



Australian
National
University

Corporate Plan

2024-2027



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The Australian National University acknowledges, celebrates and pays respect to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are amongst the oldest continuing cultures in human history.

Introduction

Australia's National University

We present the Corporate Plan for The Australian National University, which covers the period 2024–2027, and is as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The Australian National University (ANU) was established by an Act of the Federal Parliament more than 75 years ago as a resource for our nation after World War II. The University supports the development of national unity and identity, enhancing Australia's understanding of itself and our region, generating knowledge and national capability, and contributing to economic recovery and social cohesion.

As Australia's first and only national University, it is our responsibility to address the complex challenges facing our nation and the world, both the emergent and the enduring: from public health emergencies such as the coronavirus (COVID-19) pandemic to inequality, international instability, and the impacts of climate change.

ANU will continue to collaborate closely with the Commonwealth Government to address these societal challenges. We will share our findings and expert advice to inform public policy supporting Australia's well-being, security, and prosperity.

Our students, who are future leaders, will have a world-class university experience. Our range of programs will respond to our nation's and our students' needs, and our institutional culture will distinguish ANU from other universities.

Our research, led by world-class academics, will continue to be of the highest quality and impact. We provide the platforms and investment to enable the co-creation of innovative approaches to interdisciplinary problem solving and support our academics in realising the possibilities of their discoveries in society and business.

These goals are outlined in a revitalised ANU Strategic Plan, *ANU by 2025*. This Corporate Plan accompanies the ANU Strategic Plan and sets out the University purpose, operating context, key activities, and how the University will measure its performance.

The University will continue to deliver on its unique mission to serve Australia and its people.

The Hon Julie Bishop
Chancellor

Genevieve Bell AO, FAHA, FTSE
Vice-Chancellor and President (2024 – current)

The Australian National University

We are Australia's national university, embracing a role that comes with unique responsibilities that frames everything we do. Our founding mission was to make a substantial contribution during the post-war reconstruction of Australia. At the heart of this plan is a simple principle that enshrines our strategic operating model: that we will invest in, and insist on, excellence everywhere. As Australia's only national University, in receipt of the National Institutes Grant (NIG), this is nothing less than our community expects and deserves.

Our Legislated Purpose

The purposes of The Australian National University are determined by our enabling legislation. Section 5 of the *Australian National University Act 1991* outlines seven key functions of the University. As a number of these key functions have elements in common, the University has grouped these in four key purposes under which planning, key activities and measurement will be undertaken in 2024-2027:

- **advancing and transmitting knowledge by undertaking research of the highest quality**
- **advancing and transmitting knowledge by undertaking teaching of the highest quality**
- **providing facilities for higher education purposes**
- **meeting its obligations to the nation and Australian Capital Territory through its status as a national institute.**

Our Vision

ANU will be among the great universities of the world and be driven by a culture of excellence in everything we do.

Our Values

Membership of the ANU community means committing to our institutional values:



Key activities and Key Performance Indicators (KPIs)

The ANU Corporate Plan 2024–2027

The ANU Corporate Plan 2024–2027 (the Plan) outlines the University key activities, and KPIs which will be pursued over the period of the Plan. Definitions for the abbreviations used within the KPIs are included on pages 6-10.

Key activities

The following key activities will be undertaken during the reporting period to deliver on the purposes of ANU. These activities indicate the minimum operating requirements for the University and are not indicative of the University achieving its strategic ambition.

Purpose 1 – Advancing and transmitting knowledge by undertaking research of the highest quality

Key activities

1.1 Advance knowledge by undertaking research projects, translating, and communicating our research and knowledge with the public, government, industry, and partners.

1.2 Cultivate the next generation of global leaders through the reinvigorated PhD experience with a four-year scholarship package and career building leadership opportunities in partnership with industries and communities.

KPIs

1. Increase in research income.
2. Increase in Category Normalised Citation Impact (CNCI).
3. Maintain or improve the experience for Higher Degree Research (HDR) candidates.

Purpose 2 – Advancing and transmitting knowledge by undertaking teaching of the highest quality

2.1 Execute an ANU Learning and Teaching Strategy and an ANU Model of Learning, together with a process for curriculum renewal, designed to streamline program structures and systematically embed the new ANU graduate attributes.

2.2 Ensure students from across Australia and from a wide variety of backgrounds can study at their national University.

KPIs

4. Maintain or improve student satisfaction with teaching quality for domestic undergraduate students.
5. Maintain or improve the number of commencing domestic undergraduate students from Low Socio-Economic Status (Low-SES), Indigenous, regional and remote backgrounds.
6. Maintain or improve overall graduate employment rates for domestic undergraduate students.

Purpose 3 – Providing facilities for higher education purposes

3.1 Invest in nationally significant infrastructure, built and hosted on behalf of the Australian community and utilised collaboratively within ANU.

3.2 Lead participation in major international-scale research facilities on behalf of Australia and for the national interest.

3.3 Maintain campus and digital facilities that support research and teaching of the highest quality.

KPIs

7. Develop new areas of nationally significant research infrastructure and capability.
8. Maintain or improve student satisfaction for learning resources.

Purpose 4 – Meeting its obligations to the nation and Australian Capital Territory (ACT) through its status as a national institute

4.1 Build meaningful partnerships with industry and government across the ACT, Australia, and our region.

4.2 Chart a better future for health and wellbeing of people in Australia and beyond.

4.3 Meet our responsibilities to the Asia-Pacific region with work informed by specialist knowledge and networks.

4.5 Engage with First Nations peoples through academic work, convening key conversations, and the study of First Nations traditional knowledge.

4.6 Pioneer an innovative approach to engineering and technology design and build new national capabilities in data-driven policy and business development.

