

# ANU COLLEGE OF ARTS AND SOCIAL SCIENCES

## **Organisational Change Proposal**

Release date:

03 July 2025

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# Background and context - Renew ANU and principles for change

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

The enduring mission of the University remains. From the global financial crisis, to pandemics, along with discoveries of emergent fields and ways of thinking, it has never been more critical to refocus and reshape ANU to address the research and educational challenges of present and future Australia.

## Renew ANU

Renew ANU involves a series of transformation initiatives commenced in October 2024 that aim to reshape the University's structure and operating model to ensure long-term academic excellence, financial sustainability, and alignment with its national mission. The program takes a strategic, phased approach to organisational change, guided by clear principles and extensive consultation.

The University is facing a confluence of external and internal pressures that make significant change both critical and necessary. Key drivers include:

- **Persistent financial challenges:** ANU has recorded significant financial deficits since 2020. Without action, this trajectory threatens the University's ability to continue to invest in its academic mission and meet current and future obligations. We need to ensure the University is aligned in an effective and efficient manner to be sustainable and deliver our unique mission.
- **Declining international rankings:** the University's position in global rankings has steadily declined since 2017. In the latest Times Higher Education rankings, ANU was ranked 73rd in the world, down from 67th in 2023, and continues a downward trend since our high point at number 47 as a THE top 50 university in 2017. Our QS rankings have also fallen from 19th to 32nd in the world between 2016 and 2025. This continued decline in rankings has consequences for ANU including for student recruitment, talent attraction and retention, and overall global competitiveness.
- **An inefficient and ineffective, decentralised operating model:** ANU has a highly devolved structure, with significant duplication and variability in the delivery of services across Colleges and Portfolios. UniForum benchmarking results show the University's services are among the most inefficient and ineffective in the Australian higher education sector. This is especially concerning in comparison to peer Group of Eight (Go8) universities, where similar services are performing at a higher level of satisfaction and more efficiently in terms of cost.
- **Increased competition and external uncertainty:** the higher education sector is rapidly evolving, with rising expectations from students, greater competition for international students, and policy changes affecting student demand and supply that have material funding implications for universities, including domestic and international caps and threats to research funding. These factors introduce volatility and require institutions to be more agile and efficient.

In response, and in consultation with staff, the University has already implemented a series of strategically aligned activities, including:

- **Academic College changes and realignment:** reduced the number of Academic Colleges from seven to six, realigning Schools, Centres, and Institutes, and renaming Colleges to reflect new academic missions.

- **Changes to central Portfolios:** changes to the Academic and Research and Innovation Portfolios, together with changes to the Facilities and Services Division in the Services Portfolio resulted in cost reduction and streamlining of these central services.
- **Change Principles and the new operating model:** consulted with staff and their representatives on our proposed approach to change, principles for academic and research activities, and principles for a new operating model to improve the efficiency and effectiveness of university services and support financial sustainable work areas.
- **Savings initiatives:** pursued a range of initiatives to seek to achieve savings in recurrent expenditure, including a range of non-salary savings.
- **Provision of information on the University's position:** intended to promote transparency with staff by providing information to support effective decision-making.

Further detailed information about Renew ANU and the University's financial update as of May 2025 is available on the [Renew ANU website](#).

## Renew ANU change approach and principles

Finalised in May 2025, following consultation with staff and their representatives, the Approach to Change and Change Principles underpin further Renew ANU activities and guide the development and implementation of future organisational changes. They provide a consistent foundation for decision-making, design, and implementation, ensuring coherence across Colleges, Portfolios, Service Divisions and connection to the University's strategic and national purpose.

### *Approach to change*

Approach to change	Description
Remove duplication in service delivery	To identify and eliminate duplication across services by streamlining functions where overlap exists and creating greater role clarity and accountability, to ensure that services are better aligned with the University's core mission.
Identify non-salary cost savings	Continue the Expenditure Taskforce to ensure resources are allocated efficiently, improving cost-effectiveness while maintaining the high-quality services required to support teaching and research
Develop specific proposals for change	<p>The University will adopt a phased approach to developing specific change proposals to support the improved operating model and College activities. These individual proposals will be developed and led at the local level and in close consultation with relevant stakeholders.</p> <p>Specific change proposals will consider the importance of preserving the University's research and teaching excellence and change processes will have appropriate governance and accountability to ensure the success of the new operating model.</p>

### *Academic and research principles*

Principle	Description
National mission and academic excellence	Academic structures are aligned with the University's national mission, research priorities, and global standing.
Strategic alignment and financial sustainability	Academic and research activities are supported by data-driven, financially sustainable planning.



Program and delivery review	Continuous assessment of academic programs ensures relevance, innovation, and integration of digital learning.
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### *Operating model principles*

Principle	Description
Mission-focused transition	Changes must minimise disruption and align with the University's national purpose.
Leadership role clarity	Academic and professional leaders have defined responsibilities, while fostering collaboration across functions.
Consistency across functions	Standardised roles and services promote equity and efficiency.
Collaboration and shared governance	Local hubs of professional expertise support shared decision-making.
Functional service ownership	Central ownership and oversight of service functions across ANU.
Data-driven resource allocation	Staffing and resources aligned with student demand, research activity, and strategic goals.
Operational efficiency and effectiveness	People, processes, and systems are streamlined and aligned.
Clear workforce development pathways	Professional staff have visible, supported career pathways.

# ANU College of Arts and Social Sciences

## Context and rationale for change

### Introduction

This change proposal documents the background, rationale and expected outcomes proposed for ANU College of Arts and Social Sciences (CASS). This document has been prepared to facilitate consultation with staff and their representatives in accordance with Clause 70 of *The Australian National University Enterprise Agreement 2023-2026* (the Enterprise Agreement).

Preliminary consideration of change has been undertaken through several group and individual discussions held across the College since late 2024. The College Dean, Research School Directors and College General Manager have gone to considerable lengths to facilitate these discussions in order to seek input to the potential future structure of the College. Preliminary consultation has occurred through formal meetings with the College Executive and Heads of Schools to seek initial feedback and ideas; the College Dean also held an open Town Hall discussion with the Professoriate of the College to elicit further views and suggestions. These ideas, discussions and feedback led to the refinement of initial proposed plans. Revised proposals are now reflected within this change management plan. A summary of preliminary consultation activities is attached at [Appendix 5](#).

## Financial overview and context

ANU has an enduring mission to deliver world-class education, research, and innovation. To best support the University's mission and ambitions, it is proposed that the CASS undergo a refocus of their structure and operations. In mid-2024, revised financial assessments of ANU revealed the need for a \$250m reduction in spend across the University. In line with the proposed overall reduction of expenditure, CASS has been given a recurrent target budget of \$58.6M for 2025.

With the responsibility to meet this revised target comes a set of opportunities to restructure the College to achieve several important strategic goals:

- to cohere cognate but small headcount disciplines into larger Schools that can more effectively create and deliver new cross disciplinary programs of teaching and research.
- to significantly expand the remit of two existing Schools into identified areas of future potential growth.
- to simplify and streamline existing administrative structures to facilitate delivery of innovative new research and teaching offers.
- to create a dedicated and centralised hub for showcasing and delivering the College's social impact initiatives.
- to better orient the College towards future opportunities for student growth, improved student satisfaction and increased graduate employability.
- to better evidence and represent the College's work in service of Australia's national mission.

When considering the forward budget estimates and scale of the proposal, the four main drivers critical to achieving this through change management are:

- Reprofiting of Schools and disestablishment of positions identified as surplus to requirements
- Finalisation of the ANU-wide Voluntary Separation Scheme (VSS)
- Disestablishing positions identified as surplus to requirements in the Professional Services Realignment.
- Acquiring savings from natural attrition.

## Key financial figures

Year	Budgeted Operational Salary Costs	Actual Operational Salary Costs
2024	\$62.1m (\$68.5m in 2026 dollars)	\$64.4m (\$ 71.1m in 2026 dollars)
2025	\$58.6m (\$62m in 2026 dollars)	\$68.1m (forecast as at end of Q1) (\$71.5m in 2026 dollars)
2026	\$62.0m (forward estimate/planning assumption in 2026 dollars)	

### Notes

1. To enable a consistent comparison, 2024 and 2025 figures have been indexed to 2026 dollars using the weighted average Enterprise Agreement (EA) salary increases — 5.05% for 2025 and 5.07% for 2026.
2. For reference, the indexation has been applied as follows: 2024 figures  $\times (1 + 5.05\%) \times (1 + 5.07\%) = 2026$  dollars, 2025 figures  $\times (1 + 5.07\%) = 2026$  dollar.

The estimated savings from the proposed changes are critical to achieving financial sustainability and will be delivered through reductions in ongoing salary expenditure. To support this, the proposed changes to College and School staffing profiles will include the disestablishment of selected positions, the realignment of some roles to College or service portfolios, and the establishment of minimal new positions.

Operational savings will also be delivered through more efficient use of shared services, streamlined administrative processes and improvement in university-wide technology enablement.

The net savings achieved through this change proposal, including estimated salary reductions achieved through VSS, is estimated at \$9.5m.

In developing this proposal, the impact on staff workloads was carefully considered. Reductions were made in the context of a largely static or modestly declining student load, and with the aim of preserving the overall teaching and research capacity of the College.

The reduction in salary expenditure has been distributed across multiple disciplines to avoid overburdening any single area, and to retain the flexibility needed to respond to future shifts in student demand. This approach is intended to reduce overall salary costs while maintaining a sustainable academic profile aligned to long-term priorities.

It is understood that future adjustments may involve role redesign, realignment of responsibilities, or other structural changes needed to respond to funding constraints, as well as voluntary measures. Such decisions will be made by local leadership reflecting the operational and strategic needs of the area and the University at the time.

These matters have been considered by the College leadership and form the basis of the proposed changes in this document.

The 2026 numbers are forward estimates only. The 2026 budget is expected to be presented to Council for approval in December as per the normal budget cycle processes.

## Voluntary Separation Scheme (VSS)

The net reduction to base salary expenditure of twenty (20) CASS academic and professional staff through the voluntary separation scheme is \$3.6m.

## Professional Services Realignment

The DVC Research & Innovation Portfolio proposes to realign College Research Management and HDR administration staff into the central team, in line with the Renew ANU principles. Further detail can be found in the DVCR&I Portfolio's Change [Proposal](#).

Remaining College-level professional positions are not considered affected at this time, as the University is continuing to consider the most appropriate future arrangements for their functions. Any future changes will be subject to separate planning and consultation processes, consistent with the broader change principles.

# Overview of proposed changes to the ANU College of Arts and Social Sciences

## Extent and nature of proposed changes by area

### College architecture

To facilitate the delivery of these goals it is proposed that the College architecture and nomenclature be streamlined. CASS's existing three-layer structure (College, Research School and Schools/Centres) is not commensurate with other governance structures across ANU. It is proposed, therefore, to change this to the simplified two-layer structure favoured cross-institutionally at ANU. It is therefore proposed to disestablish the Research School of Social Sciences and the Research School of the Humanities and the Arts and the Directorships of both, but to maintain strategic oversight and governance of the Schools through the creation of two new College Level E Deputy Deanships in Social Sciences and Humanities and the Arts respectively. These new roles would be occupied for a fixed-term period in accordance with ANU procedure.

It is also proposed to create two new multidisciplinary schools within the College and to expand the remit of two existing Schools, as outlined below. All Schools would be structurally located directly under the auspices of the College, with strategic oversight and governance provided by the Dean and the Deputy Deans Social Science, and Humanities and the Arts. In this model Heads of School would become Directors with representation on the University Leadership Group and in other governance fora. This will ensure the quantum of CASS representation in such fora will increase, becoming commensurate with per capita representation amongst the University's other Colleges. These academic leadership roles will report directly to the new Deputy Deans and Dean. Administrative support to these new positions will be provided through the proposed service model outlined in this document.

To more appropriately reflect its constituent entities, it is proposed that the College be renamed The College of Humanities, Arts and Social Sciences (CHASS).

#### **Key proposed changes:**

- One (1) position, Director – Research School of Humanities and the Arts (Level E), to be realigned and renamed to Deputy Dean, Humanities and the Arts (Level E).
- One (1) position, Director – Research School of Social Sciences (Level E), to be realigned and renamed to Deputy Dean, Social Sciences (Level E).

## Creation of a new School of Creative and Cultural Practice

This proposal recommends the establishment of a new academic unit, the School of Creative and Cultural Practice, through the merger of the ANU School of Music, the ANU School of Art and Design, and the ANU Centre for Heritage and Museum Studies. The proposed change is designed to leverage existing strengths in key areas, including Indigenous arts and music; curatorial and museum practice; heritage studies and cultural practice. This new structure reflects the evolving nature of creative and cultural practice – which is increasingly collaborative, interdisciplinary, and publicly engaged – and will enrich educational offerings and support research that speaks across artistic forms and social issues. It will enhance the University's national and international profile in the creative and cultural sectors, while also generating operational efficiencies through coordinated infrastructure, shared resources and streamlined governance. This change will position ANU to lead nationally in the integration of creative practice, cultural heritage, and community-based research, and to shape future directions in research, education, policy development, and engagement across the cultural sector.

In this new structure, the School of Art and Design, the School of Music, and the Centre for Heritage and Museum Studies will each become programs or departments within the larger School of Creative and Cultural Practice. It is expected that the governance model and internal structure of the School will draw upon other examples of multidisciplinary Schools within RSHA.

### **Key proposed changes:**

- One (1) position disestablished following VSS: Lecturer (Level B)
- One (1) position disestablished following VSS: Research Fellow (Level B)

### **(1) Proposed disestablishment of teaching areas within the School of Art & Design (SoAD)**

#### **(1.i) Disestablishment of Foundation Studies**

Foundation Studies has historically delivered first-year, skills-based courses – particularly in areas such as drawing – within the School of Art & Design (SoAD). Under the new Bachelor of Visual Arts curriculum, the Foundation Studies offerings have been significantly reduced to a single course, with only 0.5 FTE staff currently allocated to this area.

Given the reduced teaching load and the integration of first-year curriculum across the Bachelor of Visual Arts, it is proposed that the Foundation Studies area be disestablished. The workload of the 0.5 FTE previously dedicated to Foundation Studies will be absorbed into the broader Visual Arts program and delivered by staff in other discipline areas.

### **Key proposed changes:**

- One (1) position disestablished: Senior Lecturer (Level C) (0.5FTE)

#### **(1.ii) Transition of the Environment Studio**

The Environment Studio is a distinctive and high-profile component of the School of Art and Design, known for its strong emphasis on First Nations engagement and learning. Its work has produced meaningful relationships with Indigenous communities and delivered socially impactful, culturally sensitive education and outreach. This focus remains central to the University's mission and to the new School of Creative and Cultural Practice.

The establishment of the new School presents an opportunity to reimagine and expand the Environment Studio's ethos across a broader interdisciplinary platform. Rather than existing solely within the visual arts, future iterations of the program could integrate music, museum and heritage studies, and other creative disciplines, strengthening its educational, cultural, and research impact.

To support this transition, the existing position associated with the Environment Studio is proposed for disestablishment, with a view to developing a more flexible and embedded model for delivering this work in the new School context. This will allow for future reinvestment and innovation in how ANU delivers Indigenous-engaged creative practice across disciplines.

### Key proposed changes:

- One (1) position disestablished: Lecturer (Level B)

### **(2) Strategic reprofiling of academic staffing in the School of Music, into a Music program within the proposed School of Creative and Cultural Practice.**

In 2024 and 2025, the School of Music conducted a comprehensive review of its staffing profile and activities across both research and teaching (see **Appendix 4**). The review included analysis of student enrolments from 2018 onwards, cost modelling of staffing across continuing, fixed-term, and casual academic (CSA) appointments; and evaluation of research outputs by all staff since 2016. This review was undertaken to support the School's transition from a conservatoire-style model to a School of Music embedded within a research-intensive university. It aimed to identify how staffing could best align with a revised academic profile, one focused on contemporary music practices, research in areas of strategic priority, and new models of teaching and learning appropriate to a university setting. The review identified the School's core strengths and opportunities for future development. These include Contemporary Music (particularly music production and technology), Indigenous Music in a contemporary context, and Music and Wellbeing. These areas will shape both the School's research direction and its future curriculum.

To deliver on this new direction, it is proposed the School will realign its staffing profile to better support the restructured curriculum and emerging research priorities. While the positions proposed for disestablishment contribute to a range of teaching areas – including performance, composition, theory, and musicology – their overall academic profiles do not align with the future shape of the School's offerings. These roles are not positioned to contribute to the research areas identified as strategic priorities, and their teaching responsibilities are concentrated in areas of declining student demand or pedagogical models no longer suited to the School's redefined educational mission.

The revised Bachelor of Music will feature program-wide integration of creative practice, collaboration, and music technology, replacing the traditional one-to-one instrumental model. This shift reflects a broader institutional transition: the School of Music will become a program within the new School of Creative and Cultural Practice, allowing shared research strengths and interdisciplinary opportunities to be effectively leveraged across music, visual arts, heritage, and design. Reprofiting staffing now ensures that the Music program is positioned to thrive within this new structure – contributing to research, delivering a high-quality and distinctive student experience, and operating in a manner that is financially and academically sustainable.

### **Reprofiling of vacant senior academic role**

In addition to the disestablishment of continuing academic positions, this proposal includes the reprofiling of one currently vacant Level E academic role in the School of Music. Under the existing standalone structure, this position served as a senior leadership appointment. However, following the integration of the School of Music into the new **School of Creative and Cultural Practice**, a dedicated Head of School role at Level E for the School of Music will no longer be required as academic leadership for Music will be embedded within the broader governance of the new School.

### **Positions proposed for establishment:**

To better support the delivery of the revised Bachelor of Music and ensure alignment with the School's redefined focus, it is proposed that **two new Level B Lecturer positions be created**. These new roles are not direct replacements for those proposed for disestablishment. The new appointments will combine teaching responsibilities with research focus that is aligned to the School's new strategic priorities and research clusters. In contrast, the positions proposed for disestablishment are primarily teaching-focused and do not include identified areas of research that are aligned to the new strategic priorities. This reflects a broader academic transition, from a conservatoire-based model to a university mode anchored in interdisciplinary engagement, research productivity, and pedagogical innovation.

### Key proposed changes:

- One (1) position disestablished: Senior Lecturer (Level C).
- One (1) position disestablished: Lecturer (Level B) (0.8FTE).

- One (1) position disestablished: Lecturer (Level B) (0.8FTE).
- One (1) position disestablished: Lecturer (Level B) (0.5FTE).
- One (1) position disestablished: Lecturer (Level A) (0.6FTE).
- One (1) vacant position disestablished: Professor (Level E).
- One (1) position disestablished following VSS: Lecturer (Level B)
- Two (2) new positions established: Lecturer (Level B).

## Creation of a new School of Social Foundations and Futures

This proposal recommends the establishment of a new academic unit, the School of Social Foundations and Futures created through a merger of the School of Demography, School of Sociology, and the Crime and Social Justice unit currently located in POLIS: The Centre for Social Policy Research. Combining these distinct but highly complementary disciplines into a single school will dramatically enhance opportunities to improve interdisciplinary research, generate significant new synergies across these cognate disciplines, create new opportunities for team-taught offerings in qualitative and quantitative social science, enable a rationalisation of staffing through reduction of duplication and provide improved career development opportunities for ECRs. Succession issues will also be addressed through workforce planning and the rebalancing of staff across levels A-E. This new School will draw together some of our most powerful offerings across the social sciences creating a new faculty, an improved brand presence, and a 'one-stop shop' for students who share interests in study programs that span these core disciplines.

In this new structure, Demography, Sociology and Criminology will become programs or departments within the larger School of Social Foundations and Futures. It is expected that its internal structure and governance model will draw upon other examples of multidisciplinary Schools within CASS.

### **(1) Proposed reduction of academic positions in Demography**

Demography was a foundational discipline at the ANU, is well regarded internationally, and is again gaining traction as a discipline. The School of Demography recently created PopLab, which provides sophisticated analyses of key social composition and life course issues including ageing, fertility and migration, an offer of keen interest to Government. The School contributes significantly to teaching and research in population studies, health demography, migration, and quantitative methods. However, a structural imbalance exists between the number of continuing academic staff and the School's capacity to support these positions through student load, grant income, and research training funding.

As part of the consolidation of the proposed School, it is expected offerings in Criminology and Demography could be streamlined as part of the proposed reshaping of study programs underway in the curriculum redesign space. As a result, it is proposed that one academic position at Level C within the discipline of Demography be disestablished to align the staffing profile of the discipline with its teaching requirements, research supervision load, and levels of external income.

This staffing surplus has arisen due to a combination of factors, including:

- fluctuations in student enrolments in core demographic programs
- evolving cross-College arrangements that have redistributed some teaching responsibilities
- duplication of some offers particularly in quantitative methods teaching

The considered reduction and integration into a larger multidisciplinary school is designed to bring the discipline's staffing into closer alignment with its actual resource base, while preserving its ability to:

- deliver core demographic teaching, including postgraduate supervision and cross-disciplinary methods training



- maintain a productive research program in its areas of established strength
- contribute to interdisciplinary collaboration with cognate fields such as Sociology, Social Policy, Public Health, Indigenous Policy Research and Economics.

The reductions will come from the disestablishment of one level C position via a closed EOI process and not filling a level E position that has been vacated due to secondment (through 2030).

**Key proposed changes:**

- One (1) position disestablished: Senior Lecturer (Level C)

A closed Expression of Interest (EOI) process will be conducted among two (2) eligible Level C staff to determine which position will be declared surplus

**(2) Proposed reduction of academic positions in Sociology**

The School of Sociology is a highly ranked discipline that is widely recognised for its excellence in teaching and research. The School is particularly esteemed for its strength in areas such as social theory, inequality and stratification, gender studies, health and wellbeing, and science and technology studies.

As part of the merger of Demography, Sociology and Criminology, this proposal recommends the disestablishment of a position with a focus on quantitative research methods in Sociology within the School of Sociology. While the School of Sociology acknowledges the value of research in this area, it no longer represents a central pillar of the identity of Sociology in CASS or its future direction. The staffing configuration in this area lacks the critical mass necessary to sustain a distinctive program of research. In order to strengthen cross-College collaboration on the Sociology of the Web and Network Science it is proposed to cross-appoint one Level E Professor 0.5 FTE to the College of Systems and Society.

The allied disciplines of Demography, Politics and International Relations possess the expertise to provide high-quality quantitative methods training across the social science disciplines. This collaboration will strengthen methodological training offerings and support interdisciplinary approaches to data-driven social inquiry and will reduce duplication of quantitative methods teaching across the College.

This strategic adjustment will enable the discipline of Sociology to concentrate its academic and research activities on its core areas of demonstrated research strength, particularly in the areas of qualitative methods, research on gender and health, and economy, nature, and society. The recommended changes will consolidate the discipline's intellectual coherence and ensure the sustainability of its teaching and research programs within available resources.

The considered changes will allow the discipline of Sociology to:

- focus its academic investment on high impact, strategically aligned areas where there is a demonstrated track record of attracting external funding
- enhance cross-disciplinary collaboration with Demography and Criminology
- maintain methodological breadth through coordinated teaching across these disciplines
- align staff profiles with established areas of research and teaching excellence
- foster links in areas of shared research with the College of Systems and Society

These changes are considered with a view to sustaining the College's national leadership in critical and applied sociological research, while supporting the University's broader goal of academic excellence and financial sustainability.

**Key proposed changes:**

- One (1) position disestablished: Associate Professor (Level D)
- One (1) position co-funded: Professor (Level E) be achieved through cross appointment in the College of Systems and Society.



## Proposed changes to POLIS: The Centre for Social Policy Research

POLIS: The Centre for Social Policy Research is a critically important focal point for social policy research and social impact in CASS. It acts as an incubator for the development of key social policy centres including the Centre for Indigenous Policy Research, and the Centre for Gambling Research. In addition, it provides high level expertise in data analysis, archiving and survey design. POLIS has succeeded in attracting significant Category 3 funding to support delivery of research to a range of external stakeholders including government and industry and, as such, has the capacity to act as a powerful translational hub for the College's social impact work across all its disciplines. To realise this potential a strategic reprofiling of POLIS is necessary.

Criminology, as a discipline, sits within this unit only due to an earlier structural re-organisation that saw it detached from its original home in Sociology. It was successfully incubated into the Centre for Crime and Social Justice in POLIS and has built a high-quality undergraduate and postgraduate teaching offer. It has, in this sense, outgrown its remit as a Centre and now needs to return to a closer alignment with its other cognate social science disciplines that offer allied undergraduate and postgraduate teaching offers. Closer alignment with the cognate disciplines of Sociology and Demography will generate fresh opportunities for the development of new cross-disciplinary teaching programs of increased interest to future students, enable its staff to build disciplinary strength and presence in areas of critical mass and re-balance its research outputs across Categories 1 to 3 to further develop its research excellence. This re-alignment will, however, create some areas of duplication across the disciplines. The contractions in Sociology along with the proposed disestablishment of one Level C (FTE) position currently focused primarily on teaching in Criminology will address these duplications.

The remaining elements of POLIS cannot currently be sustainably supported through their teaching load and external research income alone. To address this, POLIS will prioritise its work in alignment with the strongest and most impactful areas of their social policy research base, and on those methodological specialisms that best support the College's wider social impact and community engagement ambitions. These include:

- Indigenous policy research
- Educational equity
- Gambling research
- Survey research and methodology
- Data analytics

This will de-emphasise other areas, including teaching in Economics, and research in Social Epidemiology, Economic History, and Human Research Ethics that are no longer priority areas for POLIS. Staff whose positions in Criminology are not relocated within other units in POLIS, or included in its targeted reduction, will be realigned within the new School of Social Foundations and Futures.

POLIS's sharper strategic focus will allow the Centre to scale up its current function to become the centralised translation and social impact hub for the entire College. It has already very successfully built partnerships with external stakeholders and attracts financially lucrative contracts and consultancies delivering applied research services to industry, community and government stakeholders, with a specific focus on social impact and the national mission. With a tightened remit, its responsibility will be to provide the service of building these CAT 3 externally funded partnerships, policy connections and social impact for every discipline in the College, as part of the work of diversifying their income streams, building external stakeholder engagement and brand presence. In a time of contraction, this will provide an essential pathway to accessing sustainable external income, and therefore, the means to continue to build staff and capacity in ways that would otherwise be financially unviable.

As part of this reprofiling, it is proposed that five academic positions be disestablished. These reductions reflect the need to re-orient staffing to more sustainably deliver these revised ambitions, and to bring staffing into balance with program delivery requirements, anticipated student load, and sustainable external income. The change will ensure POLIS can continue to deliver a distinctive and high-impact contribution to social policy research, social impact and national mission at ANU.

### Key proposed changes:

- One (1) position disestablished: Senior Lecturer – Criminology (Level C)
- Three (3) positions disestablished: Professor – POLIS (Level E)
- One (1) position disestablished: Senior Lecturer (Level C)
- One (1) position disestablished following VSS: Associate Professor (Level D)
- One (1) currently vacant position disestablished: Centre Administrator (ANU O5).

## Creation of a new School of Philosophical and Ethical Inquiry

The School of Philosophy, one of the University's consistently highest performing areas, is currently undergoing a period of transition due to the recent departure of senior academics and several anticipated retirements over the coming years. A review of the School in late 2023 (see **Appendix 4**) recommended immediate investment, expansion of its offers, and additional hiring to manage this period of transition effectively and to safeguard its outstanding global reputation.

One of the School's particular strengths is ethics and value theory (including moral, social, and political philosophy, decision theory, and social epistemology). The School includes some of the world's most renowned senior scholars and mid-career scholars working in these areas. To consolidate, leverage, and build on this world-class strength, it is proposed to expand the remit of the existing School of Philosophy to create a new School of Philosophical and Ethical Inquiry.

The new School – the first of its kind in Australia – will provide an effective vehicle for expanding key activities in research, teaching, and engagement in applied ethics. Each of these has the potential to generate significant additional revenue for the School, College, and University via:

- the proposed creation of a new Centre for Ethics, an initiative targeting philanthropic funding
- new Masters/Graduate Diplomas in Ethics
- new non-degree courses including executive course on ethics and integrity in leadership
- new forms of ethical engagement, including the possibility of ethical consultancies through ANU Enterprise and POLIS

The current proposal is designed to:

- minimise the impacts of recent staff reductions
- retain the School's recognised strengths in Moral, Social and Political Philosophy; Philosophy of Science and Technology; and Philosophy of Mind, Language and Logic
- improve succession planning
- build capacity to deliver the new School's expanded remit in Ethical Inquiry

Recent Staffing Changes:

- One (1) position disestablished following VSS – Professor (Level E)
- Two (2) existing positions - Professor (Level E) in Decision Theory/PPE and Philosophy of Physics, will be vacated through attrition in 2025.

No further reductions to positions in consideration to the departures listed above.

## Creation of a new School of History and Biographical Studies

The School of History is internationally recognised as providing outstanding scholarship and teaching in the fields of Indigenous history, environmental history, gender history, imperial and colonial, European, and Australian history, with emerging strengths in South Asian and Russian/Soviet and Eastern European history. It is committed to the public practice of history and leads public discussion of issues of national importance.

To build on these strengths and the decades of investment ANU has made to research, teaching, and learning in biographical practice, it is proposed to expand the existing remit of the School of History to create a new School of History and Biographical Studies. Its development will create a stronger, more diverse educational community with a richer curriculum and enhanced impact and will facilitate the further democratisation of the production of historical knowledge about Australia and its place in world, by and for specialists and non-specialists alike.

Biographical practice reframes history by exploring exemplary, ordinary, representative, and overlooked lives to illuminate and understand shifting social, political, economic, and cultural conditions. Biography is both a hugely popular historical genre, and an incubator for interdisciplinary innovation in historical practice. A School that draws more explicitly on the synergies of biography and history can expand its educational offerings, social purpose, public engagement, and appeal to benefactors. As a unique academic entity, it will have expanded its remit in four key domains:

- the School will extend its reputation as a national and international leader in First Nations history and biography. This articulates with the University's First Nations Portfolio strategy and the University's commitment to Indigenous Australia.
- it will innovate in the areas of family history, biography and genealogy creating prospective new course offerings, particularly micro credentials and online courses, for those engaging in family and genealogical, community, and institutional research.
- it will build collaborations to attract significant grant funding (e.g. ARC Linkage projects) to extend family history research training including the successful workshops for First Nations women recently offered by the ARC Laureate for Deep History program.
- create a significant research and teaching offer in the practice of digital history, aligning with the goals of the University's Digital Plan and the College's HASS Digital Research Hub.

The School of History is currently undergoing a period of transition. Given this substantial reduction in staffing through VSS and natural attrition outlined below, and the teaching and research needs of the School, no additional staffing reductions are proposed at this time aside from staffing changes in the ADB/National Centre for Biography, detailed below.

#### **Key proposed changes:**

- Two (2) positions disestablished following VSS: Professor (Level E)
- One (1) position disestablished following VSS: Senior Lecturer (Level C)
- Two (2) existing positions (Level E) scheduled for retirement in 2025.

#### **(1) The Australian Dictionary of Biography / National Centre for Biography (NCB)**

The National Centre for Biography, which hosts the Australian Dictionary of Biography (ADB), is a long-standing and nationally significant research centre within the School of History. While the intention is to grow its contributions to historical scholarship, and national public culture moving forwards, its current funding model is unsustainable. Until the opportunities for teaching income, increased grant income and philanthropic investment are realised through the proposed creation of the new School, Centre staffing needs to be realigned to its recurrent funding base to streamline its operations and enhance efficiency.

The considered reduction in staffing will allow the Centre to continue its core mission – producing the Australian Dictionary of Biography – while operating within its means and contributing to the broader research and teaching priorities of the School of History. Existing academic positions will lead the development and expansion of new teaching programs, including paid certificate courses, and other revenue-raising initiatives.

These measures aim to ensure the Centre can sustain its current operations, whilst orienting itself for future growth and expansion under the proposed model of a new School of History and Biographical Studies.

### **Key proposed changes:**

- One (1) existing position (Level C) scheduled for retirement in 2025. Once vacant, the role will be disestablished to realise cost savings.
- One (1) position to be disestablished: Senior Academic Research Editor (Level C).  
A closed Expression of Interest (EOI) process will be conducted among two (2) eligible Level C staff to determine which position will be declared surplus.
- One (1) position disestablished: Administration Officer - ADB (ANU O5).

## **Proposed Changes to School of Archaeology and Anthropology**

The School of Archaeology and Anthropology is highly ranked and known for excellence in research and education. The School has refined its strategic direction to focus on interdisciplinary research and teaching streams that build on overlapping strengths across Archaeology, Anthropology, and Biological Anthropology. In its outstanding 2024 Review (see [Appendix 4](#)), the review panel agreed and endorsed the School's three identified priority areas for future academic success as:

- Environmental humanities and global futures
- 3D visualisation and archaeological science
- Indigenous partnerships

These themes align with the School's postgraduate offerings, enhance collaboration across disciplines, support the development of large-scale research initiatives, and reflect a strong commitment to community engagement and social impact, particularly through partnerships with First Nations communities.

To deliver on these strategic priorities within the School's revised budget envelope, the following staffing changes are proposed. These changes reflect a deliberate repositioning of the School's teaching and research profile and will generate better strategic realignment with the School's future academic priorities, regional strengths, and interdisciplinary potential.

### **(1) Anthropology**

The School of Archaeology and Anthropology currently has eight continuing academic positions in Anthropology. This area will contract by one Level B position.

#### **Key proposed changes:**

- One (1) position disestablished: Lecturer (Level B)  
A closed Expression of Interest (EOI) process will be conducted among eligible Level B staff to determine which position will be declared surplus.

### **(2) Biological Anthropology - Evolution of Human Behaviour**

This is no longer a strategic research area for the School and does not align with the direction of its postgraduate program.

#### **Key proposed changes:**

- One (1) position disestablished: Senior Lecturer (Level C)

## **Proposed changes to the School of Politics and International Relations**

The School of Politics and International Relations is a highly ranked and globally recognised centre of excellence in political science and international studies. The School is known for its influential research across diverse fields, including comparative politics, political theory,

international relations, security studies, and Australian politics. It also has the highest teaching load within CASS.

The School of Politics and International Relations therefore proposes a major restructuring of its undergraduate degree offerings (subject to approval by Academic Board) to establish a more focused and sustainable mode of teaching delivery and a sharpened strategic direction. At present, the school convenes three named undergraduate degree programs:

- Bachelor of Political Science
- Bachelor of International Relations
- Bachelor of Public Policy

While each of these programs has maintained viable student enrolments and no individual course consistently suffers from low numbers, the need to deliver sufficient core and elective courses across all three programs places unsustainable demands on staffing and curriculum design. Maintaining these three distinct degrees requires a greater number of compulsory courses than would otherwise be necessary and limits flexibility in resource allocation.

To address this, the School proposes to disestablish the three existing programs and replace them with a consolidated new undergraduate degree: the Bachelor of Politics, Policy, and International Relations (BPPIR). This unified program will incorporate the strongest elements of the three current degrees and allow students to specialise in one of the three areas through a major, minor or thematic focus. The consolidation will streamline teaching requirements, reduce curriculum duplication, and allow the School to deliver a high-quality, flexible program within a more sustainable staffing structure. Together with its contribution to the Bachelor of Politics, Philosophy, and Economics, this will be the principal degree offering. .

In connection with this curriculum reform, the School proposes to disestablish five academic positions. This reduction reflects the efficiencies gained from the simplified program structure and the need to align staffing levels with anticipated course delivery requirements, research expectations, availability of expertise in public policy and administration, and the ability to contribute to the international relations and politics of Asia Pacific in other colleges at ANU.

#### **Key proposed changes:**

It is identified that some offerings in international relations, including those related Asia and the Pacific, can be delivered more effectively through other Colleges. Therefore, two (2) positions will be disestablished at levels B or C.

The changes are designed to enhance the delivery and cost-effectiveness of the School's undergraduate offerings while supporting research excellence and its national and international reputation.

- Two (2) currently vacant positions disestablished: Associate Professor (Level D).
- One (1) currently vacant position disestablished: Senior Lecturer (Level C).

Two (2) positions disestablished: Lecturer Level B or C (International Relations).

A closed Expression of Interest (EOI) process will be conducted among eight (8) existing Level B and C staff in this area to determine which position will be declared surplus.

## **Proposed changes to School of Literature, Languages and Linguistics**

This proposal outlines staffing changes in the School of Literature, Languages and Linguistics (SLLL) to ensure alignment with strategic research and teaching priorities, strengthen high-performing areas, and respond to budgetary pressures.

The proposed changes are based on an evaluation of staffing distribution, program enrolments, research performance, and strategic alignment with the University's priorities, particularly in relation to Indigenous engagement, Asia-Pacific regional expertise, and multidisciplinary research. These changes aim to consolidate areas without sufficient critical mass and reinvest in areas of demonstrable strength, impact, and growth.

### **(1) Gender Studies**

Gender Studies is currently staffed at 1.25 FTE, comprising one (1.0 FTE) Level D position and a 0.25 FTE allocation from a shared appointment with German (where the staff member holds a 1.0 FTE position split between 0.75 German and 0.25 Gender Studies). At this scale, Gender Studies lacks sufficient critical mass within the School to be sustainable. The Gender Studies major will continue to be delivered from elsewhere in the College.

#### **Key proposed changes:**

- One (1) position disestablished: Associate Professor – Gender Studies (Level D)
- One (1) fractional portion (0.25FTE) split role to be realigned to German.

### **(2) German Studies**

Following the above reallocation, German will have 1.0 FTE at Level D, 1.0 FTE at Level C, and 1.0 FTE at Level B. Based on student load, this staffing level exceeds requirements and is unsustainable.

#### **Key proposed changes:**

- One (1) position disestablished: Lecturer (Level B)

### **(3) Linguistics**

Linguistics is a high-performing research area with strong public impact in key domains: Indigenous and Pacific languages, language and health, migration and multilingualism and language testing. These align closely with the University's strategic priorities, including advancing First Nations research, Asia-Pacific engagement, and applied, multidisciplinary impact. Educational offerings include the Master of General and Applied Linguistics, a Linguistics Major, and Minors in Applied Linguistics and International Communication.

It is proposed to reduce the focus on historical linguistics, which is not aligned with identified strategic priorities in linguistics. This means that one position is proposed to be disestablished.

#### **Key proposed changes:**

- One (1) position disestablished: Lecturer (Level B) (0.5FTE)

### **(4) Literature**

In order to meet the College's required salary reduction target, we have identified the need to reduce the number of continuing academic positions in the Literature program by one. This reduction is part of a broader effort to align staffing with available resources and ensure long-term sustainability across all programs. A closed Expression of Interest (EOI) process will be conducted among continuing staff at Level B within the Literature program, to identify one position for disestablishment. This approach ensures a fair and consultative process while responding to the budgetary constraints under which the College is operating.

#### **Key proposed changes:**

- One (1) position disestablished: Lecturer (Level B)
- A closed Expression of Interest (EOI) process will be conducted among three (3) existing level B staff in this area to determine which position will be declared surplus.

## **Rationalisation and disestablishment of centres**

Aligned with the ongoing University Research Council review of ANU Centres and Institutes Policy, the College considered the viability, strategic alignment, and resourcing requirements of its Centres. These preliminary considerations occurred within the context of significant financial pressure and the need to ensure that Centre activities are integrated, relevant, and sustainable.

Three Centres are identified for disestablishment as a result of these considerations. Disestablishing these Centres will enable the redistribution and integration of core activities to



cognate academic units, reducing administrative complexity and workload, generating necessary financial savings without the loss of core academic or outreach capability.

### **(1) Humanities Research Centre (HRC)**

Established in 1974, the Humanities Research Centre (HRC) has made a significant contribution to interdisciplinary scholarship, public engagement, and international collaboration in the humanities at ANU. Over time, however, the HRC's core functions including seminars, visiting fellowships, and public event have become embedded within, and foundational across, the constituent Schools of Humanities and the Arts and the broader College. These activities are also now effectively supported through the College's Distinguished Visitors' Schemes and other School-led initiatives that align more directly with discipline-specific research priorities.

In recent years, academic engagement with the HRC has declined, with minimal cross-School participation in program development or fellowship selection. The Centre operates largely as a parallel structure, duplicating functions delivered elsewhere while creating a relatively large administrative and financial footprint. Given this, it is proposed that the HRC be disestablished and its remaining functions formally integrated into the Schools.

#### **Key proposed changes:**

- One (1) position disestablished: Professor – Head HRC (Level E) to be declared surplus, and contract will end.
- One (1) position disestablished: Professor (Level E)

### **(2) Australian National Dictionary Centre (ANDC)**

The ANDC, established in 1988, provides research into Australian English and some editorial support for Oxford University Press (OUP). Since 2019/20, OUP's funding has been significantly reduced, and it no longer supports the Centre's original research mission – the Australian National Dictionary itself - nor the salary of the Director. Current OUP funding only supports the editing of other OUP Dictionaries, while ANU continues to contribute at its previous funding level.

Given reduced external funding and limited alignment with the College's broader strategic direction, it is proposed that the ANDC be disestablished.

#### **Key proposed changes:**

- One (1) position disestablished: Associate Professor – Centre Director (Level D) (0.8FTE).
- One (1) position disestablished: Senior Research Officer (ANU O6/7 Research).

### **(3) ANU Centre for European Studies (ANUCES)**

Established in 2006, ANUCES succeeded the National Europe Centre and was jointly funded by ANU and the European Commission. Its mission is to foster interdisciplinary research on European politics, law, society, culture and enhance understanding of the European Union (EU) and its global role, enhance collaboration between scholars, policymakers, and the public, and help support policy development in Australia and Europe.

The Centre has historically benefited from funding streams associated with European Union public diplomacy and education initiatives (e.g. Jean Monnet grants). However, recent changes to EU external engagement priorities and budget reallocations – especially post-Brexit and in the context of the current global financial crises – have made such funding less predictable and more competitive. Over time, academic engagement with the ANUCES has declined, with limited cross-School involvement in program design or fellowship selection. The Centre currently operates in parallel to core RSSS activity, with considerable administrative and financial overhead and requirements for space. Its external income has declined, and it does not earn income from a robust undergraduate or postgraduate teaching program. Given this, it is proposed that the ANUCES be disestablished, and its key functions redistributed across RSSS.

**Key proposed changes:**

- One (1) position disestablished: Senior Lecturer Centre Director (Level C) (0.5 FTE) will be declared surplus, and contract will end.
- One (1) position disestablished: Lecturer – Deputy Director (Level B) will be declared surplus, and contract will end.

**(4) Gender Institute (GI)**

In recognition of the central role that the Gender Institute plays, and the nature of its diverse membership across ANU, the Institute will be relocated to the DVCRI portfolio. This move will further enhance its cross-disciplinary and cross-institutional collaborations. This is particularly so given the Research Initiatives and Infrastructure unit's remit for strategic oversight of initiatives that support or deliver the University's overarching research strategy.

**Proposed changes for the Centre for Arab and Islamic Studies (CAIS)**

The Centre for Arab and Islamic Studies (CAIS) is a distinguished interdisciplinary centre known for its expertise in the politics, society, culture, and languages of the Middle East and Central Asia. It plays a unique role nationally, offering critical insights and education in areas of strategic global importance.

CAIS has had one position reduction via the VSS (Level C), and one other position (at level C) was lost without replacement last year and disestablished. Given these staff departures and the Centre's already modest size, no further reductions in academic staffing are proposed at this time. However, administrative support for CAIS will be integrated new centralised administration model proposed below, and the existing local administrative position will be declared surplus. This approach ensures the continuation of the Centre's academic strengths while aligning resources efficiently with wider School operations.

**Key proposed changes:**

- One (1) position disestablished following VSS: Senior Lecturer (Level C)
- One (1) position disestablished: Centre Administrator (ANU 05)

**Proposed changes to the CASS College Executive**

The Associate Dean (Australian Indigenous Studies) position was originally created in 2021. It was determined in 2023 that the workload for this position could be integrated fractionally into that of the Directorship of the proposed Indigenous Learning and Teaching Hub (ILTH) to be created at the time with funding from the First Nations Portfolio. In the current financial state, funding for the establishment of the ILTH has not been realised. The AD (AIS) position is currently vacant. It is proposed that responsibility for convening and teaching into the Australian Indigenous Studies major now be redistributed to the Centre for Indigenous Policy Research and this position be disestablished.

The Sub Dean Graduate Studies position was originally created to convene the Graduate Studies Select programs. As the Master of Studies has now been disestablished, only the Graduate Certificate of Studies remains available for admission to new applicants. This position is thus no longer required. Support for the relatively small cohort of remaining students can be redistributed across current academic support functions in CASS.

**Key proposed changes:**

- One (1) currently vacant position disestablished: Associate Dean (Australian Indigenous Studies) (Level C3)
- One (1) position disestablished: Sub-Dean Graduate Studies (Level B) (0.2 FTE)



## Realignment of professional staff in College administration

The proposed College professional services structure will create a centralised, joint administration group reporting through to the General Manager. The structure maintains the two distinct functional support streams, aligned to the support needs of our academic activities that are undertaken across twelve buildings. The most significant change is that the services will be agnostic to areas requiring support, in effect removing the alignment of staff to specific schools.

Leadership roles (School Manager (SM2)) will each be identified as such aligning to the Deputy Dean role portfolios but will report directly to the General Manager.

The Operations and Administration Team will be the single point of contact for all College wide administration activities that are not being delivered as part of the Renew ANU streams and will report to School Manager positions (SM2).

This administration service model provides a one-stop-shop for the academic clients for all operational matters and a single point of contact for more efficient service turn-around. This model will provide for agile resource allocation to manage high demand periods across the College and enable continuous and seamless support during periods of planned and unplanned staff absences. This model will also enable development of more transparent and supported career pathways for these administration staff.

As well as proposing a new administration model and team structure, the roles and responsibilities of all current administrative positions will be reviewed, revised, and refreshed. It is anticipated that some changes will be needed to form a robust and rigorous service portfolio within the College. Some new positions established to provide specific service have been identified.

As outlined in the current organisational chart, the current administration structures within the College are separated into Administration and Operations teams within each Research School. Aligning to Renew ANU and considering changes from Stream 3 and VSS, the redesign of several positions to support strategy development and execution, while seeing no increases in FTE, is paramount to our commitment to Renew ANU.

The proposed structure maintains a commitment to the ANU operating principle of limiting the numbers of professional staff reporting to academic roles.

### **Key proposed changes:**

(1) Sixteen (16) positions to be disestablished. Twelve (12) of these positions are currently vacant or approved under the VSS scheme:

- Two (2) positions disestablished following closed EOI process: Manager ANU 08

#### Research School of Social Sciences

- One (1) position disestablished following VSS: Senior Administrator (ANU 06/7)
- One (1) position disestablished following VSS: Assistant Administration Officer (ANU 04)

One (1) position disestablished following VSS: Administration Officer EA (ANU 05)

#### Research School of Humanities and the Arts

- One (1) RSHA Technical Officer (ANU 04/5)
- One (1) RSHA Collections Co-ordinator (ANU 04/5)
- One (1) currently vacant position disestablished: SOMAD Operations Manager (ANU 08)
- One (1) position disestablished following VSS: SOMAD School Manager (SM2)
- One (1) position disestablished following VSS: SOMAD Admin Manager (ANU 08)
- One (1) position disestablished following VSS: Senior Administrator (ANU 06/7)

One (1) position disestablished following VSS: Senior Technical Officer (ANU 06)

CASS General

- One (1) position disestablished following VSS: Deputy Manager, Research Administration (ANU O8)
- One (1) position disestablished following VSS: Student Advisor (ANU O5)
- One (1) position disestablished following VSS: Building Custodian (ANU O6/7)
- One (1) position disestablished following VSS: Deputy Manager, Education Design (ANU O8)

**(2) Four (4) positions established, with no impacted staff identified to be directly transferred:**

- One (1) SM2 School Manager, Social Sciences
- One (1) SM2 School Manager, Humanities and the Arts.

These new SM2 roles will be directly responsible for strategy development and execution in the relevant areas and will report to the College General Manager, each with dotted line responsibility to the Deputy Dean academic portfolios.

- One (1) Lab Co-ordinator (ANU O6/7)
- One (1) Collections Officer (ANU O6/7)

The disestablishment of the two ANU O4/5 roles and establishment of 2x new ANU O6/7 roles more accurately reflects the workload and responsibility of these positions. The classification of the Collections Officer position at the ANU O6/7 reflects the University's increasing focus and investment in our collections, and the significance of our holdings that require a level of autonomy leadership reflected in the role classification. The new Lab Co-ordinator position is similarly designed to manage the research intensive and complex nature of the HAL disciplines, which surpasses the current technical support.

**(3) Realignment / redesign of twenty-eight (28) continuing professional staff positions and one (1) fixed term professional staff position**

- One of the two current SM1 School Managers to be realigned to SM1 Services Manager – Operations:

This role will report to the School Manager, Humanities and the Arts. This will allow for progression opportunities and enable the School Manager to focus on academic strategy rather than operational matters. This position will also be the business partner point of contact for Research & Innovation, Campus & Environment, and ITS.

- One of the two current SM1 School Managers realigned to SM1 Services Manager – Administration:

This role will report to the School Manager, Social Sciences. This will allow for progression opportunities and enable the School Manager to focus on academic strategy rather than operational matters. This position will also be the business partner point of contact for Academic Portfolio, and ANU Marketing & Communications.

- One of the four current ANU O8 Manager positions (currently 2x Operations Managers and 2x Administration Managers) will be realigned to One (1) ANU O8 Operations Lead:

This role will report to the Services Manager – Operations. All Operations staff in the current Research School structures will report through to this position. As there is a reduction of positions, there will be a closed EOI process to fill this role.

- One of the four current ANU O8 Manager positions (currently 2x Operations Managers and 2x Administration Managers) will be realigned to One (1) ANU O8 Administration Lead:

This role will report to the Services Manager – Lead. All Administration staff in the current Research School will report through to this position. As there is a reduction of positions, there will be a closed EOI process to fill this role.

- Ten (10) continuing positions from the current RSHA HAL and RSHA SOMAD Administration teams, and three (3) continuing positions from the current RSSS Administration team to be realigned to the new College Administration team, reporting through to the ANU O8 Administration Lead.
- Six (6) continuing positions and one (1) fixed term position from the current RSHA HAL and RSHA SOMAD Operations teams, and four (4) continuing positions from the current RSSS Operations team to be realigned to the new College Operations team, reporting through to the ANU O8 Operations Lead.
- One (1) continuing position to be realigned from current RSHA Directorate to the CASS Office of the Dean, reporting to the Executive Officer to the Dean.

Minor redesign of position descriptions for these positions will be required to align with new services delivery model.

**(4) Realignment of fourteen (14) positions to the new School of Creative and Cultural Practice Tech Services**

Due to the technical needs of the new School of Creative Arts and Cultural Practice and the requirement for specific education and outreach (workshop technical support), it is proposed that twelve (12) continuing and two (2) fixed term positions be realigned from the RSHA SOMAD team to form a new Technical Services team reporting to the Director, School of Creative and Cultural Practice. Current services would continue as is, with three realigned positions requiring reporting line changes:

- One (1) ANU O7 (Tech) SOAD Technical Services Team Coordinator: to be realigned to report to the Director, School of Creative and Cultural Practice
- One (1) ANU O7 (Tech) SOM Technical Services Coordinator: to be realigned to report to the Director, School of Creative and Cultural Practice
- One (1) ANU O6/7 Senior Gallery Coordinator: to be realigned to report to the Technical Services Director, School of Creative and Cultural Practice

**Realignment of CASS professional staff to DVC Research & Innovation Portfolio**

As outlined in the DVC Research & Innovation Portfolio Change Management [Proposal](#), the following nine (9) staff are identified for realignment from CASS to the DVC R&I Portfolio:

**CASS General**

- One (1) ANU O8 Deputy Manager, CASS Research Office
- Two (2) ANU O6/7 Senior Research Coordinators
- One (1) ANU O6/7 Senior Finance Officer
- One (1) ANU O5 Research Services Officer
- Two (2) ANU O6/7 Student Advisors

**Research School of Social Sciences**

- One (1) ANU O5 Administration Officer

**Research School of Humanities and the Arts**

- One (1) ANU O5 Administration Officer

# Overview of impacts of the proposed change

The proposed new structure is designed to achieve anticipated future savings in addition to being more efficient and aligned with future capability needs. To achieve these outcomes, and based on current modelling:

The proposed impact will include:

- The disestablishment of thirty-five (35) continuing academic staff positions.
- The disestablishment of five (5) vacant continuing academic staff positions.
- The establishment of two (2) new continuing academic staff positions.
- Three (3) fixed term academic staff positions to end.
- Two (2) fixed term college leadership positions to be realigned and renamed.
- The realignment of sixteen (16) academic staff positions.
- The disestablishment of eighteen (18) continuing professional staff positions.
- The disestablishment of two (2) vacant continuing professional staff positions.
- The establishment of four (4) new continuing professional staff positions.
- The realignment of twenty-nine (29) continuing professional staff positions.

In support of the proposed organisational structure and work design, it is essential to update Position Descriptions (PDs) across the College of Arts and Social Science to clearly outline the responsibilities related to changes in reporting lines, functions and tasking duties.

The current state detailed staff structure for the College of Arts and Social Sciences is provided in [Appendix 2](#), and the proposed future state detailed staff structure for the College of Arts and Social Sciences is provided in [Appendix 3](#).

CASS position impact summary		
Action		
Academic staff positions disestablished	Positions currently vacant to be disestablished	5
	Positions disestablished through VSS	9
	Other positions proposed to be disestablished	29
Professional staff positions disestablished	Positions currently vacant to be disestablished	2
	Positions disestablished through VSS	11
	Other positions proposed to be disestablished	7
<b>Total</b>		<b>63</b>
New positions	New academic roles proposed	2
	New professional staff roles proposed	4
<b>Total</b>		<b>6</b>
Realigned positions	College leadership positions realigned	2
	Academic positions realigned between schools	16
	Professional staff positions realigned between schools	3
	Professional staff positions realigned from Research Schools to CASS Admin	26
	Professional staff positions realigned from CASS to DVC R&I Portfolio ( <a href="#">see plan</a> )	9
<b>Total</b>		<b>56</b>

## Positions directly affected by the proposed changes

Details of directly affected positions are provided in the tables below. Positions that are not specifically noted in the tables below are not directly impacted by this Change Proposal. Fixed term positions with no change will be reviewed prior to the end of the contract term.

## Impact on casualisation

There is no immediate, foreseeable impact on this proposal to casualisