information is available in the [Curriculum & Micro-Credentials](#) section.
- The **Research and Innovation** Portfolio allocation supports the pivotal role they play in supporting the research goals of the University. It will support them to pursue more business development and commercialisation opportunities to boost our revenue. More information can be found under the [Research and Business Development](#) section. The Portfolio is also investigating the optimisation of research support services whether located within the portfolio or within Colleges, to ensure that we can do more with the resources available.

- The **Student and University Experience Portfolio** allocation acknowledges that the continual improvement of the student and university experience is a strategic priority for the University. The allocation includes funding for initiatives to improve the pastoral care and academic enrichment in residential halls; implement COVID safe practices across the University; strengthen our action on gender, diversity and inclusion as well as other strategic projects
- The **Operations Portfolio** allocation recognizes the important service contribution made, and that the University's financial position requires savings. The Portfolio will work to ensure that they are implemented in a way that maintains and where possible improves on delivery of services across the University. This work is covered in more detail under the [Service Provision](#) section and in the Operations Portfolio Recovery Plan.
- The **Global Engagement Portfolio** will play a key role in our ongoing recovery, supporting strong international partnerships, partnerships with government and the wider community, and ANU profile and outreach. The allocation will support the Portfolio to align resources to the University's strategic priorities.
- The **First Nations Portfolio** allocation acknowledges the responsibility that we have to Australia's first peoples and our commitment to partnering with them. The portfolio is new, more information can be found under [The First Nations Portfolio](#) section as well as in their individual Recovery Plan. Their allocation will allow them to increase their expectations for revenue generated in 2021.
- The **Advancement** portfolio allocation acknowledges the important role they will play in fundraising during our recovery period. Their allocation supports them to pursue that fundraising, as well as nurturing more partnerships and relationship with our alumni. More information can be found under the [Philanthropic Funding](#) section.

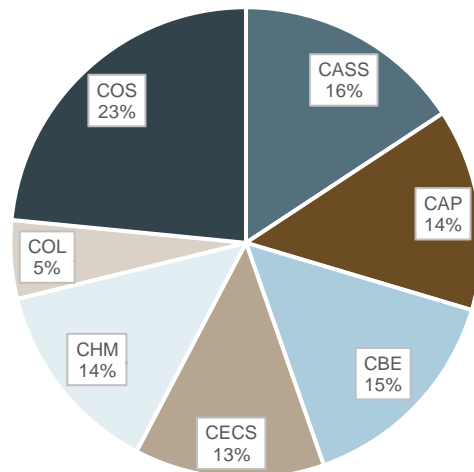
The work of all Colleges and Portfolios will benefit from the work detailed in [Service Performance](#) section.

The recurrent funding shares for Colleges and Portfolios for 2021, and comparison with 2020 is provided below. Each College and Portfolio is now working through detailed budgets and plans to determine allocations within their areas.

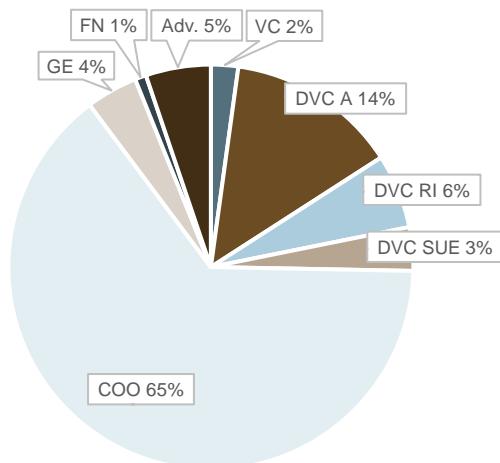
Colleges R Allocation - 2020 Revised Budget



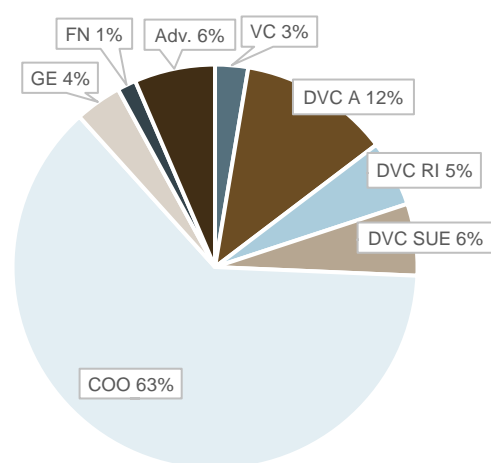
Colleges R Allocation - 2021 Budget



Portfolios R Allocation - 2020 Revised Budget



Portfolios R Allocation - 2021 Budget



In addition to the above allocations, the following table sets out the indicative allocation of the additional RSP funding we expect to receive in 2021. Colleges and the DVCRI portfolio are working through how to best allocate this funding, with a focus on the research contingent workforce and research infrastructure.

| Area                                            | Indicative RSP Allocation (\$'000) |               |               |
|-------------------------------------------------|------------------------------------|---------------|---------------|
|                                                 | 2021                               | 2022          | Total         |
| ANU College of Arts and Social Sciences         | 1,500                              | 1,500         | 3,000         |
| ANU College of Asia and the Pacific             | 1,300                              | 1,300         | 2,600         |
| ANU College of Health and Medicine              | 2,500                              | 2,500         | 5,000         |
| ANU College of Business and Economics           | 500                                | 500           | 1,000         |
| ANU College of Engineering and Computer Science | 1,500                              | 1,500         | 3,000         |
| ANU College of Law                              | 500                                | 500           | 1,000         |
| ANU College of Science                          | 5,124                              | 5,124         | 10,248        |
| DVC Research and Innovation                     | 6,965                              | 6,965         | 13,930        |
| Collaborative Initiatives                       | 3,948                              | 3,948         | 7,896         |
| <b>Operational Expenditure Allocation</b>       | <b>23,837</b>                      | <b>23,837</b> | <b>47,674</b> |
|                                                 |                                    |               |               |
| <b>Capital Expenditure Allocation</b>           | <b>11,663</b>                      | <b>11,663</b> | <b>23,326</b> |
|                                                 |                                    |               |               |
| <b>Total</b>                                    | <b>35,500</b>                      | <b>35,500</b> | <b>71,000</b> |

Indicative additional RSP allocation 2021 - 22 (\$'000)

## College and Portfolio impact

A summary of the likely separations required to meet ongoing savings requirements is included below. More information is provided in the College and Portfolio Recovery Plans issued under separate cover.

| College / Portfolio                             | VS Confirmed (9 October) | Further Separations (up to) | Replacement positions (up to) | Net Position decrease (up to) |
|-------------------------------------------------|--------------------------|-----------------------------|-------------------------------|-------------------------------|
| ANU College of Arts and Social Sciences         | 35                       | 12                          | (12)                          | 35                            |
| ANU College of Asia and the Pacific             | 17                       | 18                          | (8)                           | 27                            |
| ANU College of Business and Economics           | 11                       | -                           | (5)                           | 6                             |
| ANU College of Engineering and Computer Science | 17                       | 19                          | (15)                          | 21                            |
| ANU College of Health & Medicine                | 18                       | 22                          | (7)                           | 33                            |
| ANU College of Law                              | 9                        | -                           | (3)                           | 6                             |
| ANU College of Science                          | 75                       | 55                          | (27)                          | 103                           |
| Academic                                        | 12                       | 10                          | (3)                           | 19                            |
| Research and Innovation                         | 5                        | 6                           | -                             | 11                            |
| Student and University Experience               | 2                        | 2                           | (5)                           | (1)                           |
| Operations                                      | 65                       | 40                          | (38)                          | 67                            |
| Global Engagement                               | 6                        | 10                          | (11)                          | 5                             |
| First Nations                                   | -                        | -                           | (3)                           | (3)                           |
| Advancement                                     | 1                        | -                           | (8)                           | (7)                           |
| <b>TOTAL</b>                                    | <b>273</b>               | <b>194</b>                  | <b>(145)</b>                  | <b>322</b>                    |



## The recovery

A fundamental aspect of our recovery must be a relentless focus on what we do best. We must ensure that everyone, whether staff or student, feels they rightly belong to an exceptional community with shared values and goals. To that end we have identified ten areas of focus during our ongoing recovery. Each speaks to our role as the national university and each would be a worthy endeavour in any year, they complement our strategic plan, and they touch on everything we do.

They include initiatives that seek to improve how we operate within the University, how we treat one another and how we raise and spend our funds. They also include initiatives that give us an opportunity to be bold and ambitious beyond our campus, leading societal transformation on important issues. They focus on:

- Student experience
- Curriculum and micro-credentials
- Student diversity and recruitment
- The First Nations Portfolio
- ANU Experience – Inclusion, Diversity, Equity, Access (IDEA)
- ANU Below Zero
- Philanthropic funding
- Research and business development
- Reconceptualising contingent work
- Service performance

This list is not exhaustive and as we have seen this year our progress may be impacted by unforeseen events. Taken together, they aim to provide us with a path forward so that by the time of our 75th anniversary we will be more financially secure and continuing to deliver as a key partner in our national recovery.

## Student experience

In February we committed to substantially improving our student's experience. This work builds on the goals of the 'human scale' approach. It is a core role of the national university – attracting, educating and supporting the leaders of tomorrow. We must ensure our students receive what they expect: an exceptional education and life experience at one of the world's best universities. This will help us to grow our student numbers to meet our 'human scale' target and the necessary revenue that represents.

The human scale campus must be an appealing one. Recently, we have made significant long-term capital investments. Refreshed teaching spaces can be found across ANU, not least in Kambri. As we return to campus we will need to ensure that this investment continues to bring our community back together to reconnect to ANU and with each other.

We will offer a residential experience that welcomes new members of our community and provides an enriching experience for students who wish to live on campus, whether for a semester or for the duration of their studies. The environment will be inclusive, fostering wellbeing, academic achievement and leadership, able to capitalise on the ANU community and Canberra region.

Following a year of disconnection for many of our students we will invest in dedicated programs including wellbeing and mental health support, and continue to innovate and co-design new programs and methods for providing an ANU experience that meets their aspirations.

We recognise that we will need the input of our entire community to succeed. One of the most exciting parts of this plan is the Experience Accelerator. Located in Kambri, the Experience Accelerator Lab will bring together staff and students to collaborate, pitch new ideas and receive immediate feedback. Once in place, the Experience Accelerator will generate ideas that we simply couldn't have developed otherwise.

## Curriculum and micro-credentials

As part of the national recovery, we are expected to teach more Australian students and to focus on the future workforce requirements of the nation. We will need to ensure that we offer distinctive, research-led, academically excellent programs that students want to study and that belong at the national university. This will apply across our curriculum – undergraduate and postgraduate.

We will use this period to clarify distinctive graduate attributes - the skills and qualities we aim to help students achieve, and build a curriculum that enables ANU students to achieve and contribute at the highest levels, to serve the nation and the world.

This year has seen significant investment in our digital infrastructure and online teaching. In many ways we were compelled to make changes in days that would normally have taken years. This is a reminder of how exceptional this community can be when it shares a common goal. Naturally, changes made at such speed are not perfect. Our students were admirably adaptable to the teething problems of 2020. In 2021, we will ensure that they receive nothing less than the best possible educational experience regardless of setting.

Micro-credentials will be a key part of our support for the Australian workforce to rapidly develop new skills to deal with emerging challenges. They are a short-form credential designed and taught for lifelong learning and not necessarily as part of an ANU program. Throughout 2019 and 2020 we have been making significant progress through the development of pilot courses, relevant policy and increasing the support capacity required for a further roll out.

