

Corporate Plan

2025-2028

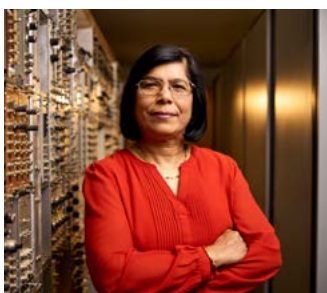


Australian
National
University



Contents

Acknowledgement of Country	2
Foreword by the Chancellor and Vice-Chancellor and President	3
Our purpose, our legislation	4
The University's operating environment	6
Our objectives, activities and performance	9
KPI definitions	12
Our enabling capabilities and success measures	14
Governance and risk	17
Partnerships and cooperation	23
Key philanthropic partnerships	28
Subsidiaries	29
Alignment of purposes, key activities and performance measures	31
Compliance	34
List of tables and diagrams	35
Abbreviations	36



Pictured on cover:
Professor Mahananda Dasgupta,
Director, Heavy Ion Accelerator Facility, 2024.



Paul Girrawah House on Acton Peninsula, Canberra, Australia (image: Jamie Kidston/ANU).

Part of House's work at ANU is to provide everyone with the opportunity to connect with First Nations culture. His tree scarring is a form of truth-telling, a cultural practice he describes as the "legacy of his people".

"Part of the work I do here on Country is providing culturally safe recognition of our identity through sharing our stories here on campus – tree scarring is part of that."

Paul Girrawah House

The scar trees on campus are a reminder to listen to and reflect on the First Nations stories and histories on our campus.

Acknowledgement of Country

The Australian National University (ANU) acknowledges the Ngunnawal and Ngambri-Kamberri people, who are the Traditional Owners of the land upon which the University's Acton campus is located.

This Ngunnawal and Ngambri-Kamberri land supports students and staff throughout their time at ANU. It will continue to hold a space for future generations to come together and learn from Country and one another.

We pay our respects to all Aboriginal and Torres Strait Islander peoples, Indigenous peoples, past, present and future, and acknowledge that this land from which we benefit has an ancient history that is both rich and sacred.

The ANU community makes a commitment to always respect the land upon which we stand and to ensure that the voices of this land's Indigenous peoples are both heard and listened to so that we may move towards a future marked by cooperation and mutual respect.

Foreword by the Chancellor and Vice-Chancellor and President

I am pleased to present The Australian National University (ANU) Corporate Plan, which covers the period 2025–2028, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Since 1946, The Australian National University has been Australia's education and research powerhouse, advancing the nation and the Asia-Pacific region. Our mission is to provide world-leading research and education, and to hold and shape conversations that prepare us for a better future. Created to fulfil a unique national mission in post-war Australia, the ANU continues to ignite change that transforms humanity, delivers value to our nation and resonates across generations.

This Corporate Plan is designed to be responsive to the current changing policy environment following the delivery of the Australian Universities Accord in 2024. The Plan also aims to address broader global shifts, such as the rise of Artificial Intelligence (AI), changing student demographics, and the impacts of climate change.

It also addresses the challenges we are facing to the University's long-term financial sustainability. We have committed to an ambitious renewal plan to ensure we are prepared to meet the unique responsibilities and privilege of being Australia's first and only national university.

The Plan shows steady progress across our key performance indicators, building on our foundation of research, education and community engagement:

- Research metrics demonstrate growth in both income and Category Normalised Citation Impact (CNCI), supported by expanded partnerships across industry, government and community sectors.
- Educational access remains strong through continued support for Indigenous Australian students, those from low socio-economic backgrounds, and students from remote and regional areas. Our climate change initiatives and National Institute Grant programs continue to meet their objectives, positioning us well for the priorities outlined in this Plan.

Our distinctive research and investment in future capability will contribute to a collective future that is healthy, prosperous, secure and democratic, environmentally sustainable, fair and inclusive, and creative and ambitious.

We believe that educating for Australia's future means fulfilling our students' aspirations. The ANU will provide high-quality learning and teaching, with a focus on students and we acknowledge the significance of developing a strong partnership between students and the University.

These goals are outlined in the Enabling Impact: The ANU Research and Innovation Strategy 2024+, and the ANU Learning and Teaching Strategy respectively, and both documents form the foundation through which we will deliver on the activities and key performance indicators set out in this Corporate Plan. We will continue to proudly advance Australia's future through world-leading research and education.

First, to know the nature of things. First, to inspire. First, to shape and build a better future.

The Hon Julie Bishop
Chancellor

Genevieve Bell AO FTSE FAHA FASSA
Vice-Chancellor & President

Our purpose, our legislation

*First, to know the nature of things
Naturam primum cognoscere rerum*

The Australian National University (ANU) was established in 1946 by federal legislation—and it is the first and only national university in Australia. We were created to provide our nation and our region with the research and education foundations to build capacity and accelerate national prosperity.

Since our founding, ANU has tackled the biggest challenges, by drawing together the world's best experts with an interdisciplinary focus. This, in turn, has delivered transformational outcomes and benefits for Australia and across the world. It is both our privilege and responsibility.

In accordance with the ANU Act, the functions of the University include the following:

- a) to encourage, and provide facilities for, post-graduate research and study, both generally and in relation to subjects of national importance to Australia;
- b) to provide facilities for university education for persons who elect to avail themselves of those facilities and, are eligible so to do; and
- c) subject to the Statutes, to award and confer degrees and diplomas.

In the second quarter of the 21st century, the national university must continue to provide the knowledge and leadership to shape our future.

We are committed to knowing the country on which we are situated and learning its rich history and we strive to recognise and embed First Nations languages and knowledge into our University and across our campus.

Our values are embedded into our institutional culture, defining the quality of our workforce and student body, and consistently reflected and shaped through our activities:

- Academic freedom and integrity
- Fairness and justice
- Safety and wellbeing
- Truth-seeking, transparency and accountability
- Inclusion, equity and diversity

Our national mission

The following key activities comprise the special mission of the ANU and are articulated in our funding agreement for the National Institutes Grant with the Federal Government:

- the maintaining and enhancing of distinctive concentrations of excellence in research and education, particularly in areas of national importance to Australia;
- supporting the development of Australia's national unity and identity, including by improving Australia's understanding of itself and the history and culture of its Indigenous peoples, its Asia-Pacific neighbours, and its place in the international community;
- maintaining and further developing the University's strong focus on research and the University's educational philosophy that its students are part of a community of scholars;

- enhancing Australia's prosperity through supporting sustainable economic development, innovation and creativity, and research and education (particularly research and education in areas of national importance to Australia);
- providing a national, regional, and international public policy resource to address major issues confronting governments, business and communities;
- aspiring to the highest international standards of scholarship; and
- maintaining and further developing long-term strategic relationships with government, business, other universities and institutions and the public, both within Australia and internationally.

As the national university, the ANU receives the majority of the National Institutes Grant from the Federal Government, which is tabled in Parliament as part of the University's Annual Report. This funding enables long-term research, supporting applied or pure research-intensive projects with long-term horizons.



Professor David Lindenmayer, Fenner School of Environment & Society on Black Mountain, Canberra ACT.

The University's operating environment

To deliver on our national responsibilities, we must ensure our foundations are strong, and our structure and resourcing align with our priorities, expertise, financial reality, and prevailing policy environment.

Like many universities nationally and globally, the ANU is facing challenges to our long-term financial sustainability. The University has committed to an ambitious plan of renewal to ensure it is ready to meet the challenges of being Australia's national university, not just for today, but well into the future. Under the banner, 'Renew ANU', the University is on journey to achieve long-term financial sustainability. This will shape the internal operating environment and shape the activities we commence, continue or stop.

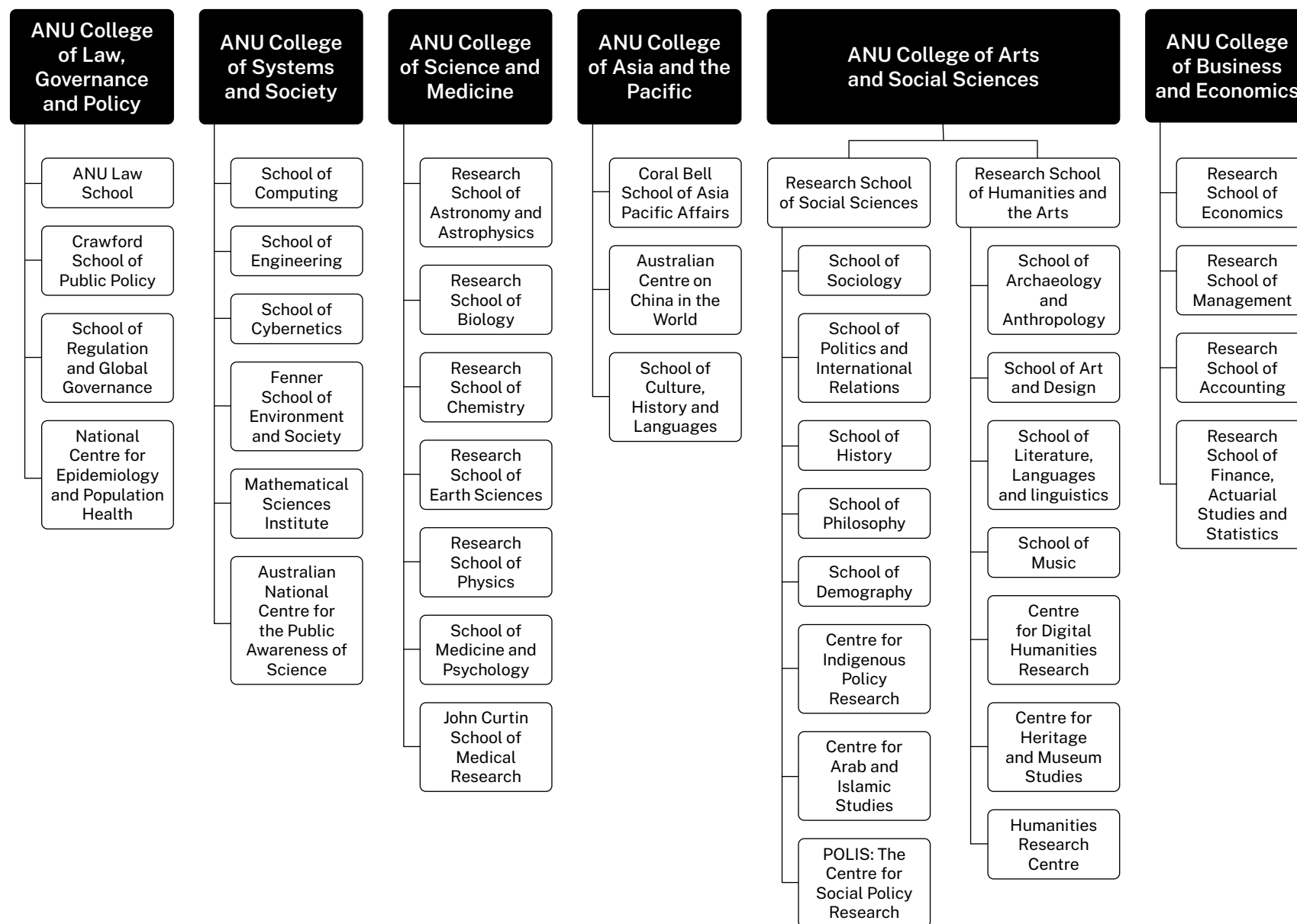
'Reform is necessary – we must be operationally sustainable to continue to deliver on our national mission,'

Distinguished Professor Genevieve Bell, Vice-Chancellor and President

Our six colleges (Diagram 1) will support our renewal and the delivery of our unique national research and teaching objectives:

- ANU College of Law, Governance and Policy will bring together our world leading expertise in these disciplines to positively impact Australia's policy and legal landscape.
- ANU College of Science and Medicine combines our leading expertise in physical, biological and medical sciences supported by some of Australia's most advanced scientific infrastructure hosted by ANU on behalf of the nation.
- ANU College of Systems and Society will bring together the University's capabilities in understanding the modern interfaces and complexities between systems and technologies and the physical and social worlds.
- ANU College of Asia and the Pacific remains focused on its founding mandate to advance our understanding of the Asia-Pacific region and remains Australia's leading centre for research and teaching on Asia and the Pacific.
- ANU College of Business and Economics remains committed to advancing the fields of business and economics while being at the forefront of global thinking on issues relate to wealth, wellbeing and strong organisations.
- ANU College of Arts and Social Sciences remains one of the world's best scholarly communities of social scientists, humanities scholars and creative artists distinctive for is multidisciplinary research helping to solve the key social, cultural and political problems facing Australia and the contemporary world.

Diagram 1 ANU College structure



Our external operating environment

In 2024, the Australian Government released the Australian Universities Accord. This landmark document included 47 key recommendations which together aim to provide long-term reform for the higher education sector to focus on meeting Australia's future needs.

The Government has been quick to respond to the recommendations with several key policy changes set to impact the University's operating environment over the course of this plan including the establishment of the Australian Tertiary Education Commission (ATEC), the transition to Managed Growth Funding and Demand-driven Needs Based Funding along with policy changes to ensure the quality and reputation of Australia's international education offerings.

The University has prepared its 2025–2028 Corporate Plan to be responsive to this changing policy environment but also to address several other significant forces shifting within the broader world in which we operate, specifically:

- **AI and associated digital technologies** are rapidly shifting how information is generated, collected and communicated. This will change how students and researchers work, what they expect, and the economies and business models of delivering high-quality education. It will require a future workforce with new skills, and we must balance the need to educate our students on how to make the most of its potential ethically, while still ensuring students graduate with the deep knowledge and attainment levels we expect.
- **Demographics of university students** will shift as Australia seeks to increase participation. The Australian Universities Accord presents a future where by 2050, 80 per cent of the Australian workforce will have a tertiary qualification. To achieve this, the sector will have to find more opportunities to engage a broader range of participants and to overcome barriers currently in place. ANU must challenge itself to ensure all Australian's who aspire to do so and have the capability, can find a pathway to engagement and a relationship with their national university.
- **Climate change** will likely result in both increasing physical risks (such as extreme heat and more intense and frequent extreme weather events) and transition risks (policy, legal, technological, market, financial and reputational impacts of decarbonisation). These risks could have significant impacts on student experience, research, teaching, operations, health and safety, infrastructure, financial models and our value chain. This plan must be responsive to these challenges.

Our objectives, activities and performance

As outlined in our legislative framework, we will focus on two strategic objectives that will fulfill the University's unique purpose as Australia's national university:

1. Providing a distinctive transformative research and investment in future capability and capacity to meet our national responsibilities; and
2. Educating for Australia's future: delivering on our students' aspiration and capability by using the power of education to unlock potential.

Our purpose and strategic objectives will be achieved through key activities that are underpinned by the Enabling Impact: The ANU Research and Innovation Strategy 2024+ and the ANU Learning and Teaching Strategy.

The key activities and associated Key Performance Indicators (KPIs) for the Corporate Plan 2025–2028 will be assessed during our annual planning and performance cycle to ensure these remain relevant and appropriate.

Table 1 lists these key activities against the relevant strategic goal.

