



1. Introduction and context

The Australian National University ('ANU' or 'the University') is Australia's national university and has a unique history among Australian universities. Our story dates back more than 75 years as a university and more than 20,000 years as a meeting place to share knowledge by our First Nation custodians. We were established by an Act of the Federal Parliament, to provide Australia with a national centre of research, learning and teaching that would help shape and hold conversations that has built the world around us. As set out in our current Act, the ANU was founded to advance and transmit knowledge, "by undertaking research and teaching of the highest quality".

The enduring mission of the University remains. From the global financial crisis, to pandemics, war and civil unrest, government intervention, along with discoveries of emergent fields and ways of thinking, it has never been more critical to invest in research and education for Australia. It is both a responsibility and privilege to undertake this work on behalf of the University community, the nation and neighbouring region.

This proposal outlines the challenges that face the University and how to best position the University to adapt and thrive for the future. It outlines the rationale for the proposed realignment of Academic Colleges and the nature of the changes. This has been prepared to provide staff with further context on the proposed realignment and support effective engagement with staff and stakeholders. It provides specific details and information on the proposed changes, seeks consultation and feedback and sets out the guiding principles that will support any confirmed changes that may need to be implemented.

The University context: Facing into significant headwinds

The COVID pandemic impacted all Australian universities. Changes in government policy, the management of international student numbers and macro-economic forces have also created new headwinds.

In 2023, the ANU Council approved a budget for the 2024-28 Financial Plan ('the Financial Plan'), which was designed to achieve a financially stable position and climb out of several years of persistent deficits. The Financial Plan was underpinned by growth in revenue via increases in student numbers, as well as cost reductions which were designed to ensure an operating surplus by 2026. The University has not met the Financial Plan's 2024 target for growth or expenditure and the University's finances remain on an unsustainable trajectory. This renders the Financial Plan unviable. The University's projected 2024 deficit of \$60 million is now in excess of \$200 million.

The University's expenses have steadily increased, whilst revenue has not kept pace. From 2021 to 2023, there has been a 10.1 per cent growth in expenses, while revenue has grown only by 3.4 per cent over the same period. As a result, the University has gone from a reported surplus to a persistent operating deficit, with more than \$400 million in cumulative operating deficits between 2020 and 2023. The University's financial position is provided to the Government in the [Annual Report](#).

Throughout Q2 and Q3 2024, the Strategic Leadership Group (SLG) introduced a range of operational controls – targeting salary and non-salary spend, as well as organisational inefficiencies and duplication. SLG introduced a centralised recruitment committee and a new set of guidelines regarding the management of financial liabilities. SLG also worked to proactively tackle our annual leave and long-service leave liabilities which currently stand at \$163.4m. These measures have halted further deterioration. These new controls ensure an ongoing basis for better operational and financial discipline; however, the overall impact is not enough to make a significant difference.

In addition to adverse macro-economic conditions, the 2024 external headwinds are unlikely to diminish. The introduction of managed growth as a policy setting constrains our domestic and international student numbers and, thus, our revenue. The impact is immediate. Our indicative international student caps for 2025 are a reduction in 2024 numbers, and the proposed modelling for domestic student placements would restrict our ability to grow student numbers for several years.

Without structural intervention, the University will not be financially sustainable. Council has directed the University to reduce our recurring operating costs by \$250 million by 1 January 2026. The University will take a phased and deliberate approach in this reset and make permanent reductions in salary and non-salary spending. The University will achieve the \$250 million reduction in our recurring operating costs by reducing the University's non-salary spending by \$150 million and its salary spend by \$100 million.

The University has already taken measures to address non-salary expenditure. These measures resulted in temporary reductions in spending. The University needs to turn its focus to permanent expenditure reductions. This will require improvement and standardisation of processes, operations and solutions. The University has established an Expenditure Task Force, led by the Chief Operating Officer, to identify opportunities for permanent expenditure reductions and to drive whole-of-university solutions. The Task Force draws on expertise from across the University. Initially, the Task Force is focused on non-salary spend of information technology (including licensing), procurement, facilities and travel.

