Australian
National
University

APPENDIX A: Supporting Information

March 2025

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Part A – Financial Context for Renew ANU 2025

2020 – 2024 Financial position

ANU faces significant financial challenges, with expenses increasing, whilst revenue has not kept pace. From 2021 to 2023, there has been a 10.1% growth in expenses per year, while revenue has grown only by 3.4% per year over the same period. As a result, the University has gone from an operating surplus in 2019 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](#).

In 2023, the ANU Council approved a budget for 2024-28, which was designed to achieve a financially stable position and climb out of several years of persistent operating deficits. This budget 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.

Profit and Loss										
	Actuals				2024-2028 Budget (Approved Dec 2023)					
	2020 Actuals	2021 Actuals	2022 Actuals	2023 Actuals	2023 Q3 Forecast	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)	(161)	(61)	(9)	30	67	104
Normalised Net Surplus/(Deficit)	(162)	30	(117)	(132)	(161)	(61)	(9)	30	67	104
2022-2028 Cumulative Surplus / (Deficit)	(162)	(132)	(249)	(381)	(279)	(442)	(451)	(421)	(355)	(251)

Figure 1. ANU 2024 – 2028 Budget, plus 2020 – 2023 actuals

In 2024, the University had lower than anticipated tuition fees ($54 million) and higher than budgeted operational costs ($80 million). These adverse and unplanned outcomes are projected to lead to a significantly higher 2024 operating deficit (previously forecasted for $60 million) and above 2023 operating deficit of $132 million and 2022 operating deficit of $117 million.

The increasing operational deficits places further pressure on financial sustainability. Without continued structural intervention the University will not be financially sustainable.

In 2018, ANU took the strategic decision to limit student numbers and diversify the student cohort. Border closures associated with the COVID-19 pandemic in 2020 materially impacted revenue with a reduction in international students. Whilst these levels recovered over the 2021 – 2023 period overall student numbers (represented by EFTSL[1]) have remained broadly flat from 2022 to 2024, as shown in the below chart. The increase in international students from 2022 to 2023 did not replicate in 2024 (see Figure 2).

[1] EFTSL: Equivalent full-time student load

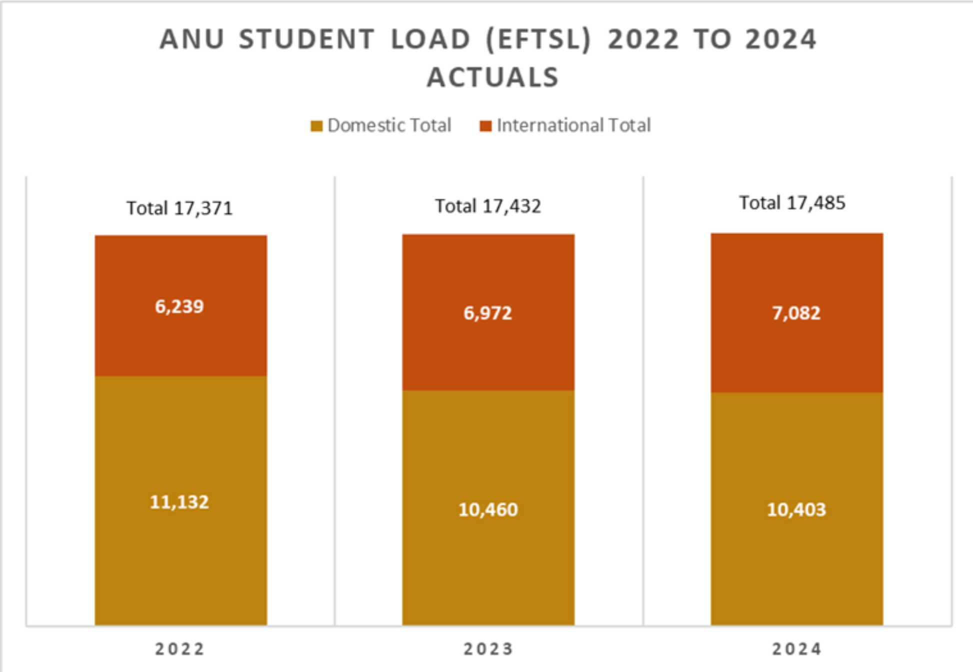

Figure 2. ANU Student Load (EFTSL) 2022-2024 Actuals

The University's largest single expense is staff costs. Whilst steps were taken in 2020 and 2021 to reduce staff numbers, they increased back to above pre-COVID levels by December 2022.

ANU implemented a range of additional controls in 2024 to mitigate the impact of lower tuition fees and increasing operational expenditure observed in the first quarter of 2024. These included revised operational budgets for the second half of 2024 and a central recruitment approval committee. Whilst these measures contributed to mitigating the 2024 operating deficit, they will not repair the University's financial sustainability.

2025 & 2026 Financial position

The 2025 budget and 2026 forward estimate is guided by the following guardrails;

- Return to an operating surplus in 2026, with a long-term target of an operating margin[2] of 5%;
- Manage liquidity and cash reserves by ensuring a minimum of $200m is held at all times (a 'cash floor'); and
- Cap the amount of external debt at $500 million.

The University's financial projections for 2025 and 2026 predict that revenue will grow at just over 3% per year to $1.429 billion by 2026. The previous 2024 – 2028 budget had assumed higher revenue growth of 5.7% per year. The key driver of the now revised revenue outlook is reduced international student revenue, which is projected to be $130 million lower (in 2026) than our prior approved projections.

The below chart provides a comparison of 2024 actual tuition fees (total cash received in 2024 from tuition fees ($499 million)) and the 2025 and 2026 forward estimates (total cash projected for 2025 ($518 million) and for 2026 ($520 million)) relative to the prior projections for those periods (2024 $560 million), 2025 ($610 million) and 2026 ($663 million), as approved in December 2023. This highlights the material revenue impact on the University and reinforces the need to address the University's cost base.

[2] Operating margin is calculated as the operating result as a function of total operating revenue.

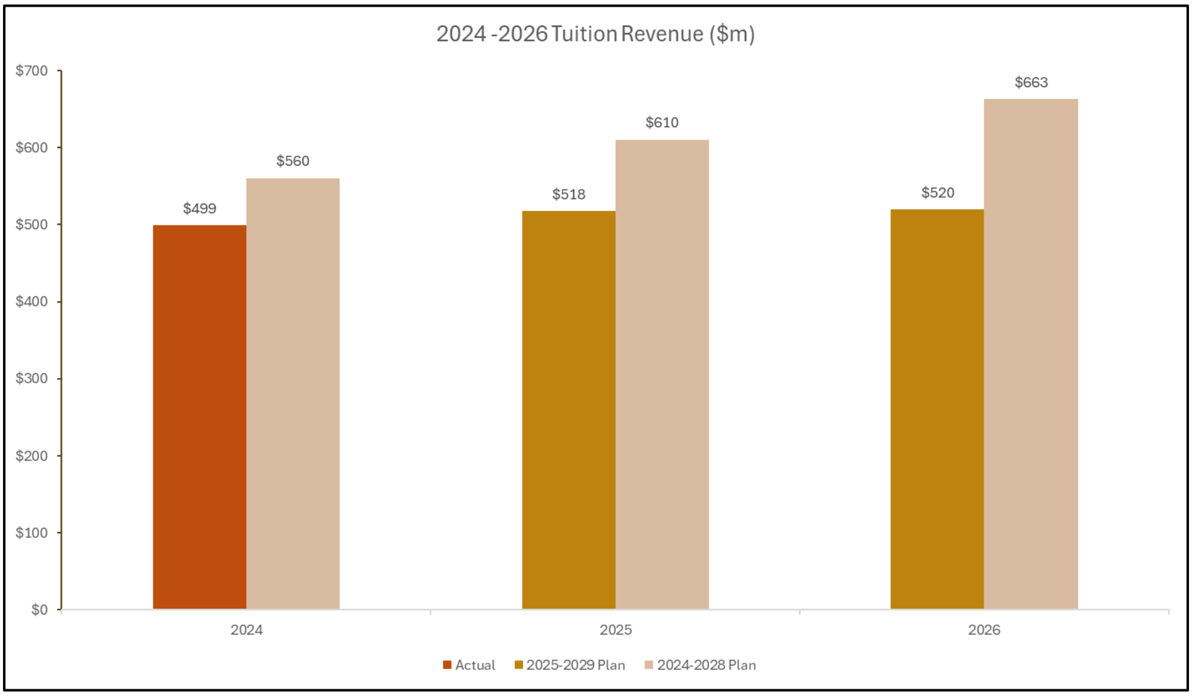

Figure 3: Tuition fee Revenue 2024 – 2026, Actual & Forecast.

To achieve financial sustainability the University must first move its operating result from a deficit to positive surplus, where revenue is greater than expenses and then build to a small surplus (target of 5% of operating revenue). A surplus is important as it ensures the University manages its expenses within its revenue and can continue a structured capital expenditure program (buildings, research facilities and technology upgrades are examples of this expenditure).

Projecting the University's 2025 & 2026 revenue with the current cost base and an allowance for cost increases (including the Enterprise Agreement pay rises of 2.5% each six months) the $250 million reduction to the cost base will achieve this financial sustainability strategy.

University Financial Reserves and Cashflow

Long term investment pool (LTIP)

ANU has financial assets invested in LTIP in conjunction with operational cash balances to meet day to day cash flow needs (for example, the University's fortnightly payroll). The investments held in LTIP are subject to significant restrictions on the use to which much of those balances can be deployed. These restricted balances include liabilities for the Commonwealth Superannuation Scheme, endowments and a range of self-insurance obligations (workers compensation, cyber and property).

In the period of high uncertainty, during and post the COVID-19 global pandemic, the University accessed a portion of LTIP to fund operational expenses. In total, the University has accessed $411 million in reserves to ensure the cash floor was not breached (a cash floor of no less than $250 million[3] was implemented in 2020 as part of the financial recovery strategy). These reserves have been funding the annual operating deficits and ensuring the minimum cash floor was not breached.

[3] Revised to $200 million in 2024.

The below chart (see Figure 3) highlights the actual position over the 2020 to 2024 period and how the $411 million in reserves from LTIP has ensured the University did not breach its cash floor.

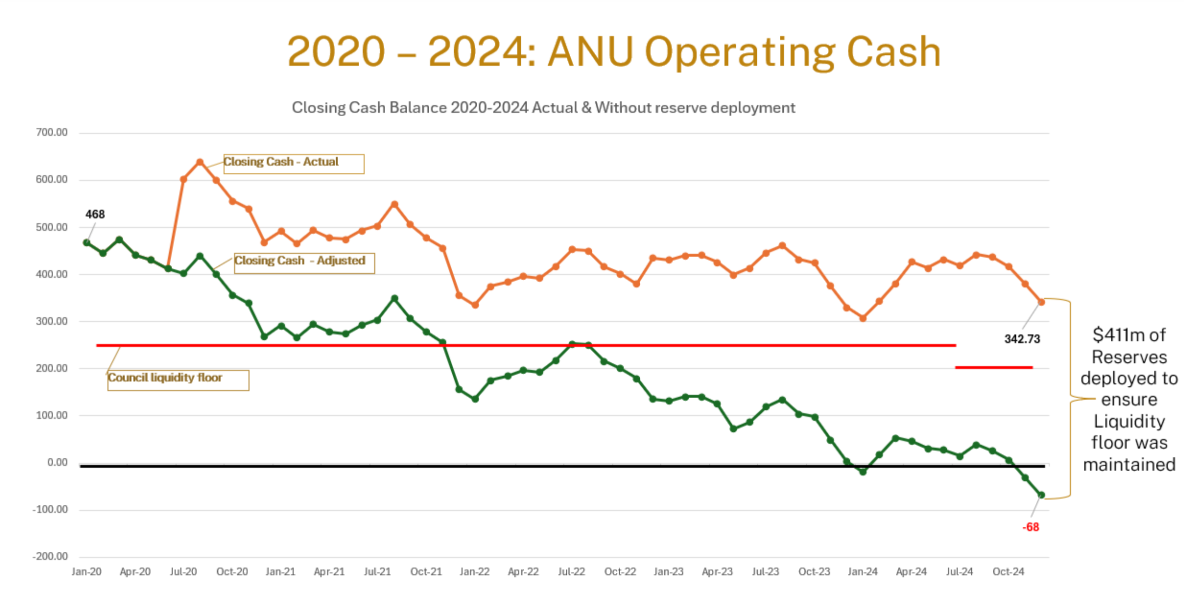

Figure 4. 2020-2024 ANU Operating Cash

The strategy of accessing LTIP, whilst appropriate to respond to the uncertainty from COVID-19, is not a viable strategy for long term financial sustainability. Those LTIP reserves have now been used and are gone, with no ability to replenish given the University's current financial trajectory. The University must return to an operating surplus, where we spend less than our revenue over the next two years.

Forecast Cashflow, with Renew ANU vs without Renew ANU

The implementation of Renew ANU is essential for the University to achieve financial sustainability. Without Renew ANU and the required cost savings it delivers, the projected operating cash balance over the next two years could almost reach zero exposing ANU to catastrophic financial risk.

The below chart (see Figure 4) highlights that the University's cash flow is projected to be managed above its cash floor of $200 million, see line headed 2025 – 2026 Budget with Renew ANU. The second line headed 2025 – 2026 Budget with Renew ANU projects the University's operational cash balance without any expense reduction initiatives of Renew ANU, with a projected ending cash balance in December 2026 of $26 million.

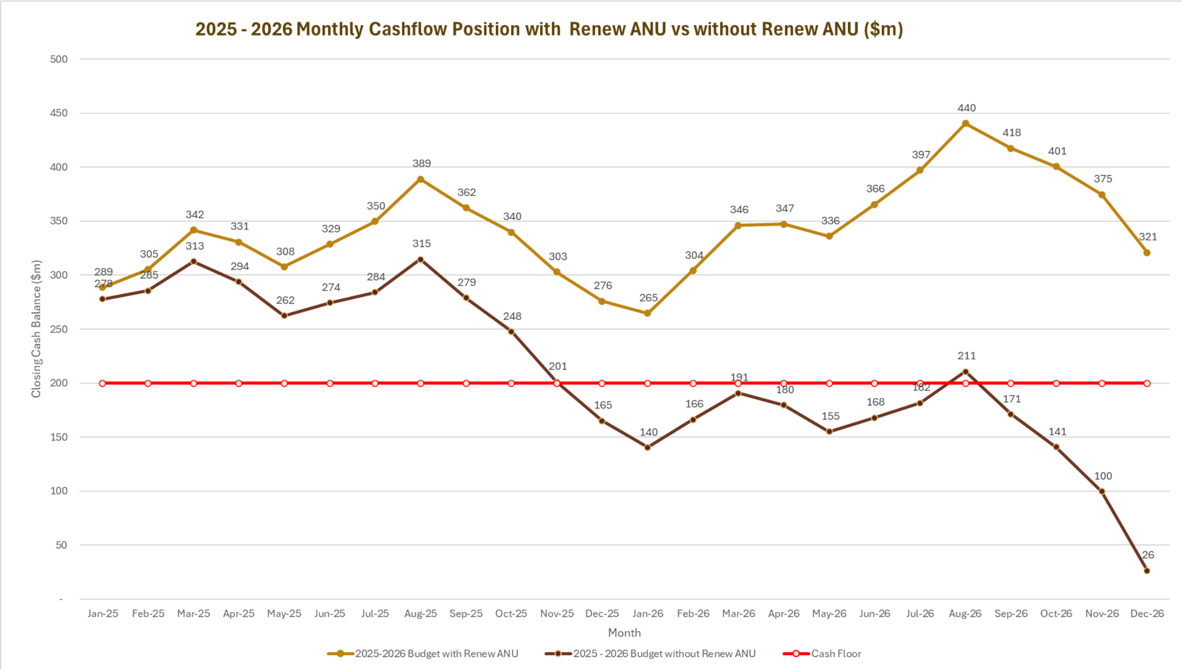

Figure 5. 2025 & 2026 Forecast cash flow, with and without assumed cost savings from Renew ANU.

