ALL-STAFF ADDRESS

Thursday 3 October 2024

Australian National University

ACKNOWLEDGEMENT OF COUNTRY

How this will run

- This session is being recorded
- Website will include resources and updates
- There are no questions today, but there will be opportunities during the upcoming Townhalls.

Agenda

01 **Genevieve Bell**
Vice-Chancellor and President

02 **Michael Lonergan**
Chief Financial Officer

03 **Jonathan Churchill**
Chief Operating Officer

04 **Rebekah Brown**
Provost and Senior Vice President

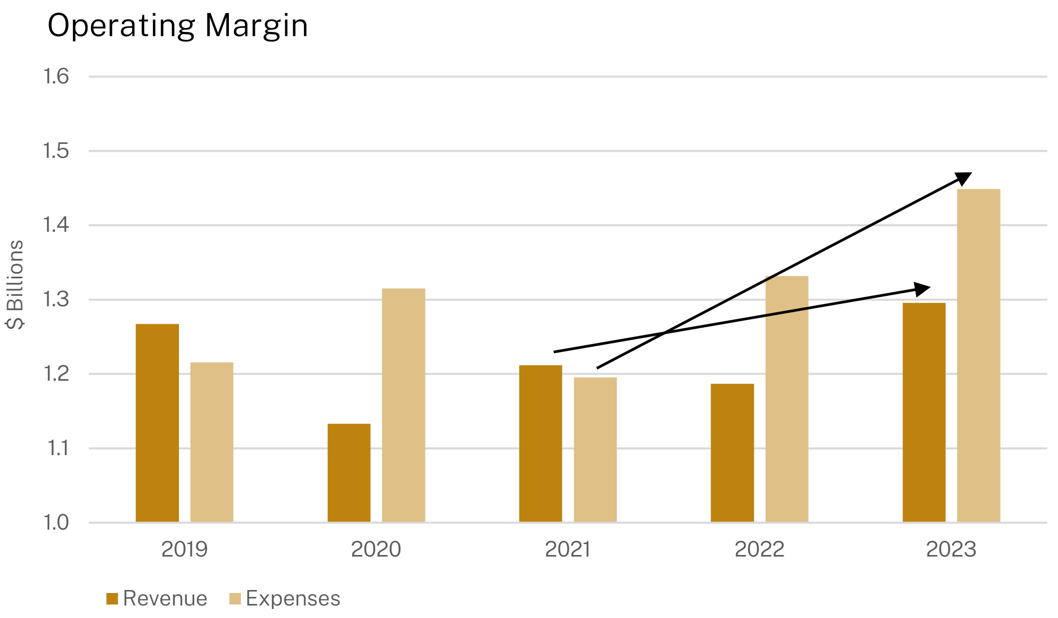
05 **Kate Witenden**
Chief People Officer

Future of ANU

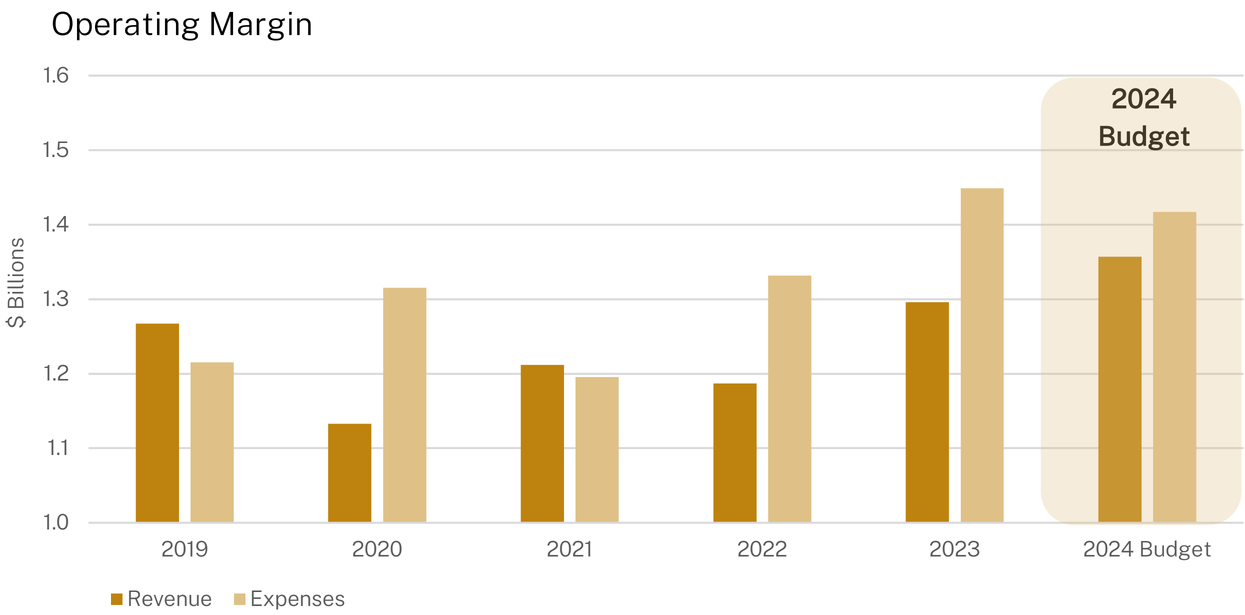
Michael Lonergan

Chief Financial Officer

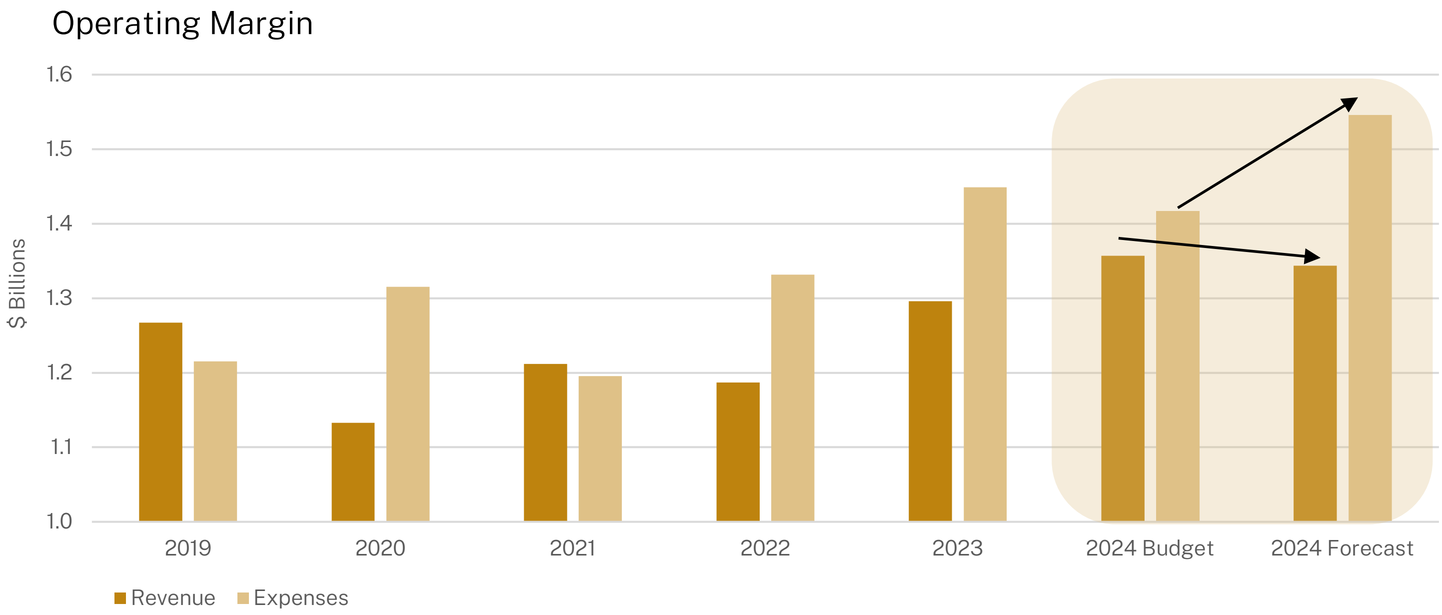
We have gone from surplus to persistent operating deficits …~$400M cumulative operating deficit since 2020 - 2023



Our 2024 – 2028 Budget planned higher Revenue growth coupled with cost controls and return to Surplus in 2026



We have not achieved our 2024 Budget which results in an increasing deficit in 2024 and beyond without intervention



What was budgeted:
$60m deficit

What we are forecasting:
$202m deficit

We can't grow our way out of this

Australian universities

Revealed: 15 Australian universities to have their international student cap slashed

University of Sydney and University of Melbourne's 2025 caps both reduced by 7%, to 11,900 and 9,300 international students respectively

THE WEEKEND AUSTRALIAN

EDUCATION

International student crackdown 'worse than Covid', industry leaders warn

International students and university staff concerned about impact of future cap on overseas student numbers

By Victor Petrovic | By Jostina Basta | Universities

Sun 1 Sep 2024 at 7:28am

Why some of Australia's most prestigious universities strongly oppose new international student cap

By April Glover
1:40pm Aug 28, 2024

What we've done in 2024

- New central recruitment committee
- Q account controls
- Tightened controls on consultancy approvals
- Abolished the VC Strategic Fund
- R fund controls
- Targeted reduction to manage leave liabilities
- Moving from two graduation periods per year to one
- Increased oversight of ledgers
- Reduction in capital spending
- Increased parking rates from 2025

Our challenge

Council has directed us to reduce our annual cost base by $250 million by 1 January 2026.

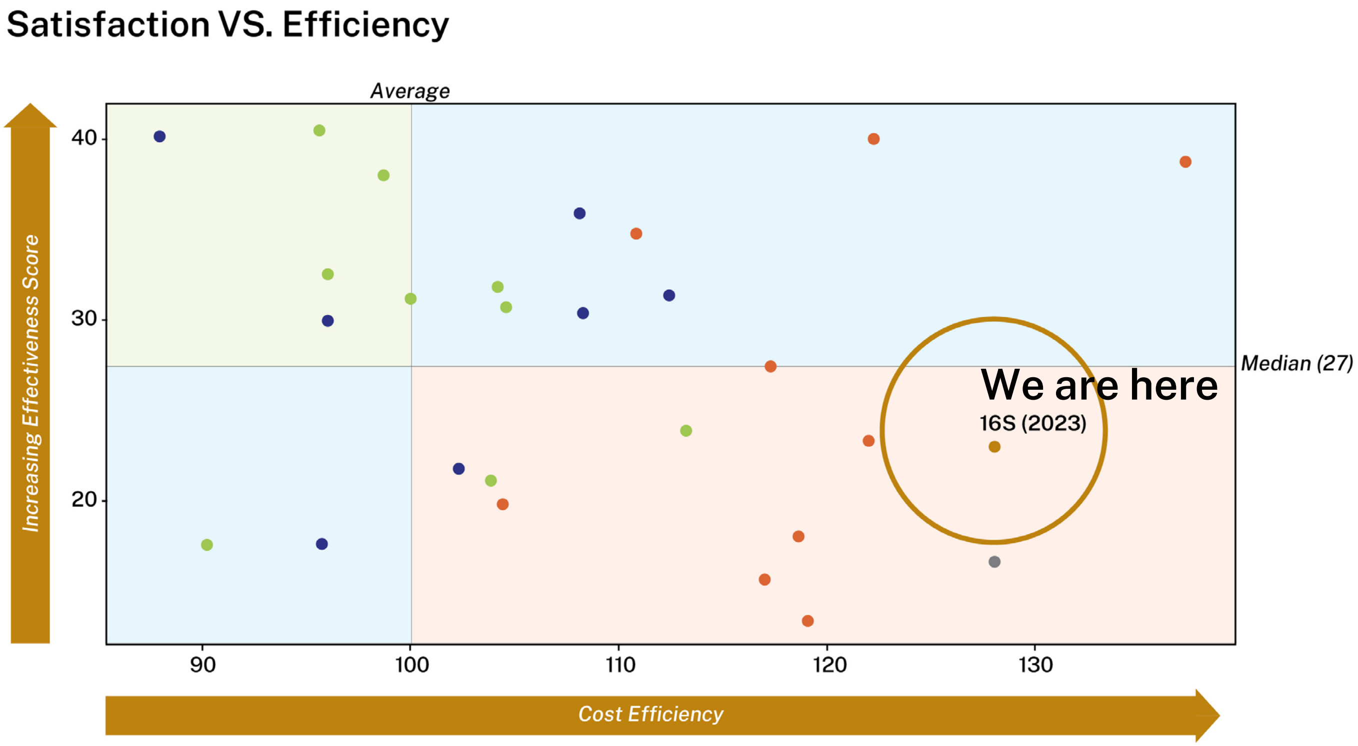
Two streams of work to tackle this:

1. $150 million in ongoing savings from non-salary expenditure
2. $100 million in ongoing savings from salary

Jonathan Churchill

Chief Operating Officer

External benchmarking data tells us our professional services are expensive and not meeting your needs



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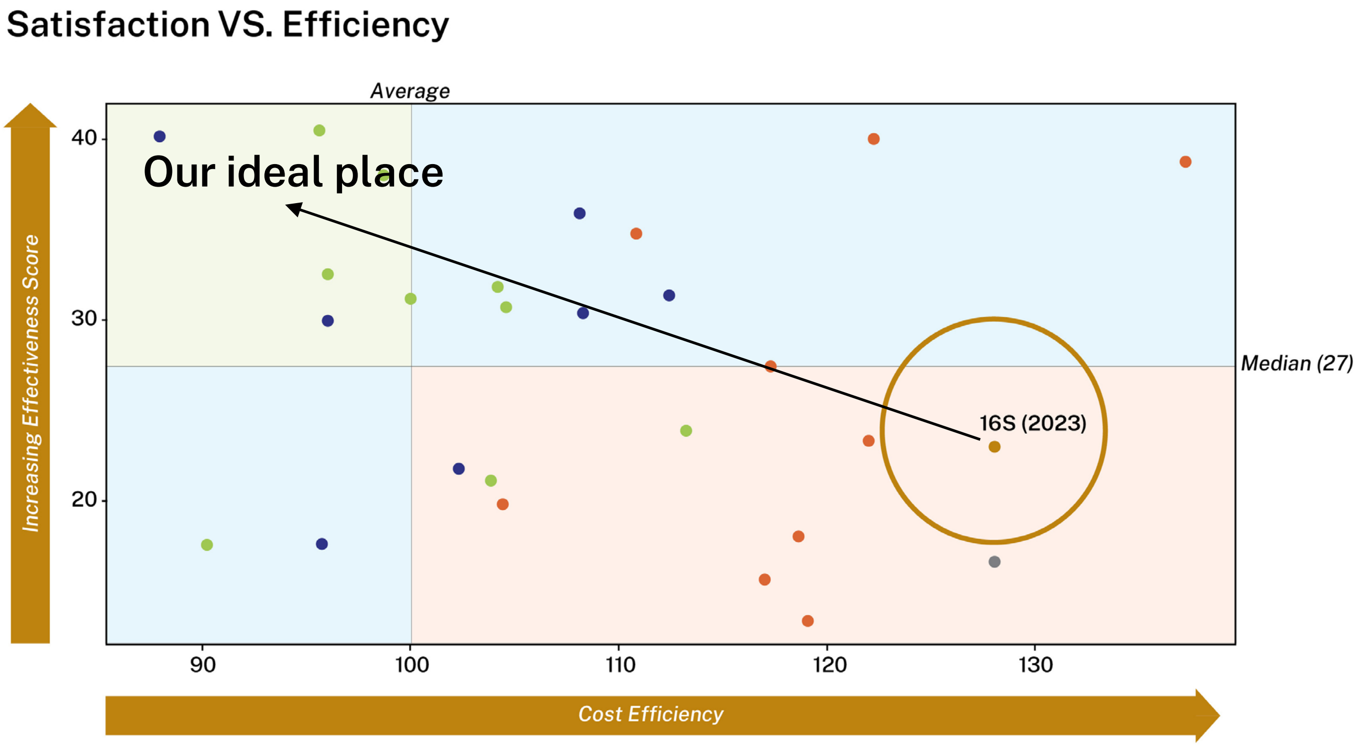
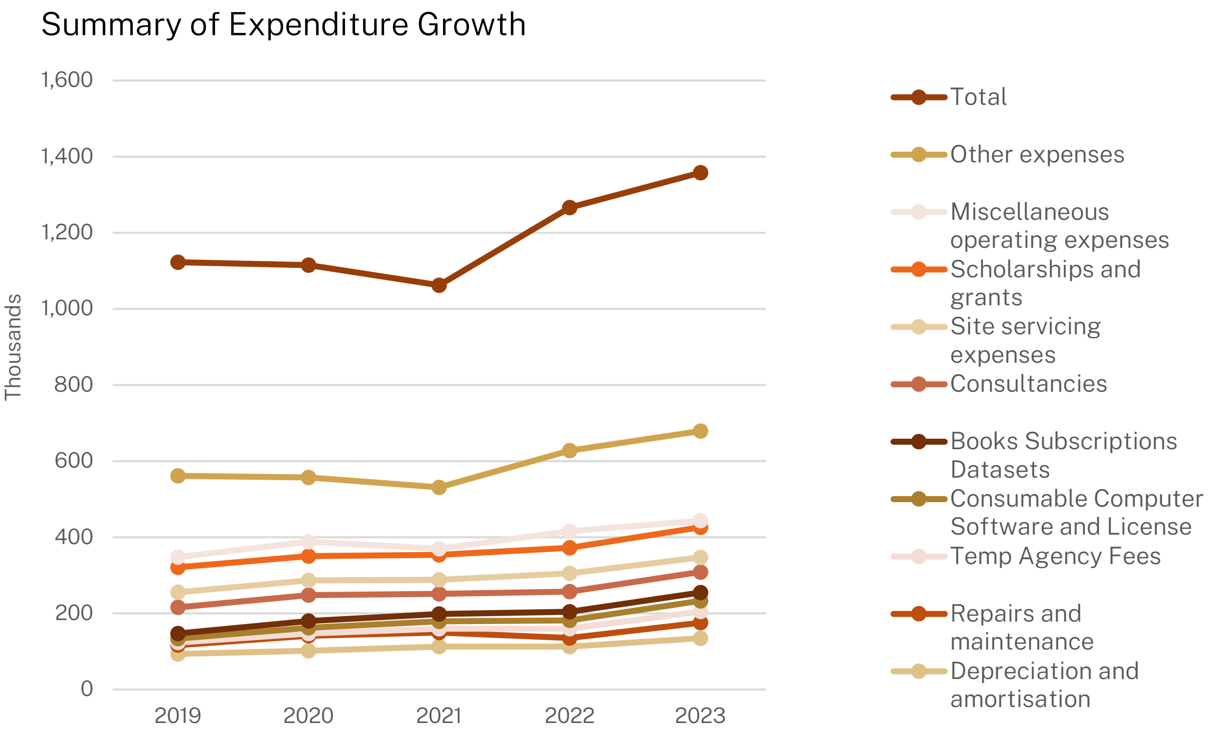


We've made changes to our executive organisational structure

Function	From	To
Libraries and Archives	COO	DVC-RI
Drill Hall Gallery	COO	L&A
CISO	COO	CIO
Sustainability	COO	F&S
Sir Roland Wilson + CAAL + GIWL	VC	Provost
ACE, OCGR	VC	COO
University House	DVC-A	F&S
International Strategy & Future Students	COO	PVC
International office & China Liaison Office	COO	PVC
Division of Shared Services	COO	Functional owners
Marketing, Communications and engagement	Consolidation within the COO portfolio.	
OVC/Executive Offices	Consolidation and rationalization within OVC.	

Our non-salary costs have been growing rapidly

21%
increase
in
four
years



We need to find non-salary savings

Includes:

- Existing assets (e.g. buildings, vehicles), leases and land holdings
- Expenditure on major line items (e.g. software licenses, IT consumables, library journals)
- Travel
- Expenditure on consultants and contractors
- Improvements to procurement practises, consolidation of expenditure & suppliers, stores & stock management practises

Goal = $150 million per year in ongoing savings.

We want your input.

Rebekah Brown

Provost and Senior Vice President

We're taking a principled approach to realigning our academic structure

- Minimise disruption to the University's education programs, research activities and administration
- Maintain the current college 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 cross-university collaborations and activities
- Deliver on the University's enduring national mission

Our proposed new academic structure would take effect from 1 January 2025

The proposed changes are:

- ANU College of Health and Medicine disestablished
- Reduce the number of Colleges from 7 to 6
- 4 Colleges reshaped and refocused
- 5 Schools, 2 Centres and 1 Institute move to different College homes

Disestablishing the College of Health and Medicine

- John Curtin School of Medical Research (JCSMR) would move to the ANU College of Science and Medicine.
- National Centre for Epidemiology and Population Health (NCEPH) would move to the ANU College of Law, Governance & Policy.
- The School of Medicine and Psychology (SMP) would move to the ANU College of Science and Medicine.

Health and medical education and research is an integral part of the ANU and our national mission – it is part of our foundation and remit to provide sovereign capability to Australia and our region.

ANU College of Science and Medicine

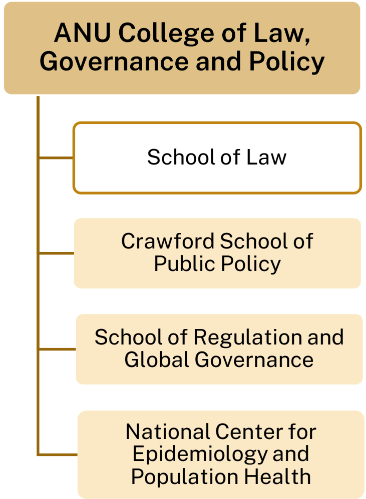
ANU College of Science and Medicine

- Research School of Biology
- Research School of Chemistry
- Research School of Physics
- Research School of Earth Sciences
- Research School of Astronomy & Astrophysics
- John Curtin School of Medical Research
- School of Medicine and Psychology

The ANU College of Science would be renamed the ANU College of Science and Medicine (CMS).

- It would include the Research Schools of Biology, Chemistry, Physics, Earth Sciences, Astronomy & Astrophysics, plus the John Curtin School of Medical Research (JCSMR), and the School of Medicine and Psychology (SMP)
- 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.

ANU College of Law, Governance and Policy



The ANU College of Law would be renamed the ANU College of Law, Governance and Policy (CLGP).

- It would include the School of Law, the Crawford School of Public Policy, the School of Regulation and Global Governance (RegNet) and the National Centre for Epidemiology and Population Health (NCEPH).
- This college would deliver unmatched public policy expertise easily accessed by our partners in the Federal Government.

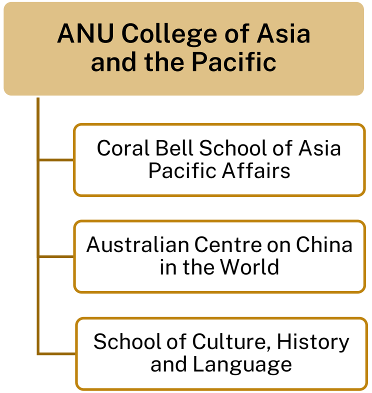
ANU College of Systems and Society

- **ANU College of Systems and Society**
  - School of Engineering
  - School of Computing
  - School of Cybernetics
  - Fenner School of Environment & Society
  - Mathematical Sciences Institute
  - Centre for Public Awareness of Science

ANU College of Engineering, Computing and Cybernetics would be renamed the ANU College of Systems and Society (CSS).

- It would include the Schools of Engineering, Computing and Cybernetics plus the Fenner School of Environment and Society, the Mathematical Sciences Institute and the Centre for Public Awareness of Science.
- This would reflect the importance of systems-based approaches to solving modern challenges and would prepare graduates to succeed in an increasingly interconnected world.

ANU College of Asia and the Pacific



The ANU College of Asia and the Pacific (CAP) will be focused on its founding mandate to advance our understanding of the Asia-Pacific region and Australia's place within our region.

- It would comprise the Coral Bell School of Asia Pacific Affairs, the Australian Centre on China in the World, and the School of Culture, History and Language.

Two colleges would remain unchanged

ANU College of Business and Economics

ANU College of Arts and Social Sciences

Proposed new College structure from 1 Jan 2025

- Provost
  - ANU College of Law, Governance and Policy
    - School of Law
    - Crawford School of Public Policy
    - School of Regulation and Global Governance
    - National Centre for Epidemiology and Population Health
  - ANU College of Systems and Society
    - School of Computing
    - School of Engineering
    - School of Cybernetics
    - Fenner School of Environment and Society
    - Mathematical Sciences Institute
    - Centre for Public Awareness of Science
  - ANU College of Science and Medicine
    - Research School of Astronomy and Astrophysics
    - Research School of Biology
    - Research School of Chemistry
    - Research School of Earth Sciences
    - Research School of Physics
    - School of Medicine and Psychology
    - John Curtin School of Medical Research
  - ANU College of Asia and the Pacific
    - Coral Bell School of Asia Pacific Affairs
    - Australian Centre on China in the World
    - School of Culture, History and Language
  - ANU College of Arts and Social Sciences
    - Research School of Social Sciences
      - School of Sociology
      - School of Politics and International Relations
      - School of History
      - School of Philosophy
      - School of Demography
      - Centre for Indigenous Policy Research
      - Centre for Arab and Islamic Studies
      - Centre for Social Research and Methods
    - Research School of Humanities and the Arts
      - School of Archaeology and Anthropology
      - School of Art and Design
      - School of Literature, Languages and Linguistics
      - School of Music
      - Centre for Digital Humanities Research
      - Centre for Heritage and Museum Studies
      - Humanities Research Centre
      - Australian Studies Institute
  - ANU College of Business and Economics
    - Research School of Economics
    - Research School of Management
    - Research School of Accounting
    - Research School of Finance, Actuarial Studies and Statistics

Kate Witenden

Chief People Officer

What does this mean for you?

- **4** Colleges reshaped and refocused
- **5** Schools, **2** Centers and **1** Institute move to different College homes.

What happens next?

- Change proposals will be released today and published on our website
- Consultation period
- Support services

Genevieve Bell

Vice-Chancellor and President

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In summary

- Our financial, operational and performance trajectory requires urgent structural change.
- We committed to Council to deliver a $250 million reduction in our cost base by the end of 2025.
- The savings we make need to be enduring.
- We will do less but do it better.
- Every individual at ANU can help make a difference today and moving forward.

What you can do

1. Read the Change Proposals that will be launched today. Tell us your views.
2. Attend your Townhall
3. Look after yourself – talk to your supervisor, access support services if needed.
4. Look out for your friends and peers.
5. Engage with the Expenditure Taskforce Review's upcoming call for feedback
6. Plan and take your leave – our leave liability is part of our overall salary expenditure that needs to reduce by $100m/pa, reducing this liability helps our financial position.

Support services

- Employee Assistance Program (EAP)
- Staff counsellors
- Other resources online

TO FIND OUT MORE

THANK YOU

Australian
National
University