4.8 Meeting our commitment to mitigate the negative effects of climate change in line with our national mission.

KPIs

9. Maintain existing and develop new partnerships with industry, government, and community organisations, for the purposes of learning and teaching and research that benefits our students and staff.
10. The success of our investment in meeting our unique National obligations will be reported through the creation of a National Institute Survey.
11. The success of our investment in meeting our unique National obligations will be reported through the National Institutes Grant Annual Report where we will demonstrate progress through a series of case studies focusing on engagement and impact.
12. Reduce our overall trajectory of emissions.

Performance measures definitions

KPI definitions

KPI	Target	Assessing	Methodology	Source	Reported
Purpose 1 Advancing and transmitting knowledge by undertaking research of the highest quality					
1. Increase in research income.	Increase on previous year.	Seeks to assess the University effectiveness in generating additional research revenue.	Total research income collected through the Higher Education Research Data Collection (HERD-C). Excludes the National Institute Grant (NIG).	ANU Research Information Enterprise System (ARIES).	Annually.
2. Increase in Category Normalised Citation Impact (CNCI).	Increase on previous year.	Seeks to assess the relevance and quality of the University's published research benchmarked against the Group of Eight (Go8) universities.	CNCI (citations per paper) normalised for subject, year, and document type. Citations vary significantly by discipline and the normalisation assists in managing this variation. Any index greater than one indicates a citation rate above the world average.	Incites (Clarivate).	Annually.
3. Maintain or improve the experience for Higher Degree Research (HDR) candidates.	Equal to or increase on previous year.	Seeks to assess the quality of research training and support HDR students experience at the University during their studies, benchmarked against global universities.	The Postgraduate Research Experience Questionnaire (PREQ) measures the quality of research training in Australia. It is run in conjunction with the Graduate Outcome Survey (GOS).	PREQ, GOS, Quality Indicators in Learning and Teaching (QILT).	Annually.

KPI	Target	Assessing	Methodology	Source	Reported
Purpose 2 Advancing and transmitting knowledge by undertaking teaching of the highest quality					
4. Maintain or improve student satisfaction with teaching quality for domestic undergraduate students.	Equal to or increase on previous year.	Seeks to assess the teaching quality satisfaction for students.	QILT, Student Experience Survey (SES) Information collected in the SES supports higher education institutions and the government to improve learning and teaching outcomes for students.	SES, QILT.	Annually.
5. Maintain or improve the number of commencing domestic undergraduate students from Low Socio-Economic Status (Low-SES), Indigenous, regional and remote backgrounds.	Equal to or increase on previous year.	Seeks to assess the strategic intent of the University to lead the nation in the recruitment of students from low socio-economic status (Low-SES), Indigenous, regional, and remote backgrounds.	Reporting of equity indicators (Low-SES, Indigenous, regional and remote) through student administrative data.	ANU Student Administration System.	Annually.
6. Maintain or improve overall graduate employment rates for domestic undergraduate students.	Equal to or increase on previous year.	Seeks to assess graduate employment outcomes.	QILT, GOS The GOS is completed by graduates approximately four months after completion of their studies. It provides information on employment outcomes for graduates	GOS, QILT.	Annually.

KPI	Target	Assessing	Methodology	Source	Reported
Purpose 3 Providing facilities for higher education purposes					
7. Develop new areas of nationally significant research infrastructure and capability.	At least one new infrastructure area of national significance on a five-year rolling basis.	Seeks to assess and ensure prudent investment in the research infrastructure for the University and continue to deliver research excellence and drive innovation and fundamental research in line with national priorities. The number of national research infrastructure capabilities hosted on campus will be a significant metric alongside facilities in which the University is a major node.	National Collaborative Research Infrastructure Strategy (NCRIS) Guidelines.	NCRIS.	2027.
8. Maintain or improve student satisfaction for learning resources.	Equal to or increase on previous year.	Seeks to assess the satisfaction of all coursework students with the provision of Learning Resources by the University.	QILT, Student Experience Survey (SES) Information collected in the SES supports the University to improve its Learning Resources within the following focus areas: <ul style="list-style-type: none"> Teaching spaces (e.g. lecture theatres, tutorial rooms, Laboratories) Student spaces and common areas Online learning materials Computing/ IT resources Assigned books, notes & resources Labs or studio equipment Library resources & facilities 	SES, QILT.	Annually.

KPI	Target	Assessing	Methodology	Source	Reported
Purpose 4 Meeting its obligations to the nation and ACT through its status as a national institute					
9 (a). Maintain existing and develop new partnerships with industry, government, and community organisations for the purposes of research that benefits our students and staff	Same or an increase on previous year.	Seeks to assess the extent of University collaborations as an important marker of economic strength and innovation.	The number of strategic initiatives supported by the University.	Research and Innovation Portfolio.	Annually.
9 (b). Maintain existing and develop new partnerships with industry, government, and community organisations for the purposes of learning and teaching that benefits our students and staff	Increase the number of undergraduate students undertaking a WIL experience by 10%, by the end of the three-year cycle (2022-2024).	Seeks to assess the uptake of Work Integrated Learning (WIL) units within the University to ensure students have a WIL experience.	National Priorities Industry Linkage Fund Pilot Guidance, Department of Education.	ANU Student Administration System.	Annually.
10. The success of our investment in meeting our unique National obligations will be reported through the creation of a National Institute Survey.	Equal to or increase on previous year.	Seeks to assess the special charter the University must advance to take its place amongst the great universities of the world and as a recipient of the National Institutes Grant (NIG). To ensure ongoing alignment between University activities and the compact with the Australian people a National Institutes Survey will be created. This survey will be designed to draw out both qualitative and quantitative assessments of the University aligned to its charter. The survey will be developed using the internal expertise in social research in POLIS – the Centre for Social Policy Research .	ANU NIG Survey.	Vice-Chancellor POLIS.	Biennial.