Part B – Status of Measures Implemented to Date

To date, the University has implemented various measures to achieve financial savings. A summary of some of these measures is set out below:

Risk	Action/Control	Status	Owner
Immature Finance Culture	Strategic Leadership Group (SLG) finance focus to create shared financial literacy & accountabilities	SLG incorporates monthly financial results overview, highlighting overall University financial position (previously quarterly).	VC
	Budget accountability	2024 R fund overspend 2025 budget allocation (March 2024). R Ledger Carry Forward ended (March 2024). Transferring across ledgers controlled (May 2024).	CFO
	Abolish Vice-Chancellor Strategic Fund (VCSF)	Review of 2023 activities completed. Review of 2024 commitments completed. 2025 commitments evaluated, and where possible, ended.	VC
2024 Operating Deficit	Reforecast for 2H 2024	Issued revised full year forecasts for all areas, reducing recurring (R) and Q spend to achieve up to $46 million in reduced 2024 expenditure.	CFO

	Manage Capital spend	Reduced 2024 Capital spend, including cancelling and deferring $35 million in 2024. Exited Sydney lease; plan to exit CBR office leases. Exploring mothballing under-occupied buildings. F&S to take 'control' of all buildings.	COO
	Recruitment Approval Committee	Commenced for all hiring (May 2024). Second control applied to Colleges and Portfolios in Q4 2024, who were forecast to exceed their 2024 operational expenditure forecasts.	CPO
Lack of Ledger control and maturity	New Ledger Controls & Rules	Q account controls: zero balance accounts closed; inactive accounts frozen (Q2 2024). Migration of Q Ledger to W Ledger with clear external source of funding (Q2 - Q4 2024). Q account creation and spend will require approval by the College Dean (July 2024).	CFO
Excess Leave Liabilities	Revert Leave Liability to functions	Annual Leave Liability reverted to functions: ongoing campaign and rostered leave in progress. Liability for Long Service Leave reverts to individual org units Jan 1, 2026.	CPO

Table 1: Measures implemented to date

Further details of several key activities are provided below:

Expenditure taskforce: Non-salary savings (2024-ongoing)

Since October 2024, the Expenditure Taskforce continues its mission to capture $150 million in savings from our ongoing non-salary operational expenses. ‘Non-salary operating expenses’ refers to any area of expenditure not related to people’s employment.

Across the University, significant funds are spent on maintaining our buildings, software licensing and travel, with $134 million spent on these categories in 2024. This is important work and will help the University be more efficient and it will reduce the amount of other savings required to be financially sustainable and safeguard our community and our jobs.

Since the Expenditure Taskforce was established in October 2024, it has identified the following projected savings:

- Approximately $15.1 million per annum via changes to travel practices;
- Approximately $7.6 million per annum by centralising and coordinating software and IT procurement;
- Approximately $2.6 million per annum by reviewing library subscriptions, datasets and book costs;
- Approximately $2.2 million per annum by centralising and coordinating our procurement practices; and
- Approximately $15.6 million per annum by streamlining physical asset management.

- The Expenditure Taskforce is continuing to identify future savings and will continue to consult broadly with the community.

Leave management (2024-ongoing)

Last year, ANU recommenced managing annual and long service leave accruals in line with the Enterprise Agreement provisions to encourage staff to take a break, prioritise their wellbeing and collectively work to decrease the University's leave liability.

Through this process, the annual leave liability reduced from $54 million in November 2024 to $44 million after returning from the 2024/2025 summer holiday break. This is good progress on bringing the leave liability in line with industry levels (see Figure 5), though continued monitoring and action is required. This reduction in leave liability will contribute to longer term financial sustainability.

Maintaining leave liability within sector levels, ANU will continue a phased approach to address excess annual and long service leave balances, including:

- two rounds of notifications for excess annual leave in 2025;
- one round for excess long service leave; and
- notifications for academic staff to manage their 2025 annual leave accrual later in 2025.

ANU will coordinate these notifications and work with staff and supervisors, with notification dates taking into consideration teaching breaks and school holidays.

