



## 1. Introduction

On 3 October 2024 the University released the [ANU Academic Colleges Realignment Plan](#) (hereafter referred to as the 'Realignment Proposal') to all university staff. The formal consultation period for this proposal ran from 3 October until 18 October 2024. In response to a request from the NTEU, the NTEU was granted an extension to provide feedback on this Change Proposal until 22 October 2024. During this period, there was extensive consultation undertaken and there was a level of understanding expressed by staff regarding the need for ensuring long-term financial stability of the University.

As part of ensuring clear and open communications, the University established the 'Renew ANU' microsite on 3 October as a central point of information. The site includes the change proposals, recordings of townhalls, links to employee support, all-staff communications and an extensive list of regularly updated Frequently Asked Questions (FAQs) that reflect feedback received during consultation. All staff also had the opportunity to provide feedback on and across other change proposals.

During the consultation period, the Vice-Chancellor and senior university leaders held one (1) All Staff Address and nine (9) townhalls. More than 8,000 staff attended these sessions. At the townhalls, staff were given the opportunity to submit questions and seek further clarification on the proposal. Recordings of the townhalls were also made available and published to the University's 'Renew ANU' website.

This implementation document, the Realignment Plan, reiterates the key details of the Realignment Proposal, outlines the consultation and changes arising from the consultation process, and details the implementation schedule in line with the Organisational Change and Consultation provisions of the *ANU Enterprise Agreement (2023-2026)*.

Colleagues and stakeholders are thanked for their thoughtful contributions and feedback and the engagement received throughout the consultation process.

## 2. Background to the realignment proposal

The Realignment Proposal was issued on 3 October 2024.

As context to the proposed realignment of the academic structure of the University, information regarding the financial sustainability challenges and how to best position the University to adapt and thrive for the future was provided. This information was provided as part of the All Staff Address and each subsequent Townhall, as a presentation and also

published on the ANU website. Financial information is published regularly to the University's website, including through the [Annual Report](#), in *OnCampus* (fortnightly newsletter to staff and students), and presented to the University Leadership Group (ULG) and to the Strategic Leadership Group (SLG).

In 2023, the ANU Council approved a budget for the 2024-28 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 several key assumptions including, 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 and its key operating assumptions unfeasible.

Without structural intervention, the University will not be financially sustainable. The University has proposed to take a phased, deliberate and iterative approach in its approach to address financial sustainability and will continue to engage with the community throughout this period.

#### *Maturation of the University operating context*

A key focus for 2024 has been understanding and addressing the financial operating environment of the University. As part of addressing the financial challenges, as also shared and discussed in the Townhalls along with SLG and ULG, the leadership team have been working to improve and implement controls for managing expenditure and operations. This has included a number of controls, but not limited to:

- establishing a central hiring review committee for all hiring decisions across the organisation;
- realigning functions across the organisation to increase efficiencies;
- introducing new ledger controls;
- reviewing and phasing out of the Vice-Chancellor's Strategic Fund (VCSF);
- implementing closer oversight over use of consultants, with the Vice-Chancellor approving contracts greater than \$50K; and
- addressing the excess annual and long service leave liability by enacting the Enterprise Agreement clauses 34.3 to 34.6 and 36.14 to 36.15 for academic and professional staff leave balances.

#### *Principles for change*

Against this financial context, the Change Proposal sets out a targeted reorganisation. This proposed reorganisation of the Academic Colleges would position the University to:

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

Specifically, the Realignment Plan set out the following proposed changes:

- reducing the number of Academic Colleges from seven (7) to six (6) (see Table 1);
- realigning five (5) Schools, two (2) Centres and one (1) Institute (see Table 2); and
- renaming 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 Law, Governance and Policy
Fenner School of Environment and Society	ANU College of Science	ANU College of Systems and Society
Australian Centre for the 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
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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 realignment was proposed to take effect on 1 January 2025 to ensure minimal disruption to the University's educational, research and engagement activities. Establishing this new structure in 2025 would enable the University to take a deliberate and nuanced approach to achieving financial sustainability. This would be a phased approach, including 2025, with this Academic realignment a key pillar in addressing the University's financial sustainability and also frame the realignment of professional services, including educational and research support, throughout 2025.

### **Changes to the ANU College of Health and Medicine**

It was 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. A separate [ANU College of Health and Medicine Organisational Change Proposal](#) was issued for this change. It proposed that 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 ANU College of Science and Medicine 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 ANU College of Law, Governance and Policy 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 impacted a limited number of professional and academic positions.

Following consultation, an Implementation Plan for the College of Health and Medicine has been prepared that provides details of the feedback provided in response to the change plan, the University's response, and final outcomes to be implemented. The Implementation Plan is available on the [Renew ANU](#) page.

### **Changes to the ANU College of Asia and the Pacific**

It was proposed to reshape the ANU College of Asia and the Pacific to strengthen 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 was 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:

- ensure 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.

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

### **Changes to the ANU College of Science**

It was proposed to realign the Australian National Centre for the Public Awareness of Science (CPAS), the 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 the ANU 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; and
- greater long term financial sustainability.

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

### **Changes to the ANU College of Law**

It was proposed to rename the ANU College of Law the ANU College of Law, Governance and Policy. This College would 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 would retain the School of Law with the proposed realignment of the Crawford, REGNET and NCEPH (see above changes to 'ANU College of Health and Medicine' and 'ANU College of Asia and the Pacific').

This new College would 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 would position us to deliver solutions to critical national and global challenges.

It would also 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**

It was proposed that 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 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 would be realised by creating a deep systems and society focus which better supports the ANU national mission. The College would include its current School of Engineering, School of Computing and School of Cybernetics and the realigned Fenner, MSI and CPAS.