Aligning the university to better deliver on the national remit

The University recognises the need to strengthen and realign its organisational structure. These realignments will enable the University to serve the current and projected future education and research capabilities and deliver on the University's national purpose and

remit. The University will adopt a deliberate and considered approach to ensure the implementation of a fit for purpose structure designed to meet our strategic, operational and financial goals. This will be guided by the University's commitment to transparency and wellbeing of staff and members of the campus community.

In 2024, the University completed the realignment of several professional service areas, including finance, human resources, and information technology, as well as the disestablishment of the Division of Shared Services. These realignments were made to provide service improvement, standardisation and connectivity in professional service functions. These contemporary realignment activities underpin improved service delivery and a move to a "One ANU" model, in line with other institutions in the higher education sector.

The University will continue to realign professional services in the broader University ecosystem. This includes services supporting research, education, governance, facilities, marketing, communications and engagement. The University will streamline professional support services through a realignment and focus on consistent and equitable service delivery to ensure the "One ANU" model with clear accountability and responsibilities.

2. Rationale and details of the proposed realignment

The ANU Academic Colleges were introduced in 2006, grouping together well-established Research Schools, Faculties and Centres. The College structure is important because it enables cross-disciplinary, cross-School and cross-College collaborations, covering the full scope and remit of ANU. Over the last 18-years, the academic Colleges have continued to iterate and adapt their design, composition and administration with the changing university environment.

The University's circumstances have changed. There is opportunity for realigning the Academic College structure to better position the University to achieve its national mission in a resource constrained environment now and long-term.

ANU has identified the need to reorganise the alignment of a small number of its Schools and Centres. This enables the University to support its current capabilities and meet future education and research needs. Through a targeted reorganisation the University will:

- support more holistic and standardised delivery of operations, services and budgets;
- provide contemporary and equitable support services for education, research and student experience;
- consolidate our infrastructure intensive research activities to achieve more efficiencies; and
- more fully direct the University's capabilities to national mission and future needs.

There are a number of ways to approach a reorganisation of the Academic College Structure. This proposal takes a principles-based approach, to:

- minimise disruption to the University’s education programs, research activities and administration;
- maintain the current Schools, Centres and Institutes and their education and research activities;
- prioritise quality, distinctiveness and national mission;
- strengthen our academic quality, distinction and performance;
- create new centres of gravity and purpose;
- strengthen and deepen existing cross-university collaborations and activities; and
- deliver on the enduring University’s national mission.

Through this Change Proposal, this targeted re-organisation of the University, will be able to:

- provide more contemporary and equitable support services for education, research and the student experience;
- consolidate our research infrastructure intensive activities and achieve more efficiencies; and
- better direct and create more opportunity for maximising our capabilities and meet our national mission and future needs.

The Change Proposal will:

- reduce the number of Academic Colleges from seven (7) to six (6) (see Table 1);
- realign five (5) Schools, two (2) Centres and one (1) Institute (see Table 2); and
- rename three (3) of the current Academic Colleges (see Table 3).

The below tables summarise the proposed changes:

Table 1: Reducing the Number of Academic Colleges

College	Proposed outcome
ANU College of Health and Medicine	Proposed for disestablishment
ANU College of Science	College remains
ANU College of Law	College remains
ANU College of Engineering, Computing and Cybernetics	College remains
ANU College of Arts and Social Sciences	College remains
ANU College of Asia and the Pacific	College remains
ANU College of Business and Economics	College remains