Table 1 Our 2025 key activities

Strategic goal	Key activities
1. Providing a distinctive transformative research and investment in future capability and capacity to meet our national responsibilities	1.1 Advance knowledge by undertaking research projects, translating, and communicating our research and knowledge with the public, government, industry, and partners. 1.2 Cultivate the next generation of global leaders through the reinvigorated PhD experience with a four-year scholarship package and career-building leadership opportunities in partnership with industries and communities.
2 Educating for Australia's future: delivering on our students' aspiration and capability by using the power of education to unlock potential.	2.1 Students will come from every background and all parts of Australia and the world and will have the talent and determination to succeed at ANU. 2.2 Execute the ANU Learning and Teaching Strategy and curriculum renewal, designed to streamline program structures and systematically embed the new ANU graduate attributes. 2.3 Build meaningful partnerships with industry and government across the ACT, Australia, and our region.

Since the publication of our last Corporate Plan, we have updated our key activities and improved several of our performance measures to better reflect the role and performance of Australia's national university. Table 4 (pages 31-33) outlines the adjustments made from the previous Corporate Plan 2024–2027.

The following sections outline the University's planned key activities in each of these areas and defines how success will be measured.

Strategic goal one: distinctive transformative research and investment in future capability

Through research and innovation at The Australian National University, our vision is to contribute to our nation, our region, and to our world in a manner supporting a collective future that is healthy, prosperous, secure and democratic, environmentally sustainable, fair and inclusive, and creative and ambitious.

Our ambition to build a world-class 21st century Research and Innovation capability that:

- enables world-class fundamental research;
- encompasses world-class research facilities, collections and infrastructure, in many cases providing this on behalf of and for the nation;
- provides outstanding experiences for PhD candidates and early career researchers;
- increases Australia's overall research expenditure pool by diversifying our research incomes and leveraging non-traditional funding sources;
- enables world-class translational research, development and demonstration activities; and
- embodies diversity and inclusion; to build a future for everyone we need everyone to be represented on the teams undertaking the research, development and demonstration activities.

Our 'Enabling Impact: The ANU Research and Innovation Strategy 2024+' document articulates our collective vision and ambition for the ANU research and innovation ecosystem and how the University will enable this vision and ambition over the coming multi-year period. The document captures the planned structure, activities, and KPIs that constitute the ANU Research and Innovation Strategy through 2024 and beyond.

Strategic goal one: Key activities

- 1.1 Advance knowledge by undertaking research projects, translating, and communicating our research and knowledge with the public, government, industry, and partners.
- 1.2 Cultivate the next generation of global leaders through the reinvigorated PhD experience with a four-year scholarship package and career-building leadership opportunities in partnership with industries and communities.

Strategic goal one: Key Performance Indicators

- | | |
|--------------|---|
| KPI 1 | Research income |
| KPI 2 | Field Weighted Citation Impact (FWCI) |
| KPI 3 | Higher Degree Research candidate success |
| KPI 4 | Higher Degree Research candidate experience |

Strategic goal two: Educating for Australia's future: delivering on our students' aspiration

The University is committed to high-quality learning and teaching. This commitment acknowledges that students are the centre of learning and teaching at the ANU. A partnership between students and the University forms our foundation for high quality and impactful learning and teaching.

Our graduates will have a positive influence on the future. They are passionate, creative and capable of solving critical problems not yet imagined. They create and apply knowledge to improve the lives of people, the nation and the world.

The University has bold ambitions to deliver a student education and experience equal to the world's best. The ANU Learning and Teaching Strategy is foundation through which we will deliver on the activities and Key Performance Indicators in this plan and defines our distinctive approach to learning and teaching.

Strategic goal two: Key activities

- 2.1 Students will come from every background and all parts of Australia and the world and will have the talent and determination to succeed at ANU.
- 2.2 Execute the ANU Learning and Teaching Strategy and curriculum renewal, designed to streamline program structures and systematically embed the new ANU graduate attributes.
- 2.3 Build meaningful partnerships with industry and government across the ACT, Australia, and our region.

Strategic goal two: Key Performance Indicators

- KPI 5** Commencing enrolments (2.1)
- KPI 6** Coursework student experience (2.2)
- KPI 7** Student retention and completions (2.2)
- KPI 8** Graduate employment (2.3)

KPI definitions

Table 2

KPI	Target	Methodology	Accountable	Reported
GOAL 1: DISTINCTIVE TRANSFORMATIVE RESEARCH AND INVESTMENT IN FUTURE CAPABILITY				
1. Research income	Improve previous result	Total research income by year (\$m) collected through the Higher Education Research Data Collection (HERDC). Excludes the National Institute Grant. Data source: ANU Financial System	Deputy Vice-Chancellor (Research and Innovation)	Annually
2. Field Weighted Citation Impact (FWCI)	Improve previous result	FWCI is cites per paper normalised for subject, year, and document type, where the world average gets a score of one. Citations vary significantly by discipline and the normalisation assists in managing this variation. This is a 5-year FWCI, excluding current year which is considered best practice when using citation metrics. Data source: SciVal (Elsevier)	Deputy Vice-Chancellor (Research and Innovation)	Annually
3. Higher Degree Research candidate success	Maintain or improve previous result	The University will track the success of our Higher Degree Research (HDR) candidates in progressing through and completing their research programs. The University will do this by looking at three overall perspectives: <ul style="list-style-type: none"> • HDR retention rate • HDR overall completions • HDR on-time completions rate Together performance in these measures will ensure that our students are progressing through their studies and achieving successful outcomes. Data source: ANU Insight	Deputy Vice-Chancellor (Research and Innovation)	Annually
4. Higher Degree Research candidate experience	Maintain or improve previous result	The Postgraduate Research Experience Survey (PRES) is an international survey administered by the ANU in association with Advance Higher Education, UK. HDR candidates are surveyed to collect data on the quality of research training and support they experience at the ANU during their studies. This KPI will measure the overall satisfaction scale. Data source: PRES	Deputy Vice-Chancellor (Research and Innovation)	Annually

KPI	Target	Methodology	Accountable	Reported
GOAL 2: EDUCATING FOR AUSTRALIA'S FUTURE				
5. Commencing enrolments	Maintain or improve previous result aligned to Funding Agreement, Mission based Compact and our New Overseas Student Commencement (NOSC) targets	The University will track the number of commencing student enrolments for domestic and international coursework students. A commencing student is defined as a student enrolling in a program of study for the first time. The University will focus on performance across all students and the following participation categories as per current government policy to increase participation: Indigenous Australians, and students with low socio-economic status and those from regional and remote locations. Data source: ANU Insight	Deputy Vice-Chancellor (Academic)	Annually
6. Coursework student experience	Maintain or improve previous result	The percentage of undergraduate and postgraduate students who rated their overall educational experience positively. Data source: Student Experience Survey (SES)	Deputy Vice-Chancellor (Academic)	Annually
7. Student retention and completions	Maintain or improve previous result	Retention and completions for domestic and international students within undergraduate. This is defined as students who have completed or been retained in their studies. Data source: ANU Insight	Deputy Vice-Chancellor (Academic)	Annually
8. Graduate employment	Maintain or improve previous result	The proportion of domestic and international coursework graduates who are employed full-time within four to six months after completing their course. Data source: Graduate Outcomes Survey (GOS)	Deputy Vice-Chancellor (Academic)	Annually

Our enabling capabilities and success measures

Our success on delivering on the ambition of this plan relies on the University's focus and performance across our four critical enabling capabilities.



People



Infrastructure and environment



Services, systems and processes



Financial sustainability



Capability one: people

This capability sets out our ongoing focus on our people, both our employees and our students who together build our scholarly community. It is designed to underpin the University's mission and values by creating an environment that fosters a culture of excellence and success, where everyone feels proud to be part of that community. This will be critical as the University reshapes its organisational structure through 'Renew ANU'. We will deliver initiatives to ensure our community is connecting and creating opportunities to promote excellence and accountability, belonging and interaction, diversity, wellbeing, trust and dialogue.