KPI	Target	Assessing	Methodology	Source	Reported
<p>11. The success of our investment in meeting our unique National obligations will be reported through the National Institutes Grant Annual Report where we will demonstrate progress through a series of case studies focusing on engagement and impact.</p>	<p>Acceptance of Report by the Minister.</p>	<p>Seeks to assess the special charter the University and its advancement of the cause of learning and research in general and take its rightful place among the great universities of the world. The National Institutes Grant (NIG) funding has made possible the long-term pure and applied research that marks the University as a nationally and internationally significant research institution. This long-term research has translated into transformational outcomes and invaluable benefits for Australia and has created a unique academic environment where nation building, impactful work can occur across and between the disciplines.</p>	<p>Case studies demonstrating outcomes from NIG expenditure.</p>	<p>Vice-Chancellor</p>	<p>Annual</p>
<p>12. Meeting our commitment to mitigate the negative effects of climate change in line with our national mission.</p>	<p>Overall trajectory of reduction in emissions from 2019 baseline of ~150,000 tonnes CO₂e.</p>	<p>Seeks to assess progress towards a below zero emissions campus. This is aligned with the research strength of the University in relation to mitigating the effects of climate change and demonstrating how climate action can be effective and undertaken in a fiscally responsible manner.</p>	<p>Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and National Greenhouse and Energy Reporting Scheme.</p>	<p>Electricity, gas, other energy (LPG) -utility invoices Fleet -SGFleet software University Travel -travel e-forms Waste - contractor invoices Refrigerants -contractor work orders</p>	<p>Annual.</p>

The following diagram provides an overview of the structure and presentation of the University Planning and Performance Management Framework and the Plan and assist in understanding how the elements integrate.



Operating context

Environment

The past four years have been some of the most challenging since ANU was established in 1946. Seventy-seven years on, new uncertainties confront the University through many circumstances beyond its control. The disruption caused by the COVID-19 pandemic and extreme natural events has forced the University to change dramatically, and the impacts are ongoing and significant. Recovery will be an ongoing process and this plan will be delivered in an environment influenced by the world's post COVID-19 recovery.

The Australian National University recovery will continue to focus on:

- engagement and impact with the national and global community
- placing students at the centre of learning and teaching
- ensuring early career researchers and PhD candidates have the best experience
- transforming the University digital environment for our students, researchers, and staff
- improving our financial position
- the continued wellbeing of our students and staff.

More broadly, political, social, economic, and environmental challenges in our region have made the breadth and depth of our expertise on Asia and the Pacific more important than ever, and the University will continue to provide specialist regional knowledge to stakeholders through its extensive collaboration networks.

Challenges shaping our operating environment include global uncertainty shaped by the ongoing pandemic and the war in Europe, as well as the continuing growth in cyber security risk, managing the risk of foreign interference, and the challenges posed to our work and our foundational commitment to academic freedom.

Within an educational context, the University is making significant improvements in the learning experience offered to meet the objective of a student experience equal to the world's best. The University agreed on practical steps that will enable it to continue to develop and innovate in learning, teaching, and assessment, in ways that combine the best of face-to-face learning with quality online, blended or hybrid experiences. Our students will experience a model of learning that is distinctive and that fosters a powerful sense of engagement and connection with the ANU. The development and implementation of our Student First program, under the auspices of the ANU Digital Master Plan, will lead to a contemporary and seamless student experience alongside the ANU graduate attributes, to be embedded in our curriculum.

Within a research context, the University was able to deploy expertise to support Australian and international responses to the pandemic and apply research in practice. This approach perfectly aligned with the purpose for which the University was established. This equally gives the University the opportunity to consider how to equip itself to conduct pure and applied research, which will set the University up for future success and influence over the coming decades. It also makes the case for continued investment in pure research as the foundation for all applied research. These should be seen as symbiotic. Meanwhile, the University will continue to out-perform national competitors relative to its size of research funding to increase our research output.

Governance and risk oversight

Governance and accountability

The University governance requirements are set in legislation, as follows:

- *Australian National University Act 1991*, the founding legislation and enabling Act, established the University, its purpose, and governance structure
- *Education Services for Overseas Students Act 2000* outlines the legal framework for the quality assurance of education offering courses to international students (students studying in Australia on student visas)
- *Higher Education Support Act 2003* sets out the quality and accountability requirements with which ANU must comply as a higher education provider
- *Higher Education Standards Framework (Threshold Standards) 2021* (HESF). These are issued under the *Tertiary Education Quality Standards Agency Act 2011* (TEQSA Act)
- *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and the *Public Governance, Performance and Accountability Rule 2014* define ANU as a Commonwealth entity and establish obligations for ensuring proper use and management of public resources (defined in section 8 of the Act as efficient, effective, economical, and ethical).

TEQSA re-registration application

Australian universities are required to demonstrate their compliance with the HESF at regular intervals via an application for re-registration to the regulator TEQSA. The University submitted its most recent re-registration application to TEQSA in December 2022. On 9 January 2024 TEQSA advised that the University registration had been renewed for the maximum period of seven years, until 13 December 2030. The University updated registration status is reflected on the TEQSA National Register.

Australian Government funding

The Australian Government provides funding to the University through several funding programs, including:

- the National Institutes Grant (NIG) which enables the University to fulfil its role as a national resource and undertake activities of importance to Australia
- the Commonwealth Grant Scheme (CGS) that provides funding for learning and teaching for Australian domestic students
- additional CGS places allocated by the Department of Education including National Priority Places, Innovative Places, Equity Places and places to support the AUKUS Nuclear-Powered Submarines Student Pathways.
- research funding through the National Competitive Grant program and Research Block Grants that support research and research training
- other grants made under the *Higher Education Support Act 2003* to support equity and participation in higher education
- Higher Education Loan Program (HELP) payments. Under the HELP scheme, the Australian Government pays student fees to the University, which are income-contingent loans repaid by students through the Australian taxation system.

Statutory performance

The University has significant statutory performance obligations within the *Higher Education Support Act 2003*. This includes our Mission Based Compact – an agreement between the Commonwealth and the University. This compact sets out a strategic framework for our relationship with the Commonwealth and demonstrates how the University is aligned to the goals for higher education, innovation, learning and teaching, research and research training and equity.