Table 2: Realigning five (5) Schools, two (2) Centres and one (1) Institute

School	Current College	Proposed College
Crawford School of Public Policy	ANU College of Asia and the Pacific	ANU College of Law, Governance and Policy
School of Regulation and Global Governance	ANU College of Asia and the Pacific	ANU College of Law, Governance and Policy
The John Curtin School of Medical Research	ANU College of Health and Medicine	ANU College of Science and Medicine
School of Medicine and Psychology	ANU College of Health and Medicine	ANU College of Science and Medicine
National Centre for Epidemiology and Population Health	ANU College of Health and Medicine	ANU College of Science and Medicine
Fenner School of Environment and Society	ANU College of Science	ANU College of Systems and Society
Australian Centre for Public Awareness of Science	ANU College of Science	ANU College of Systems and Society
Mathematical Sciences Institute	ANU College of Science	ANU College of Systems and Society

Table 3: Renaming three (3) Academic Colleges

Current College Name	Proposed Name Change
ANU College of Health and Medicine	College proposed for disestablishment
ANU College of Science	ANU College of Science and Medicine
ANU College of Law	ANU College of Law, Governance and Policy
ANU College of Engineering, Computing and Cybernetics	ANU College of Systems and Society
ANU College of Asia and the Pacific	No change
ANU College of Arts and Social Sciences	No change
ANU College of Business and Economics	No change

The proposed realignment will take effect on 1 January 2025. This ensures the Plan minimises disruption to the University’s educational, research and engagement activities. Establishing this new structure in 2025 enables the University to take a deliberate and nuanced approach to achieving financial sustainability. The new structure also frames how the University realigns professional services, including educational and research support, throughout 2025.

Changes to the ANU College of Health and Medicine

It is proposed to realign the existing two (2) Schools and one (1) Centre within the ANU College of Health and Medicine to an alternative College structure. The John Curtin School of Medical Research, (JCSMR) and the School of Medicine and Psychology (SMP) would be realigned to the renamed ANU College of Science and Medicine (CSM). The National Centre

for Epidemiology and Population Health (NCEPH) would be realigned to the renamed ANU College of Law, Governance and Policy (CLGP).

The benefits of the proposed realignment of JCSMR and SMP to the newly renamed CSM include:

- ensuring continued and high-quality support for medicine and medical research;
- co-location of infrastructure intensive research activities to maximise future funding opportunities and responsible use of nationally funded resources;
- development and amplification of new research and education opportunities;
- realisation of new administrative and service efficiencies; and
- greater long-term financial sustainability.

The benefits of the proposed realignment of NCEPH to the newly renamed CLGP include:

- ensuring continued and high-quality support for population health research and its importance for policy development;
- alignment of research, teaching and engagement activities to a new law, policy and governance focused centre of gravity and purpose;
- development and amplification of new research and education opportunities; and
- greater long term financial sustainability.

The proposed realignment of the two (2) Schools and one (1) centre within the ANU College of Health and Medicine will have impact on a limited number of professional and academic positions.

Changes to the ANU College of Asia and the Pacific

Central to the founding remit of ANU is our unique understanding of the Asia-Pacific Region. As the national university we are committed to being Australia's leading centre for teaching and research on our region. We propose to reshape the ANU College of Asia and the Pacific to strengthen our focus on this remit. The proposed structure of the ANU College of Asia and the Pacific includes the Coral Bell School of Asia and Public Affairs, Australian Centre for China in the World and the School of Culture, History and Language.

It is proposed to realign the Crawford School of Public Policy (Crawford) and the School of Regulation and Global Governance (REGNET) (from the ANU College of Asia and the Pacific), to the proposed new ANU College of Law, Governance and Policy (CLGP)

The benefits of the proposed realignment of Crawford and REGNET to the CLGP include:

- ensuring continued and high-quality support for public policy, regulation and governance research, teaching and engagement activities;
- alignment of disciplinary, interdisciplinary and thematic activities to create an integrated law, policy and governance centre of gravity and purpose to deliver on the University's national mission and remit;
- strengthen and amplify existing relationships and collaborations to develop research and education opportunities; and
- greater long term financial sustainability; and

- co-location of our research infrastructure intensive activities to maximise future funding opportunities and the responsible use of national resources in these fields.

The proposed realignment of the two (2) Schools will have no impact on professional and academic positions.