Workforce development

Our people are key to the University's success. We will recruit, retain and develop the highest-performing academic and professional staff and nurture them to seize opportunities to meet the challenges of our changing world. We will define the optimum academic profile for disciplines across the University to ensure we excel in our mission. In achieving this, we will align our staff profile with our strategic priorities and aspirations and evolve our work culture with a heightened emphasis on performance, professional development and adaptability.

Cultural safety, equity and inclusion

The ANU is a diverse and inclusive community. We are committed to fostering a culture of respect and inclusion by embedding the University's values of equity and diversity into every aspect of our study, work and living environment.

The University will continue to ensure our campus is a safe place for our community. Our policies and procedures prohibit all forms of discrimination, vilification, intimidation, violence, and other oppressive and disrespectful behaviour towards anyone, regardless of cultural background, religion, or political conviction. And where people fall short of these expectations, we do and will act.

The University promotes excellence in health, and safety leadership for all our people, visitors and contractors by ensuring the University's work health and safety management system is appropriate to the University's operations and is implemented consistently across all campuses, parts and functions of the University.

Success measures:

- Employee engagement
- Student and Employee Wellbeing
- Student and Employee Safety
- Gender diversity in leadership
- First Nations employment



Capability two: infrastructure and environment

Research facilities and infrastructure

The ANU research infrastructure has an estimated replacement value of more than \$2 billion and supports the work of thousands of researchers at the ANU, across the nation and around the world. Our capabilities are wide-ranging in scale, the research disciplines served, and operational models and user numbers. The ANU hosts nationally significant and unique capabilities, including the National Computational Infrastructure, Australian Earth-System Simulator (ACCESS-NRI), the Heavy Ion Accelerator (HIA) Facility, Phenomics Australia, the Australian Data Archive, the Advanced Instrumentation and Technology Centre, and the Siding Spring Observatory, to name a few. We are engaged as host or node with around half of all National Collaborative Research Infrastructure Strategy (NCRIS) capabilities.

Research infrastructure is much more than the physical assets and equipment used for research. The definition extends to collections, libraries, facilities, services, assets, software, datasets and the associated expertise that underpins research. We have also extended this definition to include the skilled staff who provide shared specialist and technical services in support of research.

Environmental sustainability

As Australia's national university, the ANU acknowledges our responsibility to tackle pressing environmental challenges. By leveraging our expertise, we aim to drive innovation and to use the University as a living laboratory and demonstration site for sustainable solutions. The [ANU Environmental Management Plan \(2022–2025\)](#) provides our roadmap focusing on seven themes: greenhouse gases, climate risk, energy, water, built environment, circular economy, and biodiversity and conservation.

The University's long-term climate ambition is to reach below zero emissions across our entire value chain by 2040. To reach this ambition we are making progress towards interim goals that address diverse sources of emissions.

In 2024, the ANU volunteered to participate in the Commonwealth Climate Disclosure Pilot. Across this plan we will build on this we will integrate climate risk more comprehensively into our risk management framework and enhance our disclosure.

Success measures:

- Recognised collections
- Nationally significant research infrastructure and capability
- University greenhouse gas emissions



Capability three: services, systems and processes

The ANU must deliver and manage its resources and services to achieve its mission. Our services, like everything we do, need to be world-class.

The immediate challenge is to develop better service models and resource allocation to deliver a sustainable operating model that enables a leading-edge environment for students, researchers and our external partners.

Our services should be collaborative, responsive, continuously improving, providing an exceptional experience and delivering value for money.

Systems express how our institution interacts with its staff and students. They encompass the processes and services that enable students to enrol, learn and navigate the campus as well as providing access to services that support them. For staff, the University systems are fundamental to their work, role, performance and success, from recruitment to teaching, publishing, engagement with stakeholders and winning grants.

The ANU Digital Plan is the University's vision to create a future-ready ANU, enabled by:

- New ways of working which put the ANU community at the centre of everything we do
- Reimagined, optimised and streamlined processes
- Flexible, accessible and user-friendly systems and support services
- A culture of data-driven insight and decision-making.

During the period of this plan, we will reshape and standardise our service offerings, improve the experience of our staff and students when they engage with our services and continue to improve our digital environment to support this ambition.

Success measures:

- Satisfaction with our services



Capability four: financial sustainability

As a public institution, the ANU is steward of public funds and must carefully balance the fiscal needs of academic programs, capital and facilities, technology infrastructure, people capital, debt and expenses, student programs and services, and operations.

The financial profile of the University includes a variety of funding from the Federal Government and the generation of revenue diverse range of operations such as international fee-paying students, business partnerships and philanthropic giving. A decline in any one major source has a direct and negative impact on the University's ability to operate effectively.

The University is in an operating context where expenses have steadily increased while revenue has not kept pace. To ensure the ongoing viability in delivering our mission and the implementation of 'Renew ANU', the University in 2025 will develop a sustainable financial model that is responsible, fair and transparent. This will involve the consideration of key components including revenue enhancement, cost containment, multi-year financial planning and strategic resource allocation.

Success measures:

- Underlying operating result

Governance and risk

Governance and accountability framework

The University's governance requirements are set out in legislation, including, but not limited to.

- The *Australian National University Act 1991* — the founding legislation and enabling Act, establishing the ANU and detailing its purpose/s and governance structure.
- The *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) — the PGPA Act details the general duties of accountable authorities and officials, with the PGPA Rule establishing the requirements and procedures necessary to give effect to the governance, performance and accountability matters covered by the PGPA Act. The framework establishes obligations relating to the proper use and management of public resources (defined in section 8 of the Act as efficient, effective, economical and ethical).
- The *Higher Education Support Act 2003* (HESA) — sets out quality and accountability requirements that the ANU must comply with as a higher education provider, in relation to financial visibility, quality, fairness (equity), compliance, contributions and fees, and the 'Mission based Compact' and academic freedom.

Government policy and funding agreements

ANU Mission based Compact

On an annual basis the University prepares a Mission based Compact for the Department of Education. The Compact is an agreement between the Commonwealth and the University and establishes the quality and accountability requirements that we must meet under HESA as a condition of receiving grants under the Act.

The compact demonstrates how the University's mission aligns with the Commonwealth's goals for higher education, within areas such as innovation, teaching and learning, research training, and equity. Our 2024 Mission based Compact is aligned with the key deliverables within our Corporate Plan and the University is required annually to update its Compact.

ANU Funding Agreement

The University has a Funding Agreement with the Commonwealth which covers the funding provided by the Department of Education under HESA, including:

- The Commonwealth Grant Scheme (CGS) is a flexible funding envelope within which funding can be moved between disciplines (excluding medicine) and program levels (sub-bachelor, bachelor and postgraduate) for domestic students.
- The additional Commonwealth Scheme Places (CSPs) allocation for Equity, Innovative and National Priority Places. In 2025, the University will be awarded 36 places within the Nuclear-Powered Submarine scheme.
- The Research Training Program (RTP) allocation supports the training of students undertaking Research Doctorate and Research Master programs, and the Research Support Program (RSP), which provides a flexible funding stream to assist with the systemic costs of university research.

- Funding for the National Priorities and Industry Linkage Fund (NPILF) program that aims to produce graduates with the right mix of skills through three key objectives:
 - increasing the number of internships, practicums and other innovative approaches to work-integrated learning across all disciplines
 - increasing the number of STEM-skilled graduates and improving their employment outcomes
 - rewarding providers for the development of partnerships and collaborations with industry.
- The Indigenous, Regional and Low Socio-Economic Status Attainment Fund (IRLSAF) supports initiatives to improve access and participation for groups in the population with lower participation and attainment rates, including Indigenous persons, students from low socio-economic backgrounds, and those from regional and remote areas.
- The National Institutes Grant provides funding to conduct long-term pure and applied research that marks the ANU as a nationally and internationally significant research institution.

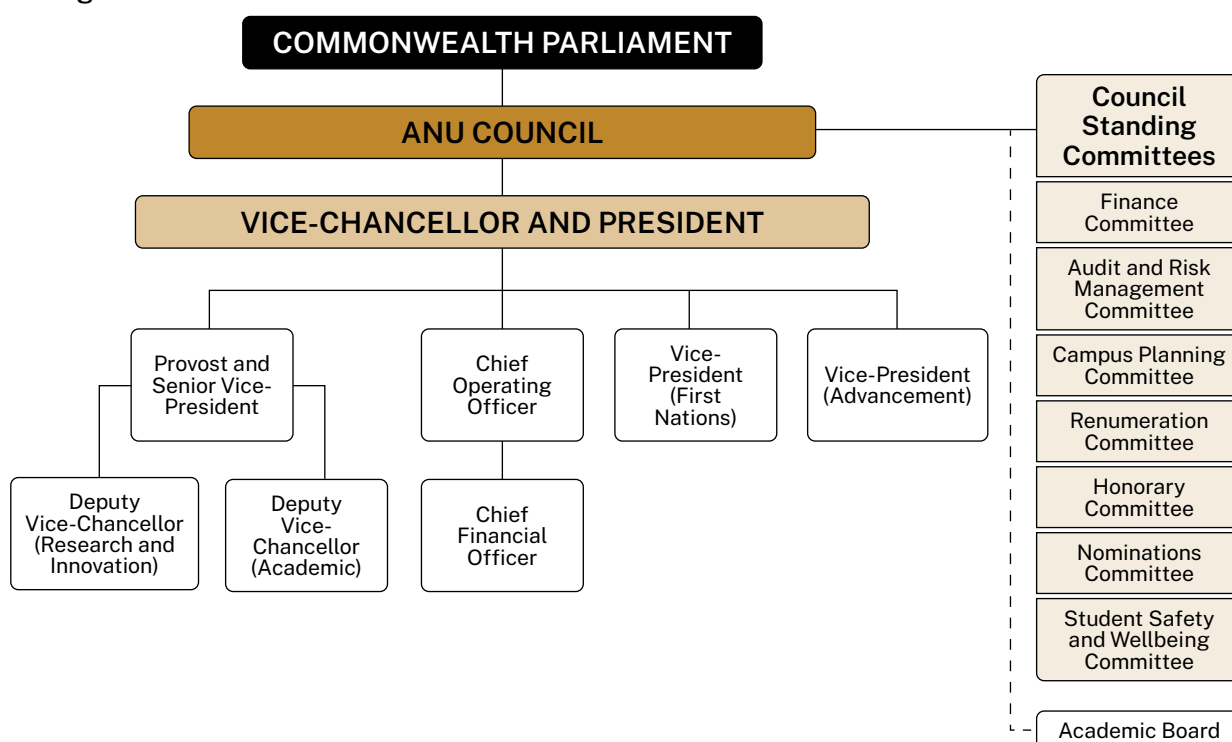
Governance arrangements

The governance arrangements of the University provide assurance to Council via its committees and the Internal Audit Program in respect of risk oversight, management and reporting. Each Council Committee has a publicly accessible charter that outlines its membership and responsibilities. Committees are held to these responsibilities and are required to report to Council annually on their performance.

Council and Committees have quality assurance mechanisms to ensure that they remain fit for the challenges of governing the national university. The Committee structure includes Committees required under legislation and others created directly by Council. The structure changes over time as Council and the University seek more efficient and effective ways of operating.

Diagram 2 outlines the current University's governance structures.

Diagram 2



The Audit and Risk Management Committee (ARMC) provides advice on the appropriateness of financial and performance reporting obligations, risk oversight and management, and systems of internal control, as well as any specific areas of concern or suggestions for improvement.

The Internal Audit Program (of performance and compliance) assists to validate and improve the effectiveness of the University's systems of internal control and risk management. It is overseen by the ARMC.

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

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

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

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

The Student Safety and Wellbeing Committee monitors and advises Council on the University management of matters concerning the safety and wellbeing of students enrolled at the University. The University has released its second Student Safety and Wellbeing Plan 2024–2026.

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

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

Each year the Council compiles and endorses an Annual Conformance Statement that documents how Council has met its responsibilities in legislation and University policy over the course of that year. This arrangement is mirrored through each Council committee completing an ongoing matrix of its performance against the responsibilities in its charter.

Risk oversight and management

The University is committed to embedding a robust risk management culture that enables it to be agile and responsive to known and emerging risks in the higher education landscape, while securing maximum benefit from creating opportunity and innovation. The University's risk culture will continue to mature its risk culture across the scope this plan.

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

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

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

To continue to mature our risk management culture the University is committed to:




- supporting risk-taking within principles of the risk appetite
- strengthening strategic alignment and risk communication
- promoting learning opportunities to reinforce positive risk behaviour
- sharing good practice and better integrating risks with decision-making
- bolstering collaboration in managing shared risks.







In 2025, the University will commence implementation of reporting on climate risk management activities across the organisation through participation in a Commonwealth Climate Disclosure pilot for the 2024 Annual report. The University will also recruit a Chief Risk Officer to establish and lead the University Risk Office (URO) and be responsible for the University enterprise risk management framework. The Chief Risk Officer will also oversee the risk and audit functions for the University.


Enterprise risks

The University's strategic risks are subject to ongoing review and refresh to ensure these are effectively managed to support the achievement of the strategic objectives of the University. The key areas of risk potentially affecting the delivery of the University's strategic priorities are presented in Table 3.

Table 3

	Risks	Enabling capabilities	Opportunity
	Financial Management Failure to satisfactorily deliver on key services and strategic priorities because of insufficient financial resources.	<ul style="list-style-type: none"> • Services, processes and systems • People • Financial sustainability 	Changes proposed under the 'Renew ANU' transformation are aimed at ensuring the University continues to deliver world-class education and research.
	Safety and Wellbeing Failure to maintain a safe environment for staff, students and visitors; impacting on workforce performance, student satisfactions and trust.	<ul style="list-style-type: none"> • People • Services, processes and systems • Infrastructure and environment 	Proactive support and response mechanisms to address our student and staff safety and wellbeing issues with ongoing governance and supporting frameworks.
	Research Quality The University not adequately engaging and partnering with industries of focus to support the refreshed Enabling Impact: Research and Innovation Strategy 24+.	<ul style="list-style-type: none"> • People • Services, processes and systems • Financial sustainability • Infrastructure and environment 	Establishment of a Research Partnerships and Translation function with a focus on fostering deep, multi-dimensional relationships with a wider range of stakeholders including industry, community and other institutions.