In August 2021, the University submitted its National Priorities and Industry Linkage Fund (NPILF) pilot plan to the Department of Education, Skills, and Employment (now the Department of Education). The University will be allocated a block grant through its funding agreement with the Commonwealth to support enhanced engagement between the University and industry. The key priorities within this plan are to:

- Increase the number of undergraduate students undertaking a Work Integrated Learning (WIL) experience by 10 per cent by the end of 2024
- Increase the proportion of undergraduate students who complete one or more science, technology, engineering, and mathematics (STEM) units as part of a non-STEM award from 26 per cent to 28 per cent by the end of 2024.
- Increase research income from industry by 0.5 per cent year on year proportional growth across research Categories 2 (other Public sector funding), 3 (Industry and other Research and Development income), and 4 (Cooperative Research Centre (CRC) funding; constituting an increase of 1.5 per cent by the end of the three year cycle (2022-2024)

As a recipient of the NIG, the University prepares a NIG Report as part of the ANU Annual Report. This report explains the range of ways the University invests the NIG in the interests of Australia, the region, and the world. The University will continue to work to deliver excellence through the NIG, aligned to the nation's priorities.

Model code on freedom of speech and academic freedom

Freedom of speech is a fundamental tenet of Australian society, and academic freedom is foundational to ANU as Australia's national University.

The University is aligned with, and supportive of, the government's moves to protect academic freedom.

The Academic Freedom and Freedom of Speech Policy was approved by Council on 28 May 2021. On 28 June 2021, the Department of Education, Skills, and Employment (now the Department of Education) advised the University that the policies were fully aligned to the model code and compliance with policies is being monitored.

The University developed its first ANU Attestation Statement on Freedom of Speech and Academic Freedom in 2021, which was approved by Council on 8 April 2022.

- The statement attests that ANU Council is satisfied that the University:
- has a policy that upholds freedom of speech and academic freedom as paramount values, as required under the Model Code
- maintains an institutional environment in which freedom of speech and academic freedom are upheld and protected
- addresses questions in relation to the management of freedom of speech and academic freedom issues promptly, actively and in good faith.

In June 2022, the Chair, Academic Board established the Academic Freedom Expert Reference Group (AFERG) to assess and advise the Vice-Chancellor on matters of academic freedom as they arise. This group is also responsible for monitoring the application of the Academic Freedom Policy and reports annually (in November) to Academic Board. A copy of the Academic Freedom Expert Reference Group Annual Report is approved by Council each year.

The ANU Attestation Statement on Freedom of Speech and Academic Freedom for 2022 was approved by Council on 31 March 2023.

Foreign interference in the Australian university sector

In December 2020, *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* came into effect. The Act has implications for the University and in relation to entering arrangements with a foreign government, or with a foreign university that does not have institutional autonomy. An Australian public university is required to notify the Minister for Education (via the Department of Foreign Affairs and Trade) about arrangements within the scope of the scheme, however it does not require the university to seek approval to enter arrangements.

The University Research Committee established the University Foreign Interference Advisory Committee (FIAC). The objective of FIAC is to monitor, advise and provide assurance to the University community on the management of foreign interference risks to the University. FIAC makes determinations on foreign collaborations and, where appropriate, makes recommendations to the Vice-Chancellor.

Governance arrangements

The governance arrangements of the University provide assurance to Council via its Committees and the Internal Audit program in respect of risk oversight, management, and reporting.

The Audit and Risk Management Committee (ARMC) provides advice on the appropriateness of financial and performance reporting obligations, risk oversight and management, and systems of internal control, as well as any specific areas of concern or suggestions for improvement. The internal audit program of performance and compliance assists to validate and improve the effectiveness of the University's systems of internal control and risk management. It is overseen by the ARMC.

The Finance Committee provides advice to the Council on the University management of its financial resources and of its subsidiaries and commercial activities.

The Campus Planning Committee monitors and advises Council on matters relating to the planning and development of the major property and physical infrastructure of the University.

The Remuneration Committee determines the remuneration and conditions of employment of the Vice-Chancellor; monitors and reviews decisions of the Vice-Chancellor on matters concerning the performance and remuneration of the senior management of the University; and in an emergency may exercise the power of the Council to appoint an Acting Vice-Chancellor.

The Nominations Committee makes recommendations to the Federal Minister for Education on the appointment of the seven external members of Council.

The Student Safety and Wellbeing Committee monitors and advises Council on the University management of matters concerning the safety and wellbeing of students enrolled at the University. This is consistent with the University pursuit of excellence in all aspects of its work as outlined in the Strategic Plan *ANU by 2025*, including addressing sexual assault and sexual harassment at ANU.

The academic governance arrangements of the University are subject to the oversight of the Academic Board which ensures that the University maintains the highest standards in learning and teaching, scholarship, and research. The Board reviews academic policy recommendations and approves degrees and other awards. It provides a forum to facilitate information flow and debate within the University and between the senior executive officers of the University and the wider academic community. The Academic Board is supported by the following sub-committees:

- Academic Quality Assurance Committee
- Learning and Teaching Committee
- University Research Committee
- Academic Board Steering Committee.

Risk oversight and management

The University risk culture continues to mature.

The University is committed to embedding a robust risk management culture that enables it to be agile and responsive to changes in the higher education landscape, while securing maximum benefit from creating opportunity and innovation.

The University operates in an inherently complex and dynamic risk environment where staff are encouraged to embrace informed risk-taking in pursuit of our strategic and organisational imperatives, supported by evidence-based decisions that comply with legislation, policy, and operational guidelines.

The University system of risk oversight and management is designed in accordance with Section 16 of the *Public Governance, Performance and Accountability Act 2013*, the Commonwealth Risk Management Policy and the Australian and New Zealand accepted International Standard Risk Management – Guidelines (ISO 31000: 2018).

The University Risk Management Policy defines the approach to risk and outlines the responsibilities and obligations of all staff to manage and report on risk. The Enterprise Risk Management Framework (ERMF) outlines organisational arrangements for designing, implementing, monitoring, reporting and continually improving risk management. The University also has a documented risk appetite which outlines the way informed risk-taking is being managed.

The University Strategic Risks are subject to ongoing review to ensure these are effectively managed to support the achievement of the strategic objectives of the University.

Risk management is also integrated into the University business planning process and operations to ensure informed decision-making at all levels, including meeting health and safety obligations to staff and students, and responding to unexpected threats and events.

Key business risks

The key areas of current risk potentially affecting the delivery of the University obligations, outcomes and/or the achievement of strategic priorities are presented in the table below.

Risks	Mitigating strategies
The University being unable to satisfactorily deliver on key services and strategic priorities because of inadequate or insufficient financial resources or organisational capability.	<p>Five-year Financial Plan developed, year-to-date monthly financial reporting presented to Council and its committees, and quarterly financial forecasts to allow remediation when not tracking to budget.</p> <p>Reduce medium to longer term overhead costs and increased efficiencies in service delivery through roll out of the Service Performance Framework.</p> <p>University-wide consultation on Below Zero emissions for environmental and financial sustainability and cost savings.</p> <p>Implementation of Research School level plans and targets to diversify and grow research income aligned to the ANU Research goals 2025.</p> <p>Continued investment in academic and professional talent attraction and retention.</p> <p>Clear assignment of accountability, governance and understanding of dependencies across the University.</p> <p>Agile work practices to bring necessary expertise and resourcing to urgent and strategic priorities.</p>
The University not delivering a student experience (including learning and teaching, residential) to the satisfaction and levels expected.	<p>Delivery of improved integration, orientation, and transition program for all commencing ANU students.</p> <p>Delivery of improved integration and new platforms through the Student First program that forms part of Digital Master Plan.</p> <p>Restructure of residential services to align with Service Performance Framework and strategic priorities.</p>
Failure to satisfactorily address student safety and wellbeing at the University.	<p>Implementing consent training as a mandatory part of student enrolment.</p> <p>Embedding a zero-tolerance approach in ANU policies, language, training, and disciplinary procedures.</p> <p>Implementation of a sexual misconduct policy.</p>
Information security threats causing disruption, degradation, or cessation of University functions.	<p>Investment and delivery of additional governance, risk, and compliance capabilities to ensure the enforcement and use of relevant information security policy.</p> <p>Development of a zero-trust network to provide greater agility for the ANU community.</p> <p>Investment in identification, removal and/or update of legacy digital infrastructure through the Digital Master Plan.</p> <p>Use of threat intelligence to profile and counter current and emergent threats.</p>
The University not adequately engaging and partnering with industry.	<p>Implementation of revised PhD Strategy.</p> <p>Development of a Communications Strategy and Plan to increase visibility of the University research capabilities, achievement, and strategic partnerships.</p> <p>Investment in a research development team working closely with colleges and research offices to enable effective and tailored research development support.</p>

Risks	Mitigating strategies
<p>Foreign influence and interference threats that lead to suppression of academic freedom, compromise safety of the University community or harm national interest.</p>	<p>Establishment of a Foreign Interference Advisory Committee to provide policy and strategic advice on interference in research and partnership arrangements.</p> <p>Development of a campus-wide approach to social cohesion, to control the narrative.</p> <p>Information Security Office assistance with vetting of potential threats.</p> <p>Implementation of a Disclosure of Interest Framework to capture staff disclosures in compliance with Foreign Interference Guidelines.</p>
<p>Inability to shape or promote a clear narrative about ANU as the national University.</p>	<p>Development of a framework for engagement with the Commonwealth Government.</p> <p>Establishment of a Commonwealth liaison function to provide a seamless connection between Commonwealth officers and ANU experts.</p> <p>Appointment of various Professors in Practice with Parliamentary and Australian Public Service (APS) leadership experience create new engagement capacity.</p> <p>Accelerate implementation of and resourcing for Indigenous Australian engagement and reconciliation.</p>
<p>Key strategic projects not delivered on target and to expectation.</p>	<p>Establishment of a Project Control Group (with sub-committees) to ensure effective delivery, accountability reporting and risk management across all activities.</p> <p>Well established governance and reporting mechanisms (including financials) to the University Executive, Council Committees and Council.</p> <p>Embedded stage-gate assessments.</p> <p>Recruitment of appropriately skilled resources and partnerships to deliver on strategic projects.</p>
<p>Resourcing constraints not addressed in a timely and cost-effective manner across business areas.</p>	<p>Creation of interstate hubs for key professional roles to remain competitive and to attract talent.</p> <p>Process to support leaders and employees in hybrid working arrangements.</p> <p>Design and establish a consistent ANU-wide graduate program.</p> <p>Development of a Staff Engagement Survey to identify areas of opportunity and need.</p> <p>Design a leadership capability and development framework.</p>
<p>Failure to manage accountability to staff, students, alumni, donors, and community within the Advancement Program.</p>	<p>Implementation of a fund governance cycle, including health check, expenditure planning, and compliance and assurance reporting.</p> <p>Develop and implement a program of stewardship reporting.</p> <p>Integrate with University and college research services to identify and steward philanthropic grants.</p>

Enabling capabilities

Workforce capability

The University will continue to focus on building workforce planning, developing enhanced digital skills and addressing capability gaps. The creation of opportunities for, and the development of, early career researchers and professional staff pathways will remain a priority to support the development and retention of the workforce across the University. The University is investing in the development of a professional staff career path to ensure highly valued non-academic staff can build the career they aspire to at ANU.