Changes to the ANU College of Science

It is proposed to realign the Australian National Centre for Public Awareness of Science (CPAS), Fenner School of Environment and Society (Fenner), and the Mathematical Sciences Institute (MSI) (from the ANU College of Science) to the proposed new ANU College of Systems and Society (CSS).

The benefits of the proposed realignment of CPAS, Fenner and MSI to the CSS include:

- alignment of disciplinary, interdisciplinary and thematic activities to create a systems and society focus for the University that better supports our national mission and remit;
- enhanced and high-quality administrative services including teaching and research support;
- strengthen and amplify existing relationships and collaborations to develop research and education opportunities;
- greater long term financial sustainability;
- co-location of research infrastructure intensive activities to maximise future funding opportunities and the responsible use of national resources in these fields.

The proposed realignment of one (1) Centre, one (1) School and one (1) Institute will have no impact on professional and academic positions.

Changes to the ANU College of Law

The ANU College of Law be renamed the ANU College of Law, Governance and Policy. This College will deliver unmatched legal, governance and public policy expertise that will be easily accessed not only by federal government but governments across the country and in the region. It will retain the School of Law with the proposed realignment of the Crawford School of Public Policy, the School of Regulation and Global Governance and the National Centre for Epidemiology and Population Health (see above changes to 'ANU College of Health and Medicine' and 'ANU College of Asia and the Pacific').

This new College will provide high-quality support for public policy regulation and governance research, teaching and engagement activities. It represents a greater alignment of existing disciplinary, inter-disciplinary and thematic activities, and provides an exceptional opportunity in the Australian higher education environment. This integration of academic expertise and capability is unparalleled in Australia and will position us to deliver solutions to critical national and global challenges.

It will strengthen and amplify existing relationships at ANU and the many collaborations between these schools will be deepened.

Changes to the ANU College of Engineering, Computing and Cybernetics

The ANU College of Engineering, Computing and Cybernetics become the ANU College of Systems and Society. This College will reflect the importance of systems-based approaches to solving modern global challenges.

This College brings together our critical capabilities in understanding the modern interfaces between systems, technologies, processes, the physical world and the social world. In its broadest sense, it's bringing together schools that are future-focused and equipped to prepare graduates who are ready to tackle the complexities of the future world.

The benefits of realigning will be realised by creating a deep systems and society focus which better supports our national mission.

The College will include its current School of Engineering, School of Computing and School of Cybernetics and the realigned Fenner School of Environment and Society, the Mathematical Sciences Institute and the Centre for Public Awareness of Science.

Other ANU Colleges

It is proposed the ANU College of Business and Economics, and the ANU College of Arts and Social Sciences will remain as established Colleges with their existing Schools.

Please see **Appendix 1** for a current state organisational chart and **Appendix 2** for a proposed future state organisational chart.

3. Impacts of the proposed realignment

This proposed realignment of the two (2) Schools and one (1) Centre within the ANU College of Health and Medicine would result in the disestablishment of the ANU College of Health and Medicine. This will impact on a limited number of professional and academic positions within the executive and administrative functions of the College. This is addressed by a separate change proposal to be issued in the near future.

The realignment is a lift and shift for the schools, centres and institute, and their staff joining a new College structure. The proposed changes will reflect a change in reporting lines for the School, Centre and Institute Directors from 1 January 2025.

Director/School	Currently reports to	Proposed new reports to
Director, Crawford School of Public Policy	Dean, ANU College of Asia and the Pacific	Dean, ANU College of Law, Governance and Policy
Director, School of Regulation and Global Governance	Dean, ANU College of Asia and the Pacific	Dean, ANU College of Law, Governance and Policy.
Director of the National Centre for Epidemiology and Population Health	Dean, ANU College of Health and Medicine	Dean, ANU College of Law, Governance and Policy.
Director, The John Curtin School of Medical Research	Dean, ANU College of Health and Medicine	Dean, ANU College of Science and Medicine
Director, School of Medicine and Psychology	Dean, ANU College of Health and Medicine	Dean, ANU College of Science and Medicine
Director, Australian Centre for Public Awareness of Science	Dean, ANU College of Science	Dean, ANU College of Systems and Society
Director, Mathematical Sciences Institute	Dean, ANU College of Science	Dean, ANU College of Systems and Society
Director, Fenner School of Environment and Society.	Dean, ANU College of Science	Dean, ANU College of Systems and Society