	Risks	Enabling capabilities	Opportunity
	Teaching Quality The University not delivering teaching quality to the satisfaction and levels expected.	<ul style="list-style-type: none"> • People • Infrastructure and environment • Services, processes and systems • Financial sustainability 	The ANU Learning and Teaching Strategy provides a future-focussed whole-of-university approach, outlining the necessary goals and actions required to enhance learning and teaching at the ANU and to ensure it contributes to delivering a student experience equal to the world's best.
	Reputation Reputational damage resulting from actions of staff, student, alumni or associated third parties, or incidents such as a data breach or non-compliance with good governance or legal requirements.	<ul style="list-style-type: none"> • People • Services, processes and systems • Infrastructure and environment • Financial sustainability 	Encouraging a culture of openness and transparency among staff, students and alumni and proactively developing a strategy to respond to any reputational issues. Use of threat intelligence to profile and counter current and emergent cyber threats.
	Government Policy Changes in government policy impacting on student numbers and existing partnerships.	<ul style="list-style-type: none"> • People • Financial sustainability 	Continued, strengthened and proactive engagement with key government stakeholders, including expanded partnerships with other government entities.
	External Environment Instability in the global environment, because of economic, geopolitical, military, or public health factors causing disruption to supply chain, staff and student mobility and partnership activity.	<ul style="list-style-type: none"> • Services, processes and systems • Financial sustainability 	Monitoring of international diplomatic and geopolitical tensions and their potential consequences. Diversification of international student and partnership activity by geographical region, geopolitical alignment, and economic interdependency.
	Social License Inability to meet societal expectations and to contribute positively to the community.	<ul style="list-style-type: none"> • People • Services, processes and systems • Financial sustainability 	Alignment between the University's strategic direction and the values, needs, gaps, and aspirations of its community and society, in a rapidly evolving social landscape.
	Talent Inability to recruit high-quality staff required to lead, develop and implement key strategic priorities and to deliver a positive staff and student experience.	<ul style="list-style-type: none"> • Financial sustainability • People • Infrastructure and environment • Services, processes and systems 	Comprehensive program of staff development, leadership opportunities and recognition practices.

	Risks	Enabling capabilities	Opportunity
	Climate Risk Failure to make anticipated progress against the institutional below-zero target and to adapt the organisation to physical impacts.	<ul style="list-style-type: none">• Financial sustainability• People• Infrastructure and environment• Services, processes and systems	Ongoing assessment with the aim of facilitating integration into the University's overall approach to risk management in 2025.

Freedom of speech and academic freedom at the ANU

Freedom of speech is a fundamental tenet of Australian society, and academic freedom is foundational to the ANU as Australia’s national university. The University is aligned with, and supportive of, the government’s moves to protect academic freedom.

The ANU Attestation Statement on Freedom of Speech and Academic Freedom for 2023 was approved by Council on 5 April 2024. The 2023 Statement attested that the ANU maintains an institutional environment in which academic freedom and freedom of speech are upheld and protected, and, that the ANU Academic Freedom and Freedom of Speech Policy is robust and well-integrated in the ANU policy suite.

Foreign interference in the Australian university sector

To ensure we meet our obligations under the *Australia’s Foreign Relations (State and Territory Arrangements) Act 2020* the University Foreign Interference Advisory Committee (FIAC) monitors, advises and provides assurance to the University community on the management of foreign interference risks to the University. The committee makes determinations on foreign collaborations and, where appropriate, makes recommendations to the Vice Chancellor.



Marta Yebra, Professor in Environment & Engineering, Fenner School of Environment & Society in Aranda bushland, Canberra ACT.

Partnerships and cooperation

For the purposes of the Corporate Plan 2025–2028, we are committed to strengthening our collaborations with the Commonwealth Government, ACT Government and other key partners as listed below.



Commonwealth Government

The University has a unique purpose to serve society through transformational research and education. As the national university and a Commonwealth Corporate Entity, the ANU provides evidence-based research that contributes to, and benefits, Australian society through research partnerships and specialised education and training for Commonwealth Government departments. These partnerships help to generate public discourse and to develop the evidence-base that supports policy development and innovation. The ANU works with many departments and agencies within the Commonwealth Government. Examples of particularly significant partnerships are outlined here in more detail.

Department of Defence

The ANU and the Department of Defence have a long history of collaboration across Humanities and Social Sciences (HASS) and Science Technology Engineering and Mathematics (STEM) disciplines.

In July 2024, the University launched the ANU Defence Institute, which is responsible for coordinating our engagement with Defence. We recognise that both organisations are large and complex to navigate and while existing relationships are supported to continue, the Institute provides a mechanism to more effectively foster collaboration and partnerships between the ANU, the defence sector and industry leaders.

Following the announcement in 2021 of the government's AUKUS partnership, the University established a cross-university steering committee focussing on nuclear stewardship and combining expertise in nuclear physics with engineering, health, regulation, national security policy, law, strategic defence studies and science communication. This multidisciplinary group engaged with Defence and created new education programs to address knowledge gaps in nuclear stewardship and offering comprehensive undergraduate, postgraduate and professional education.

The University was awarded additional Commonwealth Supported Places (CSPs) under the Nuclear-Powered Submarines Student Pathways Program to increase STEM undergraduate students commencing studies in 2025. In addition to providing education, the University is engaging with Defence, defence industry, and national and international partners to increase nuclear research programs in Australia. Through training, education and research programs, the University remains committed to building the nuclear literate workforce required in Australia by Defence, the broader government and industry.

Department of Climate Change, Energy, the Environment and Water (DCCEEW)

The ANU entered a Memorandum of Understanding (MoU) with DCCEEW in July 2023 to formalise a collaboration to link ANU expertise with Australian Government priorities and challenges. This is achieved through the exchange of information and knowledge-sharing, staff exchanges, research collaborations and teaching activities. The partnership has successfully delivered three new research collaborations with several more in the pipeline. It has also provided a simple pathway to connect academics with their public policy counterparts leading to numerous new productive relationships.

Department of Foreign Affairs and Trade (DFAT)

The University engages extensively with DFAT with particularly strong linkages between the ANU College of Asia and the Pacific and e DFAT.

For example, DFAT funding supports the Australia Pacific Security College (APSC) within the ANU College of Asia and the Pacific, to support Pacific Island countries and strengthen capacity, collaboration and policymaking for enhanced climate, environmental, human and traditional security. Through bespoke courses and technical assistance, the APSC creates opportunities for further learning and is a platform for the exchange and development of ideas to advance the peace and security of Pacific Islands. The Pacific Research Program (PRP) is co-funded by DFAT and is delivered by a consortium consisting of the Department of Pacific Affairs and the Development Policy Centre at ANU, and the Lowy Institute. PRP Phase 2 (2022–2026) builds on Phase 1 (2017–2022) of the program to foster strong partnerships between Australian and Pacific universities, and to teach and train the next generation of Pacific researchers. Phase 2 will also generate and disseminate independent Pacific-focussed research as a regional public good and to support stronger evidence-based policymaking in the Pacific by working to foster stronger research practice and deeper research-to-knowledge engagement.

Department of Home Affairs

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

Department of Social Services (DSS)

In 2023, the ANU signed a Memorandum of Understanding (MoU) with the DSS to establish an academic collaboration to share knowledge, enhance cooperation, and build organisational capability. The MoU covers collaborations across all areas within the DSS responsibilities and has a particular focus on the work of the social security team. Several activities have been instigated under the MoU, which is supported by the Office of Commonwealth and Government Relations and championed internally by the Centre for Social Research Methods and the Tax and Transfer Policy Institute.

Services Australia

The ANU School of Cybernetics provides Services Australia SES AI Short Learning courses in one-day and two-day formats. The course has a focus on both organisational opportunities and responsibilities when designing and delivering AI systems and provides a focus on AI systems governance and assurance. The agency requires these services to improve the AI Literacy of Senior Executive to inform their decision making and the responsible adoption and Management of AI in Services Australia. The one-day Decoding AI course is an introduction to AI suitable for SES staff needing to begin or build on their AI literacy journey but are not directly involved in the design and delivery of AI solutions for the agency. The two-day Leading AI course is aimed at SES staff who are responsible for, or likely to be involved in the design, build, and delivery of AI solutions for the agency.

Department of Industry, Science and Resources

The University's partnership with the Department of Industry, Science and Resources was formalised in May 2022. The collaboration promotes the exchange of expertise, including through staff secondment, to shape the department's approach to anticipated challenges in driving economic and jobs growth. Specific areas of cooperation to date include low emissions technologies, community batteries and electric vehicles.