Learning and teaching infrastructure capability

The University is making significant investments to enhance its digital infrastructure. A new virtual learning environment will support current and evolving teaching delivery modes, while adding significant flexibility and a capacity to respond rapidly to future external challenges. The University is also strengthening its capability around its asset replacement and upgrading building management systems that are critical to the ongoing operations of its teaching, learning, and research infrastructure.

Research infrastructure capability

The national mission of the University requires it to operate and maintain significant national research infrastructure in support of its research endeavours. In 2019, a comprehensive stocktake found that the value of ANU research infrastructure is approximately \$2 billion and employs more than 620 staff. A key feature of our increased capability is the new state-of-the-art Physics building, featuring stabilised quantum and laser laboratories and pristine clean rooms, significantly building on Australia's capability in world-leading physics discoveries.

Information and communication technology capability

Informed by extensive consultation with ANU students and staff, the ANU Digital Master Plan (DMP) is a 10-year vision to transform the way the University does business, enabled by:

- new ways of working and operating – thinking and acting as a University community
- reimagined, optimised, and streamlined processes
- flexible, accessible, and user-friendly core systems
- stable and reliable digital infrastructure and support services
- a culture of data-driven insight and decision-making.

Below Zero

The University has committed to providing visible leadership, research-led solutions and capability for driving climate action. The University seeks to achieve this through reducing greenhouse gas (GHG) emissions, drawing down and sequestering existing CO₂ from the atmosphere, and building capability and capacity in those spaces by integrating these actions closely with University research and teaching.

Partnerships and cooperation



For the purposes of the Corporate Plan 2024-2027, the following partners will be a strategic focus for the University:

Commonwealth Government

The University has a unique purpose to serve society through transformational research and education. As the national University and a Commonwealth Corporate Entity, ANU provides evidence-based research that will contribute to and benefit Australian society through research partnerships and specialised education and training for Commonwealth Government departments. These partnerships help to generate public discourse and develop the evidence base that supports policy development and innovation. Examples of partnerships with the Commonwealth Government are listed below.

Department of Defence

ANU and the Department of Defence (Defence) have a long history of collaboration across humanities and Social Sciences (HASS) and STEM.

Following the September 2021 announcement of the AUKUS Pillar – Australia’s intention to acquire nuclear-powered submarines – the University established a Steering Committee and Working Group on Nuclear Stewardship that combined deep expertise in nuclear physics with engineering, health, regulation, national security policy, law, strategic defence studies and science communication. This multidisciplinary group engaged with Defence and created new education programs to address knowledge gaps in nuclear stewardship, offering comprehensive undergraduate, postgraduate and professional education.

The University has been awarded additional Commonwealth Supported Places (CSP) under the Nuclear-Powered Submarines Student Pathways program to increase STEM undergraduate students commencing studies in 2024 –2027. In addition to providing education, the University will engage with Defence, Defence Industry, and national and international partners to increase nuclear research programs in Australia.

The University will increase its engagement with Defence on Pillar II –advanced capabilities –through education and research expertise in quantum technologies, advanced navigation, artificial intelligence, and autonomy.

Department of Foreign Affairs and Trade

In 2022, the University established a regular roundtable meeting with the Department of Foreign Affairs and Trade (DFAT), which builds on a long history of engagement between the two organisations. The roundtable provides DFAT and the University with an opportunity to exchange expertise and inform evidence-based solutions on issues such as the Pacific, health security, geo-economics, cyber security, and critical technologies. The roundtables draw on ANU expertise from all Colleges, Research Schools, and Departments across the University.

DFAT funding supports the Australia Pacific Security College (APSC) within the ANU College of Asia and the Pacific, which aims to support Pacific Island countries and strengthen capacity, collaboration and policymaking for enhanced climate, environmental, human, and traditional security. Through bespoke courses and technical assistance, the APSC creates opportunities for further learning and is a platform for the exchange and development of ideas to advance the peace and security of Pacific Islands. The Pacific Research Program (PRP) is co-funded by DFAT and is delivered by a consortium consisting of the Department of Pacific Affairs and the Development Policy Centre at ANU, and the Lowy Institute. PRP Phase 2 (2022–2026) will

generate and disseminate independent Pacific-focussed research as a regional public good and support stronger evidence-based policymaking in the Pacific by working to foster stronger research practice and deeper research-to-knowledge engagement. PRP Phase 2 will build on Phase 1I (2017–2022) of the program to foster strong partnerships between Australian and Pacific universities, and to teach and train the next generation of Pacific researchers.

Department of Home Affairs

The University and the Department of Home Affairs (Home Affairs) signed a Memorandum of Understanding (MoU) in April 2022, based on three pillars: building a secure, prosperous, and inclusive nation; leveraging international relationships; and building national capability. The University will play a role in helping Home Affairs to deepen its understanding of the challenges to Australian sovereignty, and its economic and security interests.

Department of Industry, Science and Resources

The University partnership with the then Department of Industry, Science, Energy and Resources (now the Department of Industry, Science and Resources) began formally in May 2022. The collaboration promotes the exchange of expertise, including through staff secondment, to shape the Department approach to anticipated challenges in driving economic and jobs growth. Specific areas of cooperation to date include low emissions technologies, community batteries and electric vehicles.

Australian Signals Directorate (Co-Lab)

Co-Lab is a 15-year strategic partnership between the University and the Australian Signals Directorate (ASD). This partnership provides a collaborative research environment within the University. Co-Lab also helps develop the Nation's STEM workforce. Co-Lab unites problem solvers from a variety of disciplines to share in collaborative research projects and provides a pathway for students interested in pursuing a career with ASD and other STEM-related fields. The program of activities focuses on areas such as cryptography, computational linguistics, STEM, secure communications, computing, cyber security, psychology, and vulnerability research.

Sir Roland Wilson Foundation

Honouring the contribution of Sir Roland Wilson to the Commonwealth Public Service, the Foundation was established as an ANU organisational unit. It brings together ANU, Charles Darwin University, and the APS to build public policy capability and leadership through postgraduate scholarships, professional development and networking opportunities. This includes through the Pat Turner Scholarships program, aimed at First Nations members of the APS.