All newly formed Colleges will need to assess their operating model and structures against the benefits sought for the realignment. In light of a managed growth environment for the sector and our ANU financial sustainability commitments, this may result in further change proposals in 2025. This expectation would also extend to Colleges not specifically impacted by the proposed realignment.

Impact on Casualisation

There is no immediate, foreseeable impact of this realignment proposal to casualisation, however there may be opportunities to reduce rates of casualisation as part of a managed growth environment for the University.

4. Management of psychosocial risk

The University has undertaken a WHS psychosocial risk assessment for this change proposal and identified potential psychosocial risks relating to organisational change management and staff support.

In response to these potential risks, the following control measures would be implemented to support staff that may be impacted by this change:

Potential psychosocial risk area/s	Mitigations
Poor organisational change management	<ul style="list-style-type: none"> • Apply the change provisions of the ANU Enterprise Agreement, including genuine consultation with staff and stakeholders. • Ensure HR practitioners are available and equipped to support the change process in line with the EA and to respond to queries and concerns. • Provide individual meetings with leaders of the change to impacted staff, including the opportunity to bring a support person/union representative. • Provide a townhall meeting to affected staff about the change including the opportunity to ask questions. • Ensure staff receive clear communications about the change in a timely manner, including timeframes, comprehensive support to affected staff including EAP, Staff Advisors and Career Transition support. • Ensure the provisions of the Enterprise Agreement are applied to staff in areas including redundancy and redeployment.
Lack of staff support	<ul style="list-style-type: none"> • Provide 1:1 meetings to affected staff to explain impact, timeframes for change and support available. • Ensure on-site and off-site support internal and external support is made available to affected staff including EAP and Staff Advisor support. • Ensure HR practitioners and Organisational Change are equipped to support staff enquiries and provide accurate information on entitlements. • Dedicated line of communication for Leaders to seek advice from P&C on issues potentially affecting their staff.

5. Opportunity to comment on the proposed realignment

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clauses 69 and 70 of the Enterprise Agreement. In consulting with staff, the University will give genuine consideration to any view provided by staff members regarding the impact of this change. Following the consultation process, the University will issue an implementation paper to staff and union/s.

All feedback should be submitted to: org.change@anu.edu.au

Notification

The University is providing this document to set out its proposed realignment, which will be circulated to:

- All University Staff
- All University Students
- Unions including the NTEU;
- ANUSA and PARSA
- Other relevant stakeholders as required.

The proposed changes will commence on 1 January 2025. The timeline for the consultation process and realignment is set out below:

Date	Process
30 September 2024, 1-2 October 2024	Meetings with directly affected staff
3 October 2024	Release Realignment Proposal for staff review and feedback Commencement of Consultation Period
3-23 October 2024	College/Portfolio Townhalls
18 October 2024	Close of Consultation Period
18 October 2024 to 1 November 2024	Collation of feedback from Consultation and preparation of Implementation Plan
Week commencing 4 November 2024	Publication of Implementation Plan Feedback on Implementation Plan
Week commencing 11 November 2024	Proposed commencement of Implementation Plan
1 January 2025	Commencement of proposed Realignment

6. Where can I seek support?

Staff seeking support or advice can contact either a Staff Adviser or the Employee Assistance Program as set out below:

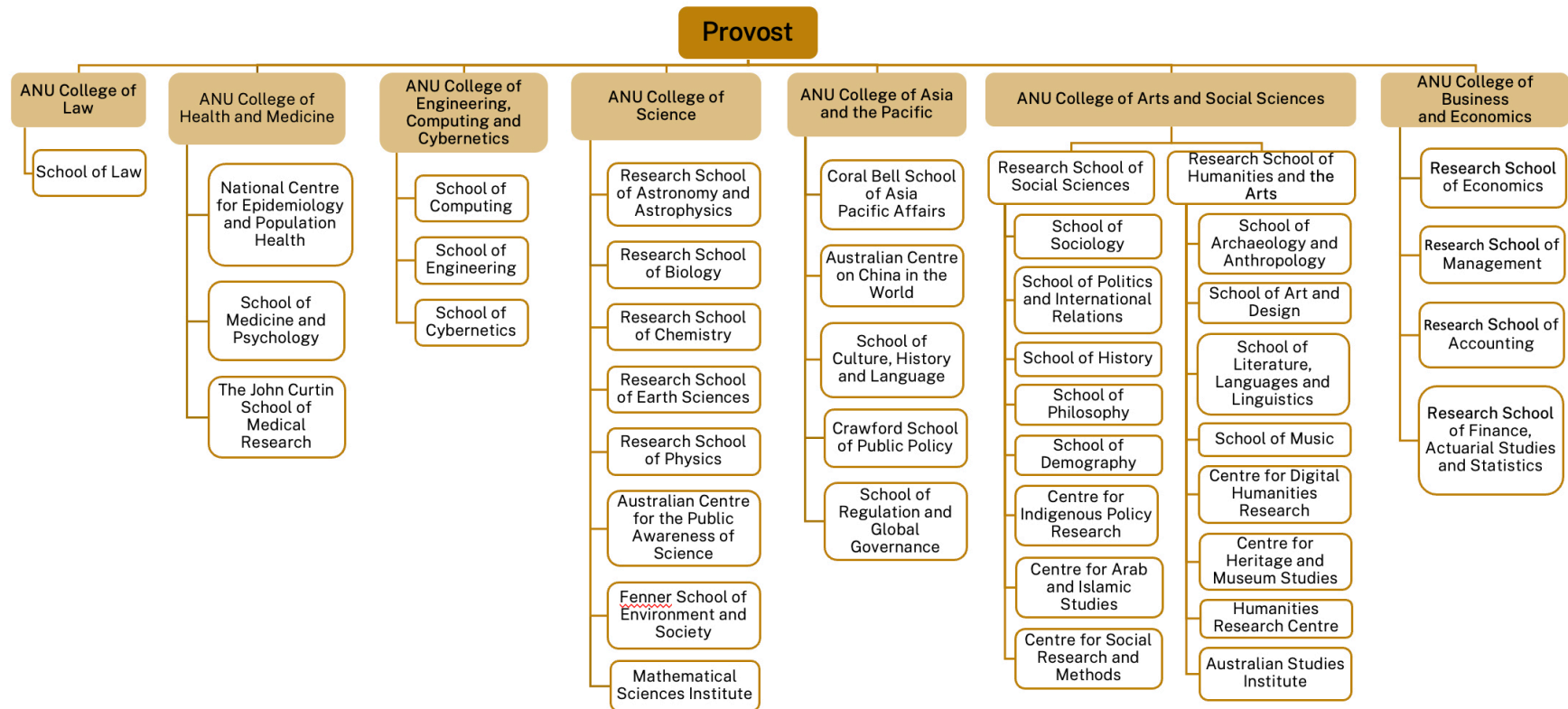
Name	Position	Contact details
Gail Frank - Ext 53616 (Monday, Tuesday, Wednesday & Thursday)	Advisers to Staff	staff.adviser@anu.edu.au
Maaria Haque - Ext 58283 (Tuesday, Wednesday & Thursday)		
Amanda Morrison - Ext 52211 (Wednesday)		
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

APPENDICES

Appendix 1: Current organisational chart

Appendix 2: Future organisational chart

Current College structure



Proposed new College structure from 1 Jan 2025