Australian Signals Directorate (Co-Lab)

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

The Co-Lab underwent a formal review in early March 2024 at the five-year mark of the partnership. Initial findings from the review panel indicate the Co-Lab will prioritise research and training activities for the next three to five years.

Sir Roland Wilson Foundation

Honouring the contribution of Sir Roland Wilson and his vision for a strong Australian Public Service (APS), the Foundation was established in 1998 as an ANU organisational unit. It brings together the ANU, Charles Darwin University and the APS to build public policy capability and leadership through postgraduate scholarships, professional development and networking opportunities. Since 2012, the Foundation has awarded a total of 103 scholarships across 26 APS agencies. This includes 66 Sir Roland Wilson PhD scholarships and 37 Pat Turner scholarships for First Nations APS employees. As of 2024, there are 25 Sir Roland Wilson alumni and 14 Pat Turner alumni. The Foundation's scholars and alumni build connections between academia and the APS, and they return to the APS with the capability to use research and evidence to address significant national and global public policy challenges.

Agrifood Innovation Institute

Established in 2018 as a joint initiative between the ANU and the Commonwealth Scientific and Industrial Research Organisation (CSIRO), with the support of the ACT Government, the Agrifood Innovation Institute (AFII) aims to accelerate transformative innovation to future-proof the Australian agrifood system by connecting the University with industry and entrepreneurs.

Formerly known as the Centre for Entrepreneurial Agri-Technology, the Institute provides industry with a single point of access to the University's significant research capability and infrastructure that allows world-class researchers to collaborate on projects tackling complex long-term agrifood challenges. AFII builds interdisciplinary teams and harnesses the University's research excellence in science, technology, engineering and mathematics, as well as the humanities, arts and social sciences. The efforts translate research into real world-impact while helping to build the capability industry needs for the future through education and training programs.

ACT Government

ACT Health

The ANU has several linkages with the ACT Government and enjoys a particularly productive relationship with ACT Health and the office of the ACT Minister for Health.

These relationships include that with Canberra Clinical Genomics (CCG), which was established in April 2017 through a partnership between ACT Health and the Centre for Personalised Immunology at the John Curtin School of Medical Research (JCSMR). Today, CCG has recurrent funding from the ACT Government and employs health professionals from The Canberra Hospital (TCH) and scientists at the ANU. CCG is an accredited clinical genomics laboratory providing diagnostic services for residents of the ACT and surrounds. It has established a leading bioinformatics pipeline utilising the National Computational Infrastructure resources and bespoke algorithms to extract the 'needle in a haystack' DNA variations causing inherited disease for patients and their families. CCG has links with clinician scientists at the TCH and scientists at the JCSMR. These collaborations could identify novel DNA variation and gene/disorder links. CCG is translating ANU research capacity into real outcomes for ACT Health patients and has already achieved exceptional treatment outcomes for patients with significant health issues.

TechLauncher

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



Dr Simon Jiang, Associate Professor, John Curtin School of Medical Research at The Canberra Hospital, Canberra ACT.

Key philanthropic partnerships

In a rapidly changing world, our greatest challenges are the complex, persistent problems that humanity must solve. Our extraordinary expertise in research, education, and policy engagement is already delivering solutions that can benefit us all. The University works closely in partnership with our donors to create transformative impact.

■ Accelerating research and discovery

The McCusker Charitable Foundation

The McCusker Charitable Foundation has made a significant impact at ANU by funding three key initiatives: the McCusker Prize in Humanitarian Engineering, the McCusker Institute and three research positions at the Centre for Personalised Medicine. Their support enhances student opportunities, such as supporting student innovators to develop lifesaving technologies, and advances translational research into medical conditions such as inflammatory bowel disease. The McCusker Institute provides students with unique opportunities to learn and engage in meaningful social impact.

■ Supporting our students

UniLodge

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

■ Truth, justice and self-determination for Australia's First Nations people

Wesfarmers

The Kambri Scholars Program has received a significant grant in support of its endowment. This leadership level grant, endorsed by the Wesfarmers Board of Directors, sets the foundation for other corporate bodies to give to the program over the coming years as Wesfarmers engages with the University on seeking others to support Indigenous education.

BHP

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

Subsidiaries

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

ANU Enterprise Pty Ltd

ANU Enterprise is a wholly owned subsidiary of the University and was established in 1979. ANU Enterprise is a not for profit, for-purpose Company. It is an impact-enabling vehicle providing a range of delivery and support services within the ANU Research, Partnerships & Translation Division, including project management, business engagement, strategic initiatives and commercialisation services.

The services offered enable researchers to focus on their areas of expertise and help ensure ANU research maximises its societal impact as well as commercial opportunity. ANU Enterprise also two wholly owned subsidiaries, The Social Research Centre Pty Ltd (SRC) and Australian Scientific Instruments (ASI) Pty Ltd (ASI).

SRC was purchased by ANU Enterprise in 2014. It is a for-profit commercial company, which provides innovative social research and evaluation services to Australian researchers, policy makers, academics and business leaders to advance Australian society and its place in the world. It aspires to be Australia's leading social research organisation and works with ANU academic areas including POLIS (previously ANU Centre of Social Research Methods) and the National Centre for Epidemiology and Population Health (previously the ANU Research School of Population Health).

ASI was established as a for-profit commercial company in 1997, to manufacture and sell (under licence) instrumentation developed by the ANU Research School of Earth Sciences. The Company ceased operating following the sale of its business lines to third parties, whilst maintaining the licencing and royalty flow to the ANU. The Company remains registered but is dormant from an operations perspective effective from 1 January 2024.

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

ANU Enterprise Pty Ltd provides the Council and the Finance Committee with an annual business plan and budget as well as biannual reports on agreed financial and non-financial performance metrics and other operational matters. It also provides Audit and Risk Management Committee with biannual reports in relation to statutory financial reporting and governance activities.

ANU (UK) Foundation

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

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

ANU International Holdings Pty Ltd

ANU International Holdings is a subsidiary of the ANU established to provide a compliant and structured framework for owning and managing the University's international operations. It plays a critical role in advancing the University's commitment to maintaining and strengthening long-term strategic relationships with government, businesses, institutions, students, alumni, and the public, internationally.

Its purpose is to enable key functions such as liaison, events, marketing, recruitment, government relations, and alumni engagement. By serving as the legal and operational foundation for international operations, ANU International Holdings ensures alignment with regulatory requirements while facilitating effective and sustainable international engagement.



Ana Casas Ramos, Research Fellow, Research School of Physics at The Australian National University, Canberra ACT.