### **Other ANU Colleges**

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

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

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 the 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

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

The principles underlying the proposed realignment were 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 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.

The intended outcomes of the targeted re-organisation of the University, were to:

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



The University will continue to identify opportunities to improve professional services in the broader University ecosystem. All Colleges will continue to assess their operating model and structures against the benefits sought for the realignment. Throughout 2025 the University will continue to focus on long term financial sustainability and achieving the targeted reductions in operating cost.

### 3. Overview of consultation process

The formal consultation period for the proposed realignment commenced on 3 October and closed on 18 October 2024, with all feedback to be submitted to Organisational Change ([org.change@anu.edu.au](mailto:org.change@anu.edu.au)) by the closing date. In response to a request from the NTEU, the NTEU was granted an extension to provide feedback to this Change Proposal until 22 October 2024.

The consultation process commenced with an All Staff Address by the Vice-Chancellor and senior university leaders on 3 October 2024. This was followed by a series of townhalls with moderated Q&A convened by the Vice-Chancellor, Provost, Chief Operating Officer and other senior leaders, in consultation with the relevant organisational leadership, as follows:

- ANU College of Health and Medicine – 3 October and 14 October 2024
- ANU College of Law – 9 October 2024
- ANU College of Science – 9 October 2024
- ANU College of Engineering, Computing and Cybernetics – 10 October 2024
- Central portfolios (COO, First Nations, DVCA, DVCRI and Advancement) – 11 October 2024
- ANU College of Business and Economics – 14 October 2024
- ANU College of Asia and the Pacific – 15 October 2024
- ANU College of Arts and Social Sciences – 16 October 2024

Recordings of the townhalls were made available on the [Renew ANU page](#)<sup>1</sup>. In addition to the change proposal and recordings, the following information was provided on the Renew ANU page: FAQs and wellbeing and support services. During the consultation period, and in response to feedback received and questions asked, additional material was made available and responses to frequently asked questions were dynamically updated on the Renew ANU website.

Staff were also informed of the opportunity to raise additional questions by emailing the Organisational Change team. Individual organisations also engaged with their staff through local townhalls, meetings and targeted emails. There has been strong engagement with the consultation process.

The all-staff address by the Vice-Chancellor announcing the academic realignment was attended by 7,460 people, making it the largest staff meeting in ANU history. As of 13 November 2024, the recording of the address has subsequently been viewed a further 3,816

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<sup>1</sup> One Townhall recording, the ANU College of Engineering, Computing and Cybernetics, was not successfully recorded due to a technical error.



times and the change proposal document has been opened 1206 times. The chart showing the proposed new college structure has been opened from the Renew ANU website 4,587 times, while the Renew ANU fact sheet has been opened 3,618 times.

The University also notes that there are four additional change proposals in consultation currently. As of 13 November 2024, the Renew ANU website had received more than 83,000 visitors. There were 8,159 townhall attendees plus a further 4,744 views of townhall recordings. 471 questions were answered live by the leadership during townhalls. 59 FAQs have been published on the Renew ANU website and the FAQ section had been visited 8,873 times. Change proposal documents have been opened 12,373 times.

#### **4. Overview of feedback received in response to the proposal**

A total of 257 submissions were received during the consultation period for the Realignment Proposal. Approximately seventy per cent (70%) of the feedback was about the Change Proposal; the remainder was about other matters. The University welcomes all the feedback and has considered the responses provided during this consultation

The key feedback themes related to the Change Proposal included:

1. job security and redundancies, including concerns about job losses, and support for affected staff;
2. potential impact on students including questions about how the realignment will affect current students' academic plans, graduation ceremonies, and regalia;
3. potential impact on research and teaching quality;
4. proposed names of colleges, realignments of academic units, and status of some centres/institutes;
5. the consultation process itself; and
6. inconsistencies or inaccuracies in the proposed Change Plan.

The feedback is summarised below, along with the University's response. To protect the privacy of respondents, individual items of feedback will not be disclosed, but have been reflected in the feedback summaries below.

##### **1. Job security and redundancies**

Feedback was received about the impact of job losses, particularly in central areas and specific colleges, and questions about whether the University will offer early retirement or redundancy programs. There were questions about support for affected staff, including writing CVs and applications, as well as interview skills training.

##### **Response:**

With the exception of the ANU College of Health and Medicine, and the re-classification of a General Manager position in ANU College of Law, there is no impact on professional and academic positions arising from the proposed realignment of the schools, centres and institute. In the ANU College of Health and Medicine, there is an impact on a limited number of professional and academic positions. The Implementation Plan for the College of Health and Medicine, available on the [Renew ANU page](#) provides further details.

As the Realignment Plan document is about a strategic reorganisation, voluntary separations are not a feasible option at this time until we have a final structure in place.

The University has also released change proposals for consultation to the Academic, Research and Innovation, and Facilities and Services Portfolios. These change proposals propose reductions in these areas and are available at: [Renew ANU](#) and continue to be the subject of feedback and consideration.

Outside of these change proposals, the University is not intending to propose any further changes in 2024.

The University committed to ensuring that impacted staff are provided with career transition assistance. Information will be provided to affected staff at the appropriate time.

### **Impact on students and academic plans**

Feedback was provided as to whether the realignment would affect current students' academic plans, graduation ceremonies, regalia and course offerings.

#### **Response:**

There will be no impact on course offerings for students as a result of this change proposal. Any transitional issues relating to graduation ceremonies and regalia will be resolved in implementation.

### **3. Impact on research and teaching quality**

Some feedback focused on the importance of retaining research support expertise including interdisciplinary research collaborations spanning multiple colleges or schools. Feedback also focused on research infrastructure, including access to laboratories, equipment, and other resources, and maintenance of research facilities. In relation to teaching, there was feedback about teaching loads, quality of teaching, class sizes, course offerings, and support services for students such as academic advising and career counselling.

#### **Response:**

With the exception of the General Manager in the ANU College of Law, the realignment proposal does not affect any professional or academic staffing positions in schools, centres or institutes, meaning course offerings for 2025 will not be affected by this Change Proposal.

Providing high quality educational experiences remain key to the University's national remit and its ongoing commitments and obligations. All the Colleges, new and unchanged, are tasked with addressing issues related to teaching loads, quality of teaching, class sizes and course offerings.

High-quality professional support for teaching and research will continue to be provided by the colleges and through the Academic and Research and Innovation portfolios. There are two further Change Proposals in consultation which also seek to address these concerns.

Research infrastructure, including access to laboratories, equipment, and other resources, and maintenance of research facilities remain key to the University's national remit and its ongoing commitments and obligations. The proposed new College of Science and Medicine is tasked with ensuring support for high quality research, as are the other Colleges.

#### **4. Names of proposed colleges, realignment of academic units and status of centres/institutes**

Feedback was provided about the importance of names that clearly represent the disciplines and activities of the proposed new colleges, schools, and centres. Feedback was provided on the proposed realignment of academic units. A small amount of feedback was also received proposing alternative alignments of academic units, including combining various existing Colleges, creating new ones and redistributing disciplines in different configurations.

##### **Overall response:**

The University notes the feedback on the proposed realignments of academic units and new names. The University has sought additional input from the Deans of the impacted colleges, and the University can confirm it will move five (5) Schools, two (2) centers and one (1) Institute as proposed. The University proposes to modify the name of one proposed college. Final endorsement of the name will be required by Council. The University remains committed to the importance of health and medical research. The University also remains committed to the Asia and Pacific region.

At this time, the University is not contemplating further mergers or disestablishment of any ANU Colleges.

##### *ANU College of Systems and Society*

Feedback was received that the name ANU College of Systems and Society did not clearly represent the disciplines of engineering or computing. It was noted that this name might not resonate well with prospective students or accurately reflect the College's focus. Alternatives such as ANU College of Technology, Systems and Society or the ANU College of Engineering, Computing, and Society were proposed to better capture the essence of the disciplines of computing and engineering. Feedback was also received that the proposed name was more holistic and forward facing and helped make room for the proposed incoming school, center and institute.

##### *Response*

The University notes a significant level of feedback on the proposed change in name for the ANU College of Engineering, Computing and Cybernetics to the ANU College of Systems and Society. In recognition of this feedback, the University proposes to revise the name from the ANU College of Systems and Society to the ANU College of Technology, Systems and Society to better reflect the college's proposed new mandate and stakeholder's feedback. The University will work with schools in the new college regarding their feedback on this alternative name during the Implementation consultation phase.\*

\* NOTE (added 6 January 2025): Following further consideration by staff from the School of Computing, School of Engineering, School of Cybernetics, Fenner School of Environment and Society, Mathematical Sciences Institute, and the Australian National Centre for the Public Awareness of Science, the preferred name for the new college was determined to be ANU College of Systems and Society. For clarity other references to the college in this document have now been updated to reflect this outcome.

#### *ANU College of Law, Governance and Policy*

While feedback supported the creation of this College, some feedback suggested that the name should reflect the comprehensive nature of the college, possibly including 'Policy' more prominently to emphasise its role in public policy education and research.

#### *Response*

The feedback received has been considered and the proposed name, ANU College of Law, Governance and Policy will progress in the implementation stage.

#### *ANU College of Science and Medicine*

Some feedback suggested including 'Health' in the name to highlight coverage of all aspects of health and medical sciences. Alternative names such as 'College of Science, Medicine, and Health' were suggested to provide a clearer representation of the College's scope.

#### *Response:*

The feedback received has been considered and the proposed name, ANU College of Science and Medicine (CSM) will progress in implementation. The University notes the suggestion to include 'health' in the future name of the ANU College of Science and Medicine and will ensure a continued focus on health through the College.

#### *Crawford School of Public Policy (Crawford)*

Some feedback was received regarding the potential reputational risks of moving Crawford from the ANU College of Asia and the Pacific. The feedback focused on the integrity of ANU College of Asia and the Pacific and perceptions regarding its importance as a subject area to the University and its national remit. Some feedback emphasised the positive possibilities raised by the proposed alignments with the ANU College of Law. There was also feedback regarding various units within the College, including proposing elevating the National Security College (NSC) to a level 2 academic unit within the proposed ANU College of Law, Governance and Policy, reflecting its unique role and government partnerships.

There was also feedback suggesting the disaggregation of Crawford, specifically leaving some of the academic units reporting into Crawford within the ANU College of Asia and the Pacific.

#### *Response:*

Central to the founding of ANU is our unique understanding of the Asia Pacific region. As the national university, we remain committed to being Australia's leading centre for teaching and research on our region. The reshaping of the ANU College of Asia and the Pacific does not change our focus, and it will continue to allow us to continue to strengthen and maintain our focus on this critical hub of research and education. The University has considered the feedback for Crawford, including further input which was sought from the impacted Deans and School Director. Crawford will move to the new ANU College of Law, Governance and Policy as proposed in the draft Change Plan.

The University has considered the feedback for the National Security College (NSC). It will move, as part of the Crawford School of Public Policy, to the new ANU College of Law, Governance and Policy. There are no proposed changes to the NSC academic classification at this time.

Deans of both ANU College of Asia and the Pacific and the new ANU College of Law, Governance and Policy are tasked with continuing to iteratively build collaborative intercollege relationships and touchpoints, especially with regard to research, teaching and engagement.

The Dean of the renamed ANU College of Law, Governance and Policy is tasked with reviewing the suggestion to amend the National Security College academic classification.

#### *School of Regulation and Global Governance (REGNET)*

Some feedback emphasised the positive possibilities raised by the proposed alignments with the ANU College of Law, Governance and Policy. Minimal feedback was received around this specific proposed realignment.

#### *Response*

The University has considered the feedback for School of Regulation and Global Governance, and it will move to the new ANU College of Law, Governance and Policy as originally proposed.

Deans of both ANU College of Asia and the Pacific and the new ANU College of Law, Governance and Policy are tasked with continuing to iteratively build collaborative intercollege relationships and touchpoints, especially with regard to research, teaching and engagement.

#### *National Centre for Epidemiology and Population Health (NCEPH)*

Some feedback emphasised the positive possibilities raised by the proposed alignments with the ANU College of Law, Governance and Policy. Feedback also focused on the importance of ensuring appropriate support continued for research, and for grant applications.

Additional feedback was received via the ANU College of Health and Medicine (CHM) change plan proposal. This feedback will be considered as part of the CHM Implementation Plan.

#### *Response*

The University has considered the feedback for NCEPH and it will move to the new ANU College Law, Governance and Policy as originally proposed. Particular attention will be paid in the implementation phase of the DVC R&I Plan regarding research support services.

The Deans of the new ANU College of Law, Governance and Policy and the ANU College of Science and Medicine are tasked with continuing to iteratively build collaborative intercollege relationships and touchpoints, especially with regard to research, teaching and engagement.

#### *John Curtin School of Medical Research (JCSMR)*

Feedback was received regarding the proposed realignment to the ANU College of Science and Medicine as a natural home. Feedback included the importance of retaining existing staff with understanding of medicine in the new College configuration. There was also feedback that staff with expertise in grant applications would be necessary to ensure viability of JCSMR.

Additional feedback was received via the ANU College of Health and Medicine (CHM) change plan proposal. This feedback will be considered as part of the CHM Implementation Plan.

#### *Response*

The University has considered the feedback for JCSMR and it will move to the new ANU College Science and Medicine as originally proposed. Particular attention will be paid in the implementation phase of the DVC R&I Plan regarding research support services.

#### *School of Medicine and Psychology (SMP)*

Some feedback received indicated the importance of the School of Medicine and Psychology to the national mission. There was feedback around the importance of a clear handover between the two Colleges to minimise impact to staff and students. There was also feedback that staff with expertise in grant applications would be necessary to ensure viability of SMP.

Additional feedback was received via the ANU College of Health and Medicine (CHM) change plan proposal. This feedback will be considered as part of the CHM Implementation Plan.

#### *Response*

The University has considered the feedback for SMP and it will move to the new ANU College of Science and Medicine as originally proposed. Particular attention will be paid in the implementation phase of the DVC R&I Plan regarding research support services.

#### *Centre for the Public Awareness of Science (CPAS)*

Feedback was received supporting the proposed move and the positive possibilities raised by the proposed realignment.

#### *Response*

- The University has considered the feedback for CPAS and it will move to the new ANU College of Systems and Society.

The Deans of the new ANU College of Systems and Society and the ANU College of Science and Medicine are tasked with continuing to iteratively build collaborative intercollege relationships and touchpoints, especially with regard to research, teaching and engagement.

#### *Fenner School of Environment and Society*

Some feedback suggested that Fenner's focus on environmental sustainability might be better aligned with the ANU College of Law, Governance and Policy to better integrate environmental policy and governance. Some feedback was received regarding the importance of maintaining Fenner's current location to ensure the integration of social science and interdisciplinary work into the ANU College of Science. Feedback was also received supporting the proposed move and the positive possibilities raised by the proposed realignment.

#### *Response*

- The University has considered the feedback for the Fenner School of Environment and Society and it will move to the new ANU College of Systems and Society as originally proposed.
- The Deans of the new ANU College of Systems and Society and the ANU College of Science and Medicine are tasked with continuing to iteratively build collaborative intercollege relationships and touchpoints, especially with regard to research, teaching and engagement.

#### *Mathematical Sciences Institute (MSI)*

Some feedback proposed included ensuring 'Mathematics' was in the name of the college containing MSI to provide clarity and proper representation. Some feedback was received supporting the proposed move.

#### *Response*

The University has considered the feedback for the Mathematical Sciences Institute to be included in the name. The new College of Systems and Society will be progressed to implementation as reflective of the areas of research and education within this College.

The Deans of the new ANU College of Systems and Society and ANU College of Science and Medicine are tasked with continuing to iteratively build collaborative intercollege relationships and touchpoints, especially with regard to research, teaching and engagement.



## 5. The consultation process

Some feedback was received regarding where and how to share feedback. Some feedback was received regarding the length of the consultation period.

### Response:

The University values all feedback and staff provided substantive feedback. The consultation process meets the requirements of the ANU Enterprise Agreement 2023-2026, Clause 70.

To mitigate against psycho-social risk factors, it is important that timeframes in change processes allow sufficient time for staff to engage in the proposal and seek clarification, whilst not being protracted and causing unnecessary uncertainty. The University's priority is to ensure that any impacted staff have certainty on their future and options available to them as quickly as possible.

The University created the 'Renew ANU' website, which saw more than 30,000 visits in the 3-29 October 2024 period. Additionally, People and Culture utilised the [Org.Change@anu.edu.au](mailto:Org.Change@anu.edu.au) which was shared in On Campus, the website, townhalls and FAQ

page.

## 6. Inconsistencies or inaccuracies in the proposed Change Plan

Feedback included questions and observations about errors in the Managing Change Proposal. The University thanks the many keen-eyed readers and has reviewed the information and corrected any unintended errors. They include:

- The Australian Studies Institute being incorrectly represented as a unit under the ANU College of Arts and Social Sciences. The Institute sits under the Chief Operating Officer portfolio.
- Minor corrections relating to one of the tables incorrectly representing the National Centre for Epidemiology and Population Health being realigned to the College of Science and Medicine rather than the College of Law, Governance and Policy.
- Minor corrections relating to one of the tables incorrectly referencing the College of Science and Medicine as the College of Medicine and Science.

### Additional Feedback

In addition to feedback related to Change Proposal in consultation, the University received additional feedback about a range of other matters which related to:

- University finances, including requests for more information on the reasons behind the budget deficit and past financial decisions;
- operational efficiency and cost-saving measures, and centralisation; and
- the cost of parking.

The feedback is summarised below, along with the University's response. To protect the privacy of respondents, individual items of feedback will not be disclosed.

## University finances

Feedback was received that appreciated the acknowledgement of the financial challenges facing the higher education sector and the university. Some feedback expressed a desire for greater individual literacy in financial reporting and decision-making processes, including grants, ledgers, financial planning and forecasting methods. Some feedback affirmed the need for a long-term financial strategy including contingency plans to prevent future deficits, outlining how the university will achieve financial stability while maintaining its core mission and values. Also affirmed were the case for stronger financial controls and processes, improved financial reporting, and stricter oversight of spending.

### Response:

In 2023, the ANU Council approved a growth budget (see Figure 1). The 2024-28 Financial Plan (the Plan) was designed to achieve an operating surplus by 2026 through growth in revenue. This was done to seek to ensure the University could return to a financially sustainable position. The Plan was underpinned by growth in revenue via increases in student numbers, as well as cost reductions to climb out of several years of persistent deficits. The University has not met the Plan's 2024 target for growth or expenditure and remains on an unsustainable trajectory.

Profit & Loss									
	Actuals				2024-2028 Financial Plan				
	2020 Actuals	2021 Actuals	2022 Actuals	2023 Actuals	2024 Budget	2025 Forward Estimate	2026 Forward Estimate	2027 Forward Estimate	2028 Forward Estimate
Net Surplus / (Deficit) INCL Depreciation before Extraordinary Items	(\$162)	\$30	(\$117)	(\$132)	(\$61)	(\$9)	\$30	\$67	\$104
2020-2028 Cumulative Surplus / (Deficit)	(\$162)	(\$132)	(\$249)	(\$381)	(\$442)	(\$451)	(\$421)	(\$355)	(\$251)

Figure 1: University Approved Budget 2024-2028

The University did not achieve the growth in student numbers in Semester 1 as set out in the Plan, and despite interventions, also did not achieve the required growth in Semester 2. Combined with previously unaccounted for liabilities, as well as staffing growth in Q1, rather than the projected \$60 million deficit for 2024, ANU is facing a ~\$202 million forecast deficit for 2024.

The University is facing a substantial financial challenge. This is not a new challenge. Expenses have steadily climbed since 2019 and revenue has not kept pace. From 2021 to 2023, expenses grew at 10.1% per year, while revenue has grown only 3.4% per year over the same period. As a result, the University has gone from a reported surplus to a persistent operating deficit, with more than \$600 million in cumulative operating deficits since 2020, projected to end of 2024. The University's financial position is provided in the [Annual Report](#), which is tabled in the Federal Parliament and published on the University's website each year, which also highlight's the operating surplus / deficit for the relevant year.

To address the ongoing financial challenge, throughout Q2 and Q3 2024, the Strategic Leadership Group (SLG) introduced a range of financial controls – targeting salary and non-salary spend. Through 2024, financial insights through increased regular reporting of the the University's financial position has become standard through SLG meetings. SLG introduced a centralised hiring committee and imposed a set of new guidelines regarding the management of financial liabilities. SLG also worked to proactively tackle our leave liabilities. SLG is also tackling the cultural changes necessary to support these controls. Although these actions have not significantly reduced the 2024 forecast deficit, they are halting further deterioration. Furthermore, these new controls will ensure the basis for better financial discipline in the future.

The Chief Financial Officer will also be holding a finance townhall on 12 December 2024 to provide further information on the University's finances, financial position and strategies to support financial sustainability. This will also be an educational session for staff to understand how the University's finances work.

The University is taking a phased, deliberate and iterative approach to make permanent reductions in salary and non-salary spending. The University is targeting a goal of a \$250 million reduction in its annual recurring operating costs. In identifying \$250 million as the necessary reduction in the cost base, we have taken into account the following factors:

- projected revenue outlook;
- projected inflation;
- wage growth per the Enterprise Agreement;
- our cash position, including relevant forecasts;
- accumulated deficit;
- current and projected debt profile, including relevant limits; and
- the expenditure profile, which has broadly been 55% on salary and 45% non-salary over the last 5 years.

The University was mindful of the reasonable financial controls that have been put in place throughout 2024 and their impact on the 2024 projected deficit. The financial goal the University has adopted takes into account these factors and is weighted more heavily to non-salary to minimise the impact on our employees.

The University has already taken measures in 2024 to address non-salary expenditure. These measures that have 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, has been established 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. Feedback from this Consultation Process that might help the Expenditure Task Force has been shared with them in a deidentified way.

The University will continue to share financial information with the community as it is appropriate, including on the Renew ANU microsite, townhalls, On Campus and other means. The University will also continue to comply with its statutory requirements to share its finances in the Annual Report which is tabled in Parliament each year. The financial goals and any proposed savings measures will continue to be reviewed, taking into account feedback, the University's progress in achieving savings, its revenue and the financial challenges and external factors that continue to impact upon the university.

### **Operational efficiency, cost-saving measures and centralisation**

A wide range of feedback was received regarding suggestions for improving operational efficiency. At the same time, feedback emphasised the need to ensure that cost saving measures do not compromise the quality of education and research, and that the University's maintains high standards and continues to attract top talent.

There was feedback supporting centralised systems to improve resource allocation, ensuring that all departments have access to necessary resources without duplication, as well as to reduce costs. This was also seen as ensuring better alignment to the university's overall strategic goals. Some feedback related to autonomy and flexibility, and the ability to respond quickly to specific needs and opportunities.

Specifically, feedback included:

- reviewing administrative and central areas to reduce salary costs;
- centralising and consolidating duplicated roles across the University to develop a "one-university" culture;
- streamlining administrative processes to reduce bureaucracy and improve efficiency;
- implementing a more efficient use of space, including shared office spaces and better room booking systems;
- reducing the number of management layers to decrease overhead costs and improve decision-making speed;
- improved energy and resource management;
- reducing travel expenses by encouraging online meetings and using more cost-effective travel options;
- reviewing and renegotiating contracts with suppliers to ensure value for money;
- better leave management to ensure staff do not incur excessive leave balances;
- temporary pay freezes or reduction for higher-paid staff to save on salary costs;
- more revenue generation such as fee increases and renting out university spaces; and
- consolidation and review of academic programs to reduce the number of courses.

### **Response:**

The University shares the community concern about achieving operational efficiencies and about achieving those efficiencies without undermining the University's mission and key commitments. External sectoral benchmarking data and ranking data makes clear there are opportunities for improvement.

While the University notes feedback on service delivery models, this does not relate to the proposed realignment and no changes have been made to the Change Proposal. The University will continue to seek opportunities to improve service delivery across all aspects of its operations.

In addition to centralisation of key service functions in 2024, the University has also established an Expenditure Task Force, led by the Chief Operating Officer to identify possible operational efficiencies. The relevant feedback received through this consultation has been forwarded, in de identified form to the Expenditure Task Force to help further inform their thinking. Further information on the initial findings and recommendations of the Task Force and the opportunity to provide suggestions and feedback will be available via the Renew ANU website in November.

### **The Cost of Parking**

Feedback was received about the University's decision to raise the cost of parking in 2025.

#### **Response:**

A benchmarking exercise, which sought to understand the cost of comparable parking in the Canberra CBD and the parliamentary triangle, was undertaken in 2023. It is clear that the University has been providing parking on its campus for staff and students at a considerably lower cost for many years. We have shared information regarding our 2025 Parking Fees with our community on our website. Information is available here: <https://services.anu.edu.au/campus-environment/transport-parking/parking-fees>

### **SUMMARY OF ALL FEEDBACK**

The University thanks respondents for the thoughtful and considered feedback about the realignment proposal provided during the consultation. These have been into consideration as part of the implementation of this realignment. Further details of the realignment to be implemented are provided below.

## **5. Impacts of the realignment to be implemented**

The University confirms that it will proceed with the realignment as follows:

- reduce the number of Academic Colleges from seven (7) to six (6) (see Table 4);
- realign five (5) Schools, two (2) Centres and one (1) Institute (see Table 5); and
- rename three (3) of the current Academic Colleges (see Table 6).

**Table 4: Reducing the Number of Academic Colleges**

College	Confirmed outcome
ANU College of Health and Medicine	Disestablished
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

**Table5: Realigning five (5) Schools, two (2) Centres and one (1) Institute**

School	Current College	New 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 Law, Governance and Policy
Fenner School of Environment and Society	ANU College of Science	ANU College of Systems and Society
Australian Centre for the 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 6: Renaming three (3) Academic Colleges**

Current College Name	New College name
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 realignment is a lift and shift for the schools, centres and institute, and their staff joining a new College structure. The following changes in reporting lines for the School, Centre and Institute Directors will take effect from 1 January 2025 (see Table 7).

**Table 7: Changes in Reporting Lines**

Director/School	Currently reports to	New reporting line
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 the 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

The change to ANU College of Law, to become the ANU College of Law, Governance and Policy, will have an impact on the following position:

Position	Level	Impact	Occupant impact
General Manager, College of Law	SM3	Position to be regraded to SM4 and advertised internally.	Occupant will be transferred into the regraded role for 6 months. An internal recruitment process will be run in Q2 2025.

To support the successful implementation of this academic realignment the University community will work collaboratively and proactively to ensure that there is consistency of service and support as we work through a detailed operational implementation, now and into 2025.

## 6. Management of psychosocial risk and workloads

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



In response to these potential risks, the following control measures will continue to 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"> <li>• Apply the change provisions of the ANU Enterprise Agreement, including genuine consultation with staff and stakeholders.</li> <li>• Ensure HR practitioners are available and equipped to support the change process in line with the EA and to respond to queries and concerns.</li> <li>• Provide individual meetings with leaders of the change to impacted staff, including the opportunity to bring a support person/union representative.</li> <li>• Provide a townhall meeting to affected staff about the change including the opportunity to ask questions.</li> <li>• 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.</li> <li>• Ensure the provisions of the Enterprise Agreement are applied to staff in areas including redundancy and redeployment.</li> </ul>
Lack of staff support	<ul style="list-style-type: none"> <li>• Provide 1:1 meetings to affected staff to explain impact, timeframes for change and support available.</li> <li>• Ensure on-site and off-site support internal and external support is made available to affected staff including EAP and Staff Advisor support.</li> <li>• Ensure HR practitioners and Organisational Change are equipped to support staff enquiries and provide accurate information on entitlements.</li> <li>• Dedicated line of communication for Leaders to seek advice from P&amp;C on issues potentially affecting their staff.</li> </ul>

### Management of workloads

As part of the implementation of this change, the University has considered the impact on workload allocations to ensure they are equitable, transparent and sustainable and do not present risks to health and safety of staff.

The implementation of this change is not expected to impact on academic or professional workloads within the five (5) schools, two (2) centres and one (1) institute as this is a 'lift and shift' exercise that does not change their existing structures or staffing levels. An additional thirty (30) positions at the college level structure within the College of Health and Medicine will also be transferred to either the John Curtin School of Medical Research, the School of Medicine and Psychology, the National Centre for Epidemiology and Public Health, or the College of Law Governance and Policy, increasing the number of professional and academic staff. Further details are provided at Table 3 of the CHM Implementation Plan

Centralised support (HR, Finance, IT and Facilities Services) will be reviewed and scaled appropriately to reflect changes in size of the four colleges affected by this realignment (i.e. ANU College of Science and Medicine, ANU College of Law, Governance and Policy, ANU College of Systems and Society, and ANU College of Asia and Pacific).

## 7. Change principles

The objective of this document is to enable the University to implement the realignment in consultation with directly affected staff and unions in accordance with the managing change provisions (clause 70) of the Enterprise Agreement.

The University is committed to consulting with affected staff and their union/s about this implementation plan in accordance with the organisational change provisions under Clauses 69 and 70 of the Enterprise Agreement. In consulting with affected staff, the University will provide the opportunity to affected staff and unions to comment on this implementation plan.

## 8. Implementation of the realignment

This document will be made available on the Renew ANU site for the information of:

- Directly affected staff and relevant unions
- Other University Staff
- University students
- ANUSA and PARSA
- Other relevant stakeholders as required.

This change 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 [COMPLETED]
3 October 2024	Release Realignment Proposal for staff review and feedback

	Commencement of Consultation Period [COMPLETED]
3-23 October 2024	College/Portfolio Townhalls [COMPLETED]
18 October 2024	Close of Consultation Period [COMPLETED]
18 October 2024 to 8 November 2024	Collation of feedback from Consultation and preparation of Implementation Plan [COMPLETED]
14 November 2024	Publication of Implementation Plan Feedback on Implementation Plan
25 November 2024	Proposed commencement of Implementation Plan
1 January 2025	Commencement of proposed Realignment

## 9. 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:

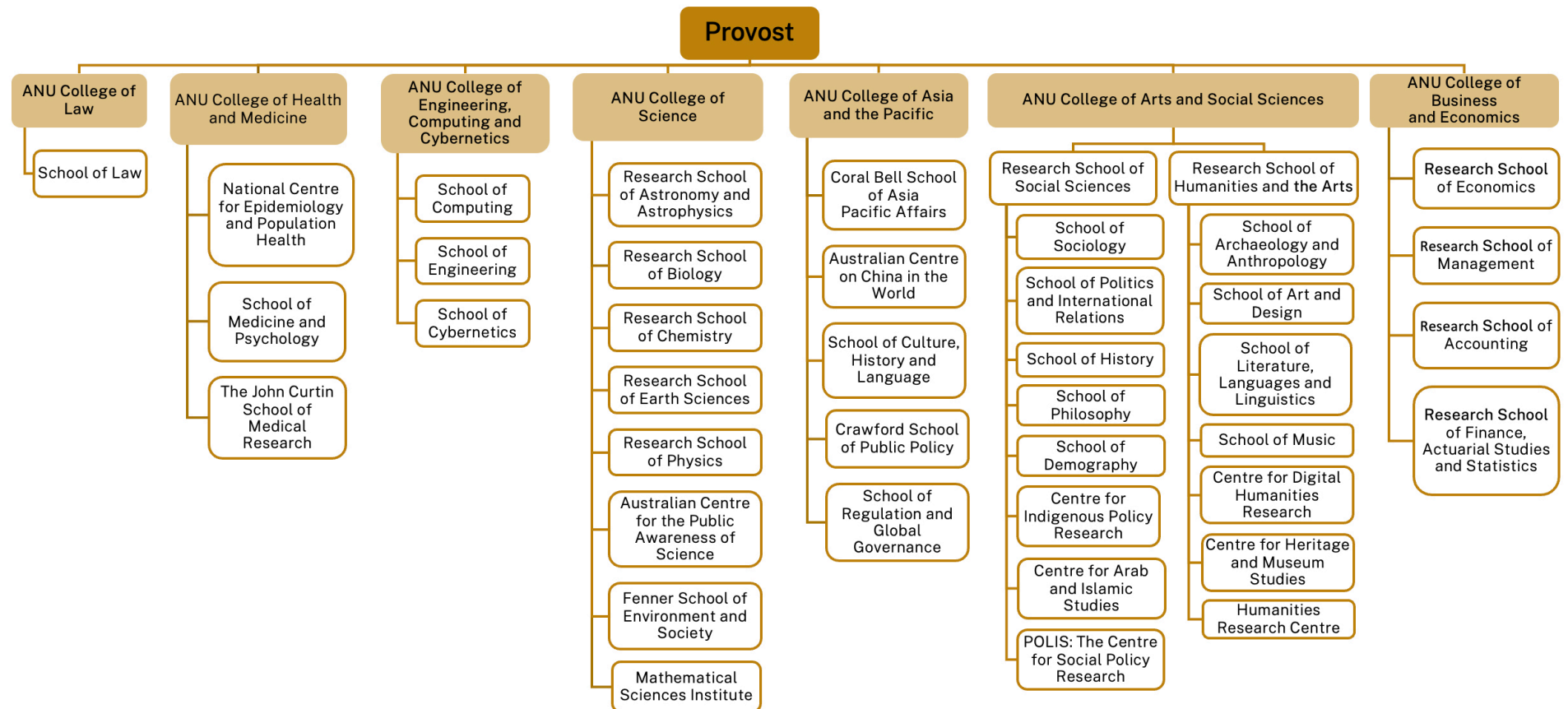
Name	Position	Contact details
<b>Gail Frank</b> - Ext 53616 (Monday, Tuesday, Wednesday & Thursday)	Advisers to Staff	<a href="mailto:staff.adviser@anu.edu.au">staff.adviser@anu.edu.au</a>
<b>Maaria Haque</b> - Ext 58283 (Tuesday, Wednesday & Thursday)		
<b>Amanda Morrison</b> - Ext 52211 (Wednesday)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