The Asia Foundation

The University has a long-term partnership with The Asia Foundation (TAF), a non-profit international development organisation with offices in 18 countries across Asia and the Pacific. TAF areas of focus are strengthening governance, expanding economic opportunity, increasing environmental resilience, empowering women, and promoting international cooperation. These focus areas align closely with ANU expertise, in particular the ANU College of Asia and the Pacific (CAP). TAF and the University cooperate through visiting fellowship agreements, partnering on the Australasian Aid Conference, the Australian data archive, and are working to extend their cooperation to student internships and cooperation in the Pacific.

Membership of industry bodies

The University values its membership of several important advocacy and industry bodies including the Group of Eight (Go8), Universities Australia (UA), the Committee for Economic Development of Australia (CEDA), the Canberra Business Chamber, The Asia Society, and

the International Education Association of Australia. Each of these organisations promotes the interests of ANU as a world-class research intensive university, and the knowledge and benefits the University creates for the city of Canberra and for the Nation.

ACT Health

Canberra Clinical Genomics (CCG) was established in April 2017 through a partnership between ACT Health and the Centre for Personalised Immunology at the John Curtin School of Medical Research (JCSMR) within the ANU College of Health and Medicine. The overall goal of CCG is to enable patients in the ACT to gain access to the internationally recognised genomics and personalised medicine capacities of the University. ACT Health has provided funding (\$7 million) to establish CCG operational capacity and to hire key personnel required for clinical delivery of leading-edge personalised medicine in the ACT. This funding was announced as part of the ACT Government budget in 2016 and was the outcome of more than a year of discussion and negotiation following a proposal to ACT Health in 2015. CCG represents a significant opportunity to translate ANU research capacity into real outcomes for ACT Health patients and has already achieved exceptional treatment outcomes for patients with significant health issues.

TechLauncher

The TechLauncher program is a partnership with the ACT Government, the Canberra Innovation Network and with industry, which connects students with industry projects. Teams work collaboratively with industry professionals, technology experts and entrepreneurs to complete projects addressing complex problems in a variety of disciplines and industries, or to create their own start-up enterprises.

CSIRO–Centre for Entrepreneurial Agri-Technology (CEAT)

Established in 2018 as a joint initiative between the University and Commonwealth Scientific and Industrial Research Organisation (CSIRO), and supported by the ACT Government, CEAT aims to create an agricultural innovation ecosystem. Already hosting five different agri-tech start-ups, CEAT aims to bring the world-leading research of ANU and CSIRO to agricultural challenges faced by Australia and the world.

In May 2020, CEAT was advanced to an ANU Innovation Institute, with the goal of supporting the University to deliver on its Strategic Plan by driving a culture of increased industry collaboration. CEAT strategically supports the translational activities of the University, and innovation more broadly, by fostering industry engagement, strengthening the relationship between ANU and CSIRO, and leveraging diverse sources of investment. By aligning ANU capabilities to nationally significant priorities and retaining and growing a cohort of key staff working in the field of agri-technology, CEAT enables the University to maximise its contribution to challenges and opportunities in the agri-sector. As a driver of cultural and social change, the CEAT Innovation Institute was established with a vision of creating a thriving innovation precinct in Canberra at the forefront of national and global trans-disciplinary agri-technology solutions.

Key philanthropic partnerships

Wesfarmers

The Kambri Scholars Program (the Program) has received a significant grant in support of the endowment for the Program. This leadership level grant endorsed by the Wesfarmers Board of Directors sets the foundation for other corporate giving to the Program over the coming years as Wesfarmers engages with the University on seeking others to support this indigenous education. In early 2024 Wesfarmers and ANU will make joint public announcements about this support.

BHP

Wiyi Yani U Thangani (Women's Voices) The First Nations Gender Justice Institute (the Institute) in partnership with Australian Human Rights Commission through Wiyi Yani U Thangani (Women's Voices) elevates and invests in the voices and solutions of First Nations women and girls to drive social, economic, and ecological impact. Grounded in an intersectional, interdisciplinary, human rights and strength-and evidence-based approach, the Institute supports First Nations gender-informed approaches that respond to the holistic needs of all women, children, families, and communities, including men. BHP provided the grant to support the start-up of the Institute which will be launched in May 2024.

The Institute carries on the legacy of the Wiyi Yani U Thangani (Womens' Voices) project and leads the implementation and monitoring of the National Plan for First Nations gender justice. Through strong partnerships and collaborations with First Nations women, government, ANU, other universities, the private sector, and philanthropists, the Institute will design and scale-up First Nations gender-informed approaches and initiatives and support the translation of evidence into policy.

UniLodge

UniLodge is a long-time partner of the University, providing student accommodation to thousands of students each year. In recognition of that partnership and in a desire to help students with specific needs, UniLodge established a Scholarship Program for rural and regional students coming to the ANU, which is awarded through the ANU Support Australia's students (ASA) program. Each year, six students receive the UniLodge scholarship for the duration of their undergraduate studies at ANU. There are currently 18 UniLodge scholars at the University.

Westpac Banking Corporation

Westpac Banking Corporation, through its establishment of the Westpac Scholars Trust (WST), supports students and researchers at the University. There are two competitive scholarship/fellowship programs available to ANU students, the first of which is the WST Future Leaders Scholarship, which provides substantial support to successful applicants from across the Group of Eight (Go8) universities. This program provides funding for fees and expenses, including funding for international travel experiences and provides leadership training and many networking opportunities for the Future Leaders through its W100 alumni network.

The second program is the WST Research Fellowship which, in partnership with the University, provides salary and research funding for an outstanding researcher. The fellow is also part of the W100 network and actively participates in leadership and mentorship opportunities at ANU and Westpac. The University has been successful in this fellowship program, having received six fellowships since 2018.