Alignment of purposes, key activities and performance measures

Table 4

Key activities and performance measures in the Corporate Plan 2024-2027	Revisions to key activities and performance measures in the Corporate Plan 2025-2028	Changes made	Reason for changes
Purpose 1—advancing and transmitting knowledge by undertaking research of the highest quality	Strategic goal 1: Distinctive transformative research and investment in future capability	Amended	Aligns with ANU Research and Innovation Strategy 24 +
KPI 2 Increase in Category Normalised Citation Impact (CNCI)	KPI 2 Field Weighted Citation Impact (FWCI)	New	Aligns with the ANU Enabling Impact: Research and Innovation Strategy 24+. FWCI is used as the normalised publication performance measure as the data source (Scopus) as this has more complete coverage of the University's research activity and is used by more external rankings to measure performance
Not applicable	KPI 3 Higher Degree Research candidate success	New	Aligns with ANU Enabling Impact: Research and Innovation Strategy 24+
KPI 3 Maintain or improve the experience for Higher Degree Research (HDR) candidates	KPI 4 Higher Degree Research experience	Revised	Aligns with ANU Enabling Impact: Research and Innovation Strategy 24+ and new survey methodology (PRES)
Purpose 2 – Advancing and transmitting knowledge by undertaking teaching of the highest quality	Strategic goal 2: Educating for Australia's future: delivering on our students' aspiration	Revised	Aligns with the ANU Learning and Teaching Strategy
Key activity 2.2 Ensure students from across Australia and from a wide variety of backgrounds can study at their national University	Key activity 2.1 Students will come from every background and all parts of Australia and the world and will have the talent and determination to succeed at ANU	Revised	Extended to include international students
Not applicable	KPI 5 Commencing enrolments	New	The University will track commencing enrolments as per Funding Agreement, Mission based Compact and our New Overseas Student Commencement (NOSC) targets

Key activities and performance measures in the Corporate Plan 2024-2027	Revisions to key activities and performance measures in the Corporate Plan 2025-2028	Changes made	Reason for changes
KPI 4 Maintain or improve student satisfaction with teaching quality for domestic undergraduate students	KPI 6 Overall students experience satisfaction for coursework students	Revised	Change for 2025 to overall satisfaction. Aligns with the ANU Learning & Teaching Strategy
Not applicable	KPI 7 Student retention and completion rates	New	To monitor student retention and completion rates
KPI 6 Maintain or improve overall graduate employment rates for domestic undergraduate students	KPI 8 Graduate employment rates	Revised	Extended to include international students and postgraduate coursework students
Purpose 3 – Advancing facilities for higher education purposes	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Infrastructure and environment
Key activity 3.1 Invest in nationally significant infrastructure, built and hosted on behalf of the Australian community and utilised collaboratively within ANU	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Infrastructure and environment
Key activity 3.2 Lead participation in major international-scale research facilities on behalf of Australia and for the national interest	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Infrastructure and environment
Key activity 3.3 Maintain campus and digital facilities that support research and teaching of the highest quality	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Services, systems and processes
KPI 7 Develop new areas of nationally significant research infrastructure and capability	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Infrastructure and environment
KPI 8 Maintain or improve student satisfaction for learning resources	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Services, systems and processes
Purpose 4 – Meeting its obligations to the nation and Australian Capital Territory (ACT) through its status as a national institute	Not applicable	Removed	This is reflected in the University's mission as Australia's national university
Key activity 4.1 Build meaningful partnerships with industry and government across the ACT, Australia, and our region	Not applicable	Removed	This is reflected in the University's mission as Australia's national university

Key activities and performance measures in the Corporate Plan 2024-2027	Revisions to key activities and performance measures in the Corporate Plan 2025-2028	Changes made	Reason for changes
Key activity 4.2 Chart a better future for health and wellbeing of people in Australia and beyond	Not applicable	Removed	This is reflected in the University's mission as Australia's national university
Key activity 4.3 Meet our responsibilities to the Asia-Pacific region with work informed by specialist knowledge and networks	Not applicable	Removed	This is reflected in the University's mission as Australia's national university
Key activity 4.4 Engage with First Nations peoples through academic work, convening key conversations, and the study of First Nations traditional knowledge	Not applicable	Removed	This is reflected in the University's mission as Australia's national university
Key activity 4.5 Pioneer an innovative approach to engineering and technology design and build new national capabilities in data-driven policy and business development	Not applicable	Removed	This is reflected in the University's s mission as Australia's national university
Key activity 4.6 Meeting our commitment to mitigate the negative effects of climate change in line with our national mission	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Infrastructure and environment
KPI 9 Maintain existing and develop new partnerships with industry, government, and community organisations, for the purposes of learning and teaching and research that benefits our students and staff	Not applicable	Removed	This is reflected in the University's mission as Australia's national university
KPI 10 The success of our investment in meeting our unique National obligations will be reported through the creation of a National Institute Survey	Not applicable	Removed	This is reflected in the University's mission as Australia's national university
KPI 11 The success of our investment in meeting our unique National obligations will be reported through the National Institutes Grant Annual Report where we will demonstrate progress through a series of case studies focusing on engagement and impact	Not applicable	Removed	This part of our PGPA reporting obligations
KPI 12 Reduce our overall trajectory of emissions	Not applicable	Removed	Incorporated within enabling capabilities and success measures: Infrastructure and environment

Compliance

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

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

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

Table 5

PGPA source	Matters to be included	Page reference
INTRODUCTION		
PGPA Rule 16E(1)	The Corporate Plan for a Commonwealth entity must cover a period of at least four reporting periods for the entity.	4
PGPA Rule 16E(2)1(a)	The Corporate Plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.	4
PGPA Rule 16E(2)1(b)	The Corporate Plan must specify the reporting period for which the plan is prepared.	4
PGPA Rule 16E(2)1(c)	The Corporate Plan must specify the reporting periods covered by the plan.	4
PURPOSES		
PGPA Rule 16E(2)2	The Corporate Plan must state the purposes of the entity.	5-6
KEY ACTIVITIES		
PGPA Rule 16E(2)3	For the entire period covered by the plan, the Corporate Plan must outline the key activities that the entity will undertake to achieve its purposes.	9-11
OPERATING CONTEXT		
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the Corporate Plan must state the environment in which the entity will operate.	7-8
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the Corporate Plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	9-11
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the Corporate Plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	22-25

List of tables and diagrams

List of tables

		page
Table 1	Our 2025 key activities	9
Table 2	KPI definitions	12-13
Table 3	University enterprise risks	20-22
Table 4	Alignment of purposes, key activities and performance measures	31-33
Table 5	PGPA compliance	34

List of diagrams

		page
Diagram 1	ANU College structure	7
Diagram 2	University governance structures	18



Tree scarring tools (image: Jamie Kidston/ANU).

Abbreviations

ACCESS-NRI Australian Community Climate and Earth System Simulator-National Research Infrastructure

ACT Australian Capital Territory

AFII Agrifood Innovation Institute

AI Artificial Intelligence

APS Australian Public Service

APSC Australia Pacific Security College

ANU Australian National University

ARMC Audit and Risk Management Committee

ASA ANU Supports Australia's Students

ASD Australian Signals Directorate

AUKUS trilateral security partnership between Australia, the United Kingdom, and the United States

CCG Canberra Clinical Genomics

CGS Commonwealth Grant Scheme

CSIRO Commonwealth Scientific and Industrial Research Organisation

CSP Commonwealth Supported Places

DCCEEW Department of Climate Change, Energy, the Environment and Water

DFAT Department of Foreign Affairs and Trade

DSS Department of Social Services

ERMF Enterprise Risk Management Framework

FIAC ANU Foreign Interference Advisory Committee

FWCI Field Weighted Citation Impact

HASS Humanities and Social Sciences

HDR Higher Degree Research

HERDC Higher Education Research Data Collection

HESA *Higher Education Support Act 2003*

HIA Heavy Ion Accelerators

IRLSAF Indigenous, Regional and Low-SES Attainment Fund

JCSMR John Curtin School of Medical Research

KPI Key Performance Indicators

MoU Memorandum of Understanding

NCRIS National Collaborative Research Infrastructure Strategy

NPILF National Priorities and Linkage Industry Fund

PGPA *Public Governance, Performance and Accountability Act 2013*

PhD Doctor of Philosophy

PNG Papua New Guinea

PRP Pacific Research Program

QILT Quality Indicators for Learning and Teaching

RTP Research Training Program

SES Student Experience Survey

SRC Social Research Centre Student Experience Survey

STEM Science, Technology, Engineering and Mathematics

TCH The Canberra Hospital

UK United Kingdom

USA United States of America



Contact us

ANU Marketing and Communications

The Australian National University,
Canberra ACT 2600

T +61 2 6125 5111

E on.campus@anu.edu.au