During our recovery we will invest further so that in 2021 we will unveil a micro-credentials platform and a suite of professional courses. These will be in diverse areas of broad interest but will also include courses targeted at specific areas of national need, supporting a high performing Public Service. They will also be an additional source of teaching revenue allowing this investment to be repaid and the support structures we have put in place to be sustainable beyond the recovery period.

## **Student diversity and recruitment**

To be the national university we must ensure that our community reflects the diversity of our nation and region. As we strive towards a human scale campus, a diverse and inclusive student community is essential.

We will encourage domestic diversity through an admissions program that looks at applicants holistically and ensures the best potential students come to the ANU. The only threshold for studying here should be talent and potential. We will make a significant drive towards a campus that is inclusive of our First Nations community, and which reflects our values of inclusion, diversity, equity and access.

We will encourage more students from a wider range of countries through targeted scholarship schemes, new articulation and collaborative provision programs. We will establish new overseas recruitment presences in Southeast Asia, and we will work to refresh our recruitment activities in India.

Through initiatives such as the ANU Shanghai Study Hub we will ensure that students who are unable to return to campus due to the COVID-19 pandemic are well supported to engage with the ANU community and with their fellow students, and draw on our resilience and compassion until they are able to join us on campus.

Work will continue on a global student recruitment campaign targeting both potential undergraduate and postgraduate students – including a new future students' website. This will not be easy: competition with other institutions will be high, especially for the calibre of student that we aim to attract. However, the rewards in terms of student experience, diversity and revenue will be substantial.

## **The First Nations Portfolio**

In July, we appointed Mr Peter Yu as our new Vice President (First Nations). This marked the creation of our First Nations Portfolio and signalled our ambition to be the university of choice for First Nations peoples to engage with higher education and undertake research. As Australia's national university, our ultimate vision is to make ANU a leader on First Nations issues and an effective contributor to a stronger, equitable and reconciled Australia.

To accomplish that goal will require collaboration and cooperation across the campus at all levels. Simply put – for this portfolio to be successful, we must demonstrate that all issues are relevant to Aboriginal and Torres Strait Islander people and communities and other First Nations peoples. As such it cannot be the sole preserve of one part of our University to realise this vision. Improving equity for Indigenous Australians must become a core responsibility and part of business as usual throughout the national university. This will allow us to establish genuine and productive partnerships at all levels of our University with First Nations peoples and cultural leaders in Australia and across the world, keeping our priorities relevant to those communities.

An enhanced profile in First Nations issues will provide direct, tangible benefits during our recovery. It will help us to attract Aboriginal and Torres Strait Islander staff, researchers and students, and other First Nations peoples from around the world. It will help us attract people with a passion in areas of importance to Indigenous Australians, and committed to realising a reconciled Australia. It will help us generate and diversify our revenue streams across education, research and philanthropy. It will improve our student and university experience and our research impact by ensuring a greater understanding and co-ordination of the University's Indigenous priorities.

## **ANU Experience – Inclusion, Diversity, Equity, Access (IDEA)**

A key aspect of our recovery will be ensuring we remain a great place to work and study. This means we must ensure the values of Inclusion, Diversity, Equity and Access (IDEA) are embedded in everything we do and are not seen as optional extras. We must acknowledge that in a stressful year we have not made the progress we had intended on these principles. Progress in this area will require difficult conversations across the University, but it will be a dynamic work in progress with collaboration and continual learning. It will build our resilience and strength as a community and as an institution.

We will reflect on how we are embedding these values through independent benchmarking. This will provide us with an accurate and honest assessment of our progress, and of what remains to be done. It will allow the talent we seek to attract to compare us to other universities and workplaces. We have industry leading workplace practices and are committed to creating an inclusive community. We must recognise and celebrate these by using them consistently across the University, to drive change at all levels, and to continually learn and grow to do more.

We will work towards Australian Workplace Equality Index (AWEI) Accreditation, a benchmark of LGBTIQ+ workplace inclusion and complete the Australian National Disability Group Access & Inclusion Index, a benchmark of disability access and inclusion. Our workplace should be safe, where you are able to be yourself to contribute your best.

We will build on our achievement of a SAGE Athena SWAN Bronze Award and redouble our efforts towards achieving a Silver Award. As the national university we must set the benchmark, ensuring we attract the very best staff into a workplace that supports success, regardless of gender identity.

The University remains committed to diversity and inclusion, and will monitor and evaluate change management proposals and implementation plans to ensure that we continue to meet our diversity and inclusion objectives during this time, taking particular care to reduce the impact on our contingent (fixed term and casual) workforce. The University is a participating institution in the Australian Higher Education Joint Sector Position Statement on Preserving Gender Equity as a Higher Education Priority During and After COVID-19.

We will deliver on the ANU Sexual Violence Prevention Strategy. Working across our community to target the structures, norms and practices that drive and reinforce sexual violence and that permit a culture of discrimination and disrespect. Australian society needs lasting change and this is an area where we can lead by example.

These values are critical for the ANU Experience. They show to our staff, students and the nation our values of inclusion, diversity, equity and access and commitment to a community of belonging and respect -- that we are among the world's best universities and workplaces.

## **ANU Below Zero**

In 2020, ANU committed itself to reaching below zero greenhouse gas emissions. ANU Council recognised that the severe weather events this year had been exacerbated by climate change. As the national university we have a responsibility to lead by example and to drive the societal transformation required to limit global warming. Australia by many measures is the most vulnerable OECD country, as we have seen through bushfires, heat and drought.

This initiative aims to transition ANU to a below zero emissions university as quickly as possible. University-wide consultation is ongoing, generating ideas on how to reduce emissions, many of which will result in cost savings. These include more efficient buildings, travel alternatives, the installation of solar and other renewable energy sources. Investments made to reduce our greenhouse gas emissions will help to ensure that we are both more environmentally and financially sustainable.

ANU Below Zero will build on our existing strengths and is fundamental to our strategic vision and values. It is also reflective of the sentiments of the ANU community who, surveys have shown, are overwhelmingly concerned about the impacts of climate change. Across the University we have nearly 450 climate and energy researchers spanning every College. Building on their world leading research will be essential. With almost 150 climate and energy courses we will be preparing the next generation of leaders to confront climate change directly. We need to practice what we teach and consider carbon implications in all university decision-making

Our researchers are world class, the technologies they develop will include significant commercialisation opportunities. This provides us with an opportunity to ensure that our research has impact on one of the world's most pressing issues while helping to increase and diversify our revenue.

## Philanthropic funding

Philanthropic funding will be a growing portion of our future revenue and an important step in its diversification. Educational philanthropy in Australia is on the rise and, as the national university, we have a compelling case to make. Increasingly, this case is resonating with generous donors from all walks of life – alumni and friends of the University, corporations, trusts and philanthropic foundations – all of whom want to help us shape a better Australia and a better world.

This generosity, and the work that underpins it, already generates a substantial financial return – and over the next five years we aim to more than double our total revenue from philanthropic sources. During our recovery we will invest further in these endeavours, including fundraising and engagement staff within our Colleges and Schools, to identify the best opportunities and build the relationships necessary to ensure success.

These relationships benefit ANU in multiple ways, encompassing both philanthropic and non-philanthropic funding, communication, advocacy and expanding our reach into the global community. As well as financial gifts, contributions made through donated materials, artwork and the valuable time of our many generous donors all play their part to ensure that this university remains an exceptional place to work and study.

The impact of philanthropic funding has a reach far beyond our present circumstances. The generous gifts of our donors allow us to pursue a wider range of strategic goals, including goals that are not well supported through existing funding mechanisms. When these gifts contribute to a philanthropic endowment, that impact is multiplied and benefits this generation and the generations to come. One example of the long-range impact of endowed philanthropy is the Kambri Scholarships program, an exciting initiative to build a \$50 million endowment, providing significant academic, financial and pastoral support for Indigenous students. This and other philanthropic endowments ensure that programs and activities funded in this way are secure in perpetuity and better protected in a changing world.



## **Research and business development**

We must continue to actively pursue external research revenue beyond traditional competitive grants. This is a long-term goal and was identified before the impact of COVID-19; its importance has only increased since. Our University compares well with others in the Group of Eight at attracting traditional competitive research revenue from sources like the ARC. However, we perform significantly below expectations when pursuing other industry and public sector research income. As the national university, this situation is untenable, especially given our proximity to Government.

Collaborating with partners in industry and throughout the public sector is a key means for our research to have tangible impact in the day-to-day lives of the Australians we were founded to serve. Finding commercial opportunities for the many outstanding discoveries that occur at ANU could result in significant returns on investment, as well as achieving impact in society and industry.

During our recovery we will invest in significant business development capacity across the University, working closely with local areas to identify high potential research projects that will benefit from additional targeted support.

## Reconceptualising contingent work

The University is aware that there have been, and will continue to be, impacts on fixed term and casual staff members during the course of 2020 and beyond.

To minimise the short-term impacts, the University established a Staff Relief Fund whereby affected staff may access ex-gratia (non-taxed payments) to support them if they are experiencing household financial difficulty. This staff relief fund will continue for as long as is necessary. So far 68 staff have been supported and \$116,000 has been distributed to those who have needed assistance.

Further plans for supporting fixed term staff members will be to enable those staff who have concluded their fixed term contract (as at an agreed date) to be able to continue to apply for internally advertised positions for an agreed period of time.

The University is committed to becoming a national leader on addressing the issue of contingent workforces in the higher education sector. With a view to formalising this the University will jointly establish a working party with the NTEU to develop and implement a pilot for 2021 to provide casual sessional staff with improved job security.

We are also considering how a portion of the additional RSP funding we expect to receive in 2021 might be applied to the research contingent workforce.

## Service performance

To provide an outstanding university experience for staff and students our service standards, delivery and experience must also be outstanding. We must ensure that they are well supported and adaptive to meet the new challenges that we will face. They must be collaborative, responsive, continuously improving, provide exceptional service and deliver value for money. They must be in the right location, ready at the right time, best placed to meet the needs of our community while avoiding unnecessary duplication and cost.

The Service Performance Framework provides the vision, goals, principles and tools that will guide improvements to our service performance.

To achieve improved service delivery at lower cost the following principles apply:

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

We will consider service improvements in coming months in five broad domains, to enable a coordinated and holistic design approach.



Some initial proposals that will be explored are as follows:

- Redesign of research support services.
- A better support capability for teaching – bringing together improved audio visual, technology and facilities.

- A new and better coordinated approach to provisioning and on-boarding new and transferring staff within the University.
- A whole of university approach to high volume, low complexity transactions and operations targeting an improved end-user experience.

This work will continue into 2021 as we continue to strengthen service delivery for the longer term to support our ambitious goals. The result of these efforts will benefit everyone on campus. Whether academic or professional all staff are both service providers and service users. This work will have significant long-term impact – on our financial health, on staff and student experience and on our ability to deliver on our strategic priorities.

## Next steps

This Recovery Plan and the accompanying documentation are part of Stage 2 of our community engagement:

1. This document, the ANU Recovery Plan, aims to provide context, strategic and financial, to our present situation. It illustrates what we aim to achieve as an institution during our recovery. It outlines the multiple areas of focus worthy of the national university.
2. The second set of documents comprise the College and Portfolio Recovery Plans. These documents will each provide area-specific context and information on how each can contribute to our recovery.
3. The third document is the ANU Service Performance Framework. This will provide the vision, goals, principles and tools that will guide improvements to our service performance.

All of these documents are available on our recovery page from the 13 October.

It is expected that, in accordance with timelines outlined in the College and Portfolio Recovery Plans, further detailed Change Management Plans will be released to local areas and the ANU Community during October and November. For the remaining Colleges and Portfolios, if required, they will release Change Management Plans during January 2021.

As these are released over the coming months, they will be available on our [Recovery Page](#) along with more information on how you can continue to engage with our ongoing recovery.