## APPENDICES

**Appendix 1: Current organisational chart**

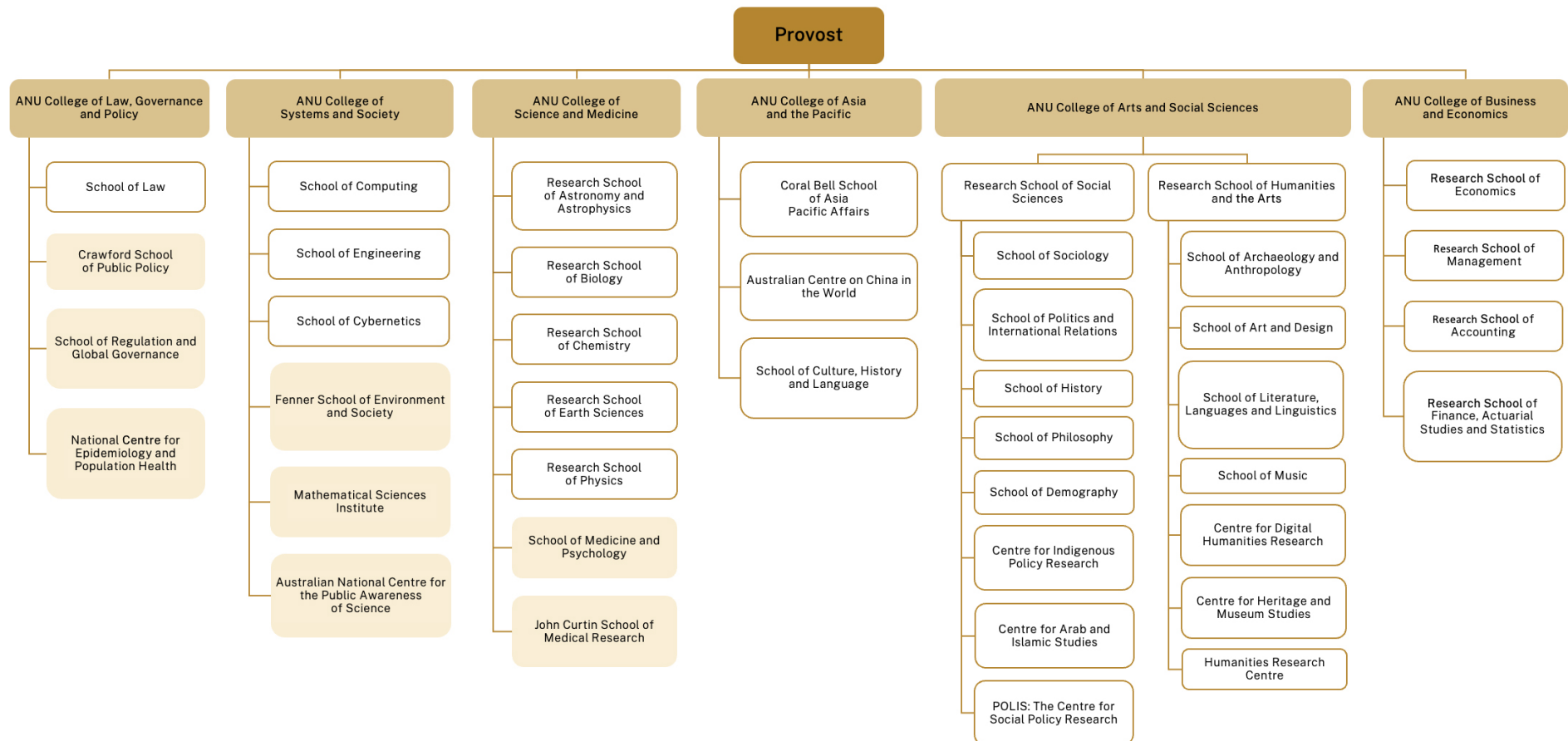
**Appendix 2: Future organisational chart**

## Current College structure



## Appendix 2

# Proposed new College structure from 1 Jan 2025



Note of 6 January 2025: Appendix 2 has been updated to reflect the settled name for the ANU College of Systems and Society. An earlier version of the Implementation Plan included the proposed name of ANU College of Technology, Systems and Society.