Subsidiaries

The University has three subsidiaries or controlled entities overseen by the Finance Committee and Council: ANU Enterprise Pty Ltd, ANU (UK) Foundation, and ANU Foundation USA.

ANU Enterprise Pty Ltd

ANU Enterprise is a wholly owned subsidiary of the University, established in 1979. ANU Enterprise is an impact enabling vehicle that provides a range of services including business development, project management, business engagement, and commercialisation services.

The services it offers enable researchers to focus on their areas of expertise and helps ensure ANU research maximises its societal impact as well as commercial opportunity. ANU Enterprise also has an overseas incorporated entity in Papua New Guinea (PNG), ANU Enterprise Limited, which enables its project management services to be conducted in PNG, ensuring taxation and regulatory compliance.

In addition, it acquired the Social Research Centre (SRC) in 2014. SRC conducts high-quality, ethically sound research in a socially responsible manner. It aspires to be Australia's leading social research organisation and is a key collaborator of ANU academic areas including the ANU Centre of Social Research Methods and the ANU Research School of Population Health.

ANU Enterprise Pty Ltd is governed by a board with a mix of senior staff and independent external directors, with appropriate skills and experience in business, governance, contract research, accounting, and higher education.

ANU Enterprise Pty Ltd provides the Council and the Finance Committee with an annual business plan and budget as well as bi-annual reports on agreed financial and non-financial performance metrics and other operational matters.

ANU (UK) Foundation

The ANU (UK) Foundation, constituted in England and Wales, operates for the purpose of facilitating on behalf of ANU grants, donations, and bequests, in alignment with the strategies of the University, which may arise in the United Kingdom.

The University has a strong connection to the United Kingdom and Europe through its many alumni. The ANU (UK) Foundation plays a key role in keeping our global community connected by promoting excellence in education and research. This includes the exchange of knowledge, faculty and students between ANU and the universities in the UK and Europe. The ANU (UK) Foundation Board works closely with the University to understand the University priorities and to identify how the foundation can support them. The ANU (UK) Foundation is currently focusing on promoting the London Alumni Scholarship, which supports students from disadvantaged backgrounds to attend ANU. Other areas supported are the Sustainable Farms Initiative and postgraduate scholarships for students from the ANU Research School of Earth Sciences.

ANU Foundation USA

The mission of the ANU Foundation USA is to promote excellence in education and research at The Australian National University, including the exchange of knowledge, faculty and students between Australia and North America. The ANU Foundation USA Board works closely with the University to understand the University priorities and identify how the Foundation can support them. Currently, the Foundation is focused on supporting a life-changing student experience, transformative research, and equitable access to an ANU education. In particular, the Foundation looks for ways to support diversity, equity, and inclusion at ANU. This includes a focus on the Kambri Scholars program, which supports the next generation of Indigenous Australian scholars to come to the University.

Abbreviations

ACT	Australian Capital Territory	JCSMR	John Curtin School of Medical Research
AITC	Australian Instrumentation Technology Centre	JRG	Job-Ready Graduates
APSC	Australia Pacific Security College	KPI	Key Performance Indicators
ANAO	Australian National Audit Office	MBGA	Maximum Basic Grant Amount
ANU	Australian National University	MoU	Memorandum of Understanding
ARMC	Audit and Risk Management Committee	NGA	Northrop Grumman Australia
ASA	ANU Supports Australia's Students	NIG	National Institute Grant
ASD	Australian Signals Directorate	NPILF	National Priorities and Linkage Industry Fund
CCG	Canberra Clinical Genomics	PBF	Performance-Based Funding
CEAT	CSIRO–Centre for Entrepreneurial Agri-Technology	PGPA	<i>Public Governance, Performance and Accountability Act 2013</i>
CEDA	Committee for Economic Development of Australia	PNG	Papua New Guinea
CGS	Commonwealth Grant Scheme	PRP	Pacific Research Program
CSP	Commonwealth Supported Places	QILT	Quality Indicators for Learning and Teaching
DFAT	Department of Foreign Affairs and Trade	SRC	Social Research Centre
EIA	Engagement and Impact Assessment	SES	Student Experience Survey
ERA	Excellence Research in Australia	STEM	Science, Technology, Engineering and Mathematics
ERMF	Enterprise Risk Management Framework	TAF	The Asia Foundation
FELT	Feedback Enhanced Learning and Teaching	TEQSA	Tertiary Education Quality Standards Agency
Go8	Group of Eight	UA	Universities Australia
GOS	Graduate Outcome Survey	UK	United Kingdom
HASS	Humanities and Social Sciences	USA	United States of America
HELP	Higher Education Loan Program		
HERDC	Higher Education Research Data Collection		

Compliance

This Corporate Plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act; and
- subsection 16E(2) of the PGPA Rule.

The following table details the requirements met by The Australian National University Corporate Plan and the page references for each requirement.

Table 6 PGPA Rule requirements

Source	Matters to be included	Page
INTRODUCTION		
PGPA Rule 16E(1)	The Corporate Plan for a Commonwealth entity must cover a period of at least four reporting periods for the entity.	4
PGPA Rule 16E(2)1(a)	The Corporate Plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the <i>PGPA Act</i> .	2
PGPA Rule 16E(2)1(b)	The Corporate Plan must specify the reporting period for which the plan is prepared.	4
PGPA Rule 16E(2)1(c)	The Corporate Plan must specify the reporting periods covered by the plan.	4
PURPOSES		
PGPA Rule 16E(2)2	The Corporate Plan must state the purposes of the entity.	3
KEY ACTIVITIES		
PGPA Rule 16E(2)3	For the entire period covered by the plan, the Corporate Plan must outline the key activities that the entity will undertake to achieve its purposes.	4-5
OPERATING CONTEXT		
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the Corporate Plan must state the environment in which the entity will operate.	12
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the Corporate Plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	4-5 and 19
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the Corporate Plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	17-18

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