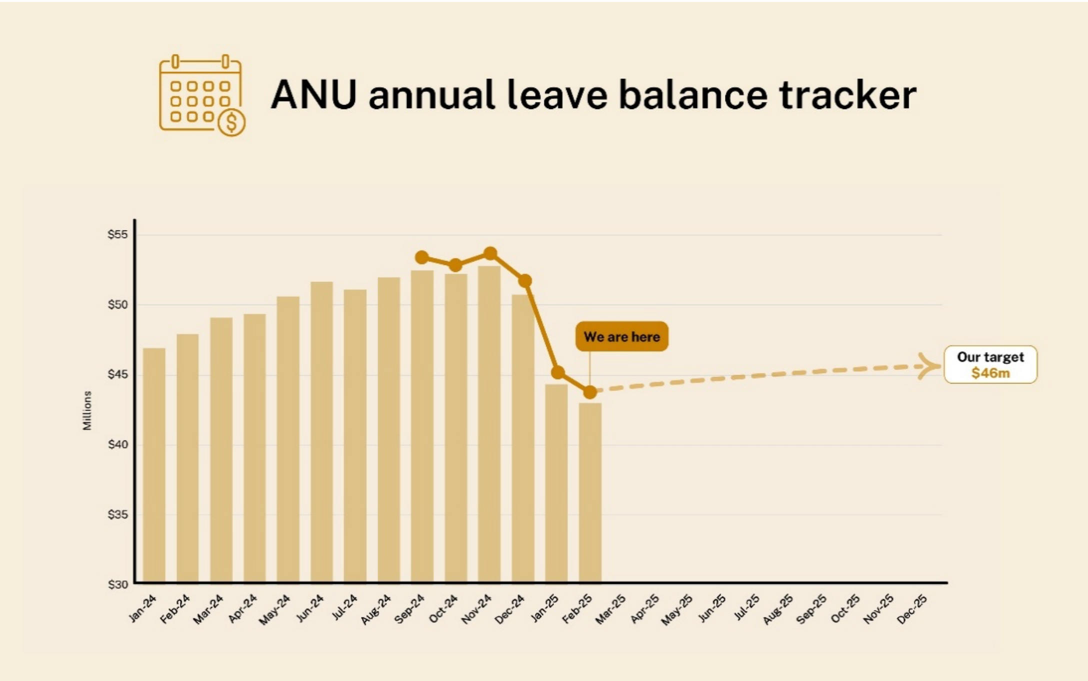

Figure 5. ANU Annual leave liability balance from January 2024 to February 2025

Recruitment Approval Committee (2024-ongoing)

In May 2024, the University recommenced centralised oversight of hiring, establishing the Recruitment Approval Committee (RAC) providing oversight and governance controls into the way the University manages resourcing. This includes new roles, replacement positions and temporary opportunities. Since the RAC’s inception, headcount has reduced by 348 roles. The trend from early 2023 showed a strong increase in headcount which the RAC has helped normalise.

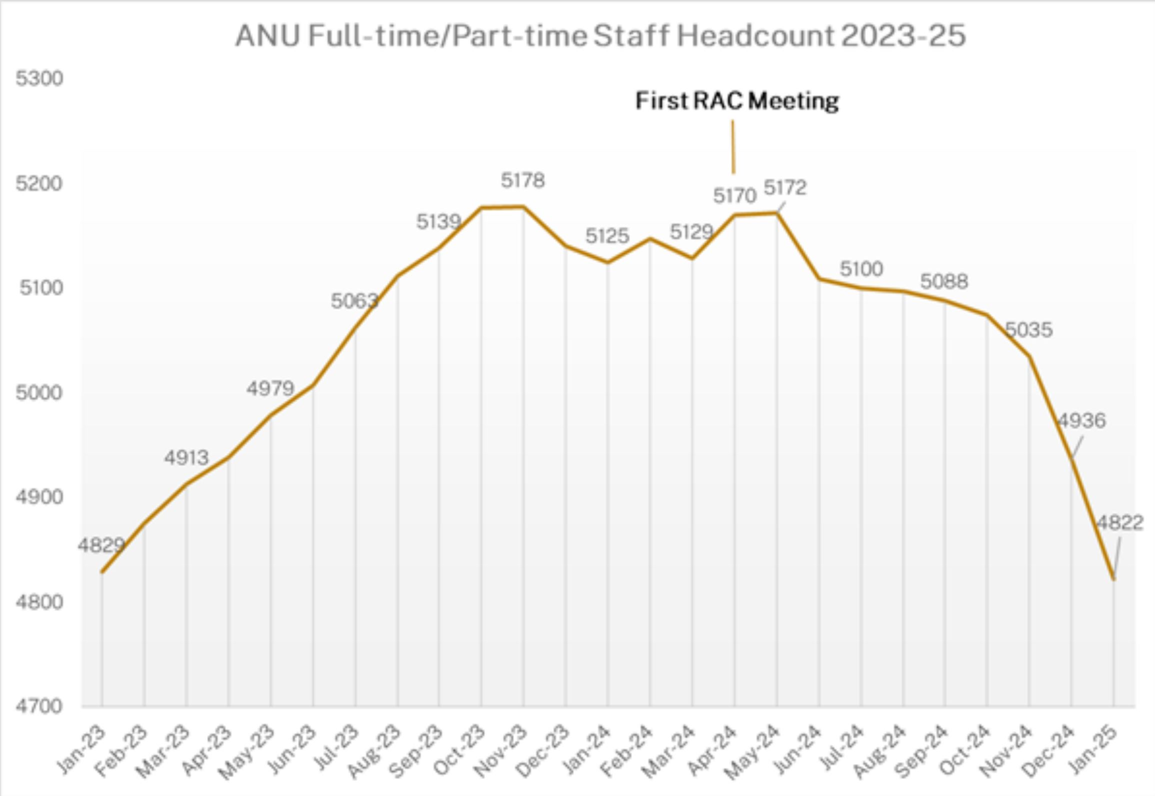

Figure 6: Staff headcount: January 2023 – January 2025

Submission success to the RAC is strong, with a 93.42 per cent overall approval rate. University leaders are making choices about what is important for the institution, whilst continuing to support our critical activity, both academic and professional.

The RAC continues to assess new roles created through research opportunities and alignment of functions, conversion of our staff through mechanisms in the Enterprise Agreement and replacement of needed roles. It has also helped improve the data quality with over 1,000 roles reviewed in under 12 months.

RAC Request - 2024 Outcome Overview *(Excluding Resubmissions and Casual Professional)*	Approved	Declined	Total	Approval %	Ledger Distribution		
					% R	% Q	% Other
University Total	1121	79	1200	93.42%	40%	13%	47%
Percentage (%) R Fund	37%	**77%**	40%				
Percentage (%) Q Fund	12%	17%	13%				
Percentage (%) Other Fund (S, W, D, E, T)	**51%**	6%	**47%**				
Professional Staff %	64%	86%	**65%**				
Academic Staff %	36%	14%	**35%**				

Figure 7: Recruitment Approval Committee: 2024 statistics

The RAC will continue into 2025. The Committee sought feedback from the community on how to make the process more robust. The University will report on progress on a quarterly basis.

Formal Organisational change (2024)

In 2024, Renew ANU included five organisational change implementation plans:

- ANU Academic Colleges Realignment
- ANU College of Health and Medicine
- ANU Research and Innovation Portfolio
- ANU Academic Portfolio
- ANU Facilities and Services Division

Under Renew ANU there were 132 identified surplus roles in the implementation plans. 79 staff separations have been completed. There are 14 staff currently in redeployment, and 39 staff have been successfully transferred to other roles within the University during the implementation process. This equates to $13.0 million of annualised recurring savings.

Proposed variation to Enterprise Agreement (2024)

In the interest of reducing an anticipated $15 million in staffing costs, in November 2024, the University proposed to vary the Enterprise Agreement to forgo the scheduled 2.5% December 2024 pay increase under the Enterprise Agreement. The proposed variation was not supported by staff, with 88% of staff not in favour of the proposed variation.

Voluntary Separation Scheme (2025)

A Voluntary Separation Scheme (**VSS**) has been launched ahead of any specific changes to University's Colleges, Research Schools, or Portfolios being implemented in 2025, as a strategic initiative designed to support long-term financial sustainability. The University has collaborated with the NTEU in relation to the development of the VSS.

By providing eligible staff the opportunity to voluntarily separate from the University, the VSS aims to reduce workforce costs in alignment with operational needs, while minimising the impact of necessary workforce reductions. Participation in the VSS is entirely voluntary, and applications will be considered based on operational requirements.

The impact of this scheme is to be determined.

PART C – University Performance: Benchmarking

Background

ANU was founded in 1946 with four original research schools:

the John Curtin School of Medical Research;

the Research School of Physical Sciences;

the Research School of Social Sciences; and

the Research School of Pacific Studies.

The amalgamation with Canberra University College in the 1960s introduced undergraduate teaching to the University, marking a significant expansion from its original focus on research. This arrangement of research schools and teaching areas continued to evolve over the next 50 years. The college structure was introduced in 2006, when the University formed seven colleges, grouping together research schools, faculties and centres. Since then, the University colleges and service divisions have grown in an ad-hoc manner, largely without an overall integrated design. The colleges are disparate in size, composition and focus, and operate with differing academic leadership, governance and professional workforce practices.

The high costs of the current organisational structure are demonstrated by UniForum[4] data, which benchmarks the efficiency and effectiveness of all university services (including human resources, finance, information technology, facilities, teaching support, student support, research support). The international UniForum data benchmarks the efficiency and effectiveness of university professional and administrative support services over time and enables informed comparisons between universities of different scales and research intensities in terms of relative cost. It is the accepted benchmark for the sector.

The UniForum data shows that ANU ranks lowest on the national benchmark of overall satisfaction and efficiency for all services (see Figure 8 below) with the most inefficient and ineffective services of any university in Australia.

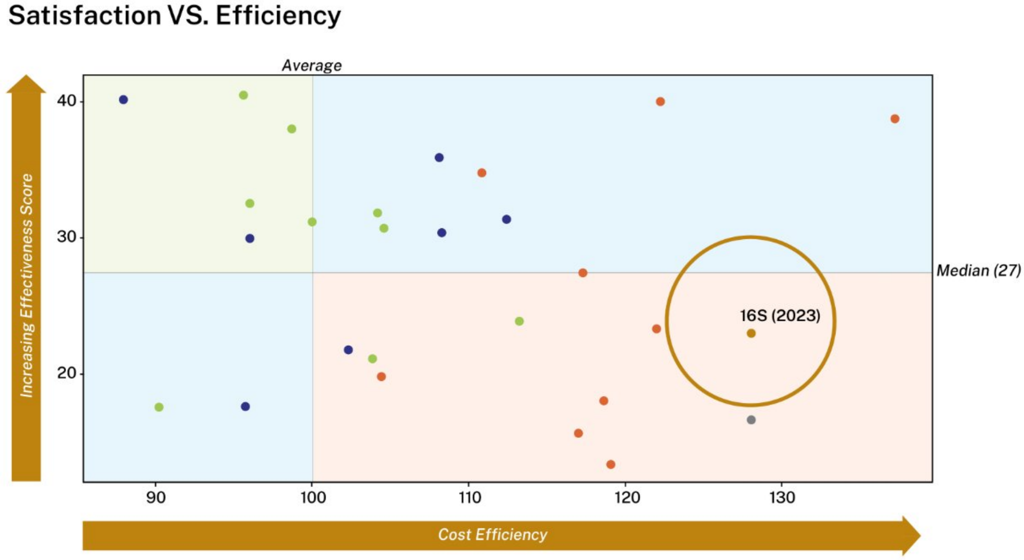

Figure 8. UniForum data, 2017-2023. ANU (16S) is circled.

[4] https://nouscubane.com/uniforum

For over a decade, the higher education sector in Australia have transitioned away from devolved and disaggregated models to re-designed operating models that provide strong oversight and streamlined operations. For a range of reasons, the University has not made such a transition and is now a significant outlier in the sector.

Further information regarding University benchmarking, including the decline in the University's ranking in the QS World University Rankings and the Times Higher Education (THE) World University Rankings is set out under ***"The University's Performance*"** ***at Part 2 of the*** Renew ANU 2025 Change Proposal.

PART D – University Operating Models

“Operating model” refers to the combination of people, roles and responsibilities, organisational structures, processes, technology and data that together deliver value to the organisation. This definition is commonly used in the higher education sector.

A significant overhaul of the ANU operating model is required to realign services with the University’s strategic goals and help ensure long term financial sustainability.

Service Model Benchmarking

An operating model comprises a number of different services, which themselves may be organised in different ways. Common models for how universities organise support services are outlined below. Services may be delivered wholly by university staff, by a mixture of staff and external providers, or wholly by external providers.

Examples of common University service models include:

- ***Consolidated (centrally managed)*** – Staff are fully consolidated within a central division which has responsibility for all aspects of service delivery to ensure the provision of agreed service to users.
- ***Embedded Partner (business partnering)*** – A centralised division is responsible for all aspects of service delivery, providing expertise via partners to local areas to achieve overall organisational goals. The central team will usually embed staff member(s) in the local area who are fully or partially co-located.
- ***Hub and Spoke*** – A specialised team sits in one area (hub) and provides services for defined activities across various locations (spokes). Individual units may have their own local service that is connected into the central function.
- ***Devolved*** – The service is largely left to individual units to manage. A central division may be responsible for some aspects of oversight (e.g. policy) but activities are performed across various areas with local autonomy and decision-making.

In designing the right service model, there are trade-offs involved. For example, a more centralised service model typically delivers more synergies and cost efficiencies, whilst a devolved service delivers more flexibility and responsiveness to local needs. Other inherent trade-offs are depicted in Figure 9 below.

Consolidated ⟷ Centre-led ⟷ Hub and spoke ⟷ Devolved

Service outcomes	Consolidated	Devolved
	Integrated operations	Customised / specialised support processes
	Broadly needed expertise	Discipline-specific expertise
	Automation potential, shared data	Flexibility to innovate
	Standardised solutions	Contextual solutions
	Consistent service levels	Variable service levels
	Cost efficiencies, synergies and shared resources	Local investments with specific benefits
	Robust, demonstrated compliance	Contextual risk management

Figure 9: Examples of trade-offs inherent in difference service models

Finally, any effective service necessitates a clear set of metrics or KPIs[5] that clearly define service performance expectations and provide accountability mechanisms for the service owner to service users and stakeholders.

Current ANU Operating model

Through significant community consultation in 2020, key issues were identified with current services[6], as well as drivers for service improvement, service performance framework, principles for services and more. This body of analysis and recommendations remain highly relevant and valuable, and any future operating model should leverage this work to fully realise the aspirations of the University community for more efficient and effective services.

Throughout 2024, ANU took a data-driven and phased approach to identify existing service models in use and assess their effectiveness. Across the University, many service models have evolved over time with no consistency between service areas, and some areas operating with multiple models concurrently.

Examples include:

- ***Consolidated***: Library services are now highly consolidated and achieve reasonable satisfaction and cost effectiveness on the UniForum benchmark, evolving from previously more devolved approaches in the past. Currently, 99% of library staff are within the Scholarly Information Services (SIS) division and provide library and academic services to the whole University. Similarly, Facilities services are mostly consolidated in the Campus Environments Division, with some geographic and disciplinary exceptions (that are currently under analysis), and benchmarks well in delivering above average satisfaction at only average cost. In July 2024, the University consolidated HR, Finance and ITS.

- ***Embedded Partner:*** Until July 2024, HR and finance were a complex hybrid of a number of service models. Portfolios mostly received financial and HR services through an embedded partner whilst some Colleges had local finance and/or HR teams. A Shared Services Division also existed that provided components of HR, finance and IT and facilities services. There were multiple forms of varied practise, e.g. the split of who does what between central HR, Shared Services and College HR often varied from College to College. With this complex service model mixture at the University, finance and HR both benchmark as higher cost and deliver lower satisfaction than peers around the sector.

- ***Hub and Spoke:*** Until July 2024, IT services generally functioned as "***hub and spoke***" service model up, with Portfolios (and some Colleges from 2018) receiving centralised support from ITS (the hub), whilst other areas (spokes) ran local support services with specialist expertise and were generally connected to the hub. ANU IT benchmarks as higher cost, delivering lower satisfaction than peers around the sector.

- ***Devolved***: Research Facilities and Support where 9% of staff are in central divisions and 91% of operational staff are in colleges. This benchmarks as almost twice the average cost of peers and achieves slightly below average satisfaction. Teaching support similarly delivers only average satisfaction at over twice the cost of the sector. Prior to July 2024, some of HR and Finance service delivery activities were also devolved.

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[5] Key Performance Indicators describe in measurable terms the performance characteristics of a service. This may include things like customer satisfaction, resolution time, error rate, cost per request and so on.

[6] https://services.anu.edu.au/planning-governance/service-improvement/service-performance-framework

Since 2024, ANU has begun to address its organisational structure by clearly aligning functions under accountable leaders (see Table 2). As part of this, reporting lines for Advancement, Finance, HR and IT staff across the University have been realigned to make possible future centralised co-ordination, improved consistency and compliance.

Function	From	To	Status
Libraries and Archives (L&A)	Services	Research & Innovation	Completed – Reporting lines changed 22 April 2024– L&A now reporting to DVCRI. Creating an end-to-end focus on research infrastructure, including the humanities, social sciences and STEM fields.
Drill Hall Gallery (DHG)	Services	L&A	Completed – Reporting lines changed 22 April 2024 – DHG now reporting to the University Librarian.
Information Security Office (ISO)	Services	Information Technology Services	Completed – Reporting lines changed 20 May 2024 – ISO function now reporting to the CIO, reducing duplication in processes.
Sustainability	Services	Facilities and Services	Reporting lines changed on 17 June 2024.
ANU Communications and Engagement (ACE), Office of Commonwealth and Government Relations (OCGR)	OVC	Services	Completed – July 2024 – finalising reporting line transitions that commenced when COS moved to interim COO.
University House	Academic	F&S	Completed — Reported lines changed in August 2024, allowing better integration of all University facilities.
International Strategy & Future Students	Services	Academic	Completed – Sep 2025 creating a new PVC International and Future Students. Direct appointment of interim PVC to ensure continued focus in a critical area.
Marketing, Brand and Communications	Services		Consolidation of Divisions completed – Sep 2024 - Creation of a Chief Marketing and Communications Officer and an ANU Marketing & Communications division (AMC).

Table 2. Key organisational re-alignments in 2024

Benefits from the above changes are already being realised. These re-alignments alone are not sufficient to deliver significant step changes in service satisfaction, nor the cost efficiencies required to achieve financial sustainability.

Proposed University Operating Model

The University operating model should deliver academic Colleges focused on teaching and research with a College-specific professional workforce, and central portfolios delivering high quality, efficient and effective services that operate university-wide.

To achieve these goals, ANU will need to look at each service and determine the appropriate service model to meet the needs of the university and be locally aligned when required. The following initial service targets are proposed: benchmark in the top half of the Go8 for satisfaction; and benchmark at the Go8 median for overall normalised cost.

A clear purpose and role for each component of the organisational architecture of the University will help drive accountability, performance and assurance, and enable coherent design of service elements such as people, processes and technology and information.

Design Principles

These proposed principles are essential to the foundational architecture and coherent design required to ensure that organisational and decision-making arrangements are aligned with workforce capabilities, business processes and technology. The proposed principles for academic and research activities include:

- *National Mission and Academic Excellence:* Academic structures and pursuits are continuously reviewed to align with the University's national mission, research goals, and global rankings. This ensures ANU maximises its capabilities and strengths while maintaining a strong reputation for excellence.
- *Strategic Alignment and Financial Sustainability:* The academic strategy and operating model must support research priorities, teaching excellence, and financial viability. Resources, funding, and workforce planning will be data-driven to align with student demand, research funding, and strategic priorities.
- *Regular Program and Delivery Review:* Academic programs and delivery methods will be assessed to ensure they remain relevant, innovative, and aligned with student needs, industry expectations, and global best practices. Digital and technological integration will enhance learning and research outcomes.

The proposed principles to underpin a new ANU operating model include:

- *Mission-focused transition:* Changes to operating models should minimise disruption on educational programs and research and maximise with the University's national mission, institutional commitments, values and purpose.
- *Role Clarity:* academic leaders will focus on teaching, research, and policy development, while professional leaders will manage and oversee services. This separation ensures that academic staff focus on core academic activities, with administrative and operational support provided by professional staff.
- *Consistency across functions:* Standardised leadership roles, consistent support models and equitable and effective service delivery across the University to promote clear expectations, support and governance. This ensures fair and consistent experiences for all staff and students.
- *Collaboration and shared governance:* Academic and professional leadership roles and the professional workforce within colleges and schools will be aligned at the college

level, creating centres of excellence that foster collaboration and shared decision-making.

- ***University wide services will have a central functional owner***: Each service will have a functional owner accountable for an end-to-end, ANU-wide service model, and all aspects of service delivery and service performance.
- ***Data-driven resource allocation:*** The workforce composition will be tied to key drivers such as the number of students, research funding, teaching loads and strategic priorities, ensuring that resources are fairly aligned.
- ***Operational efficiency and effectiveness:*** People, processes, technology, information and decision-making will be aligned to be efficient, effective and sustainable.
- ***Clear workforce development pathways:*** There will be clear career development pathways for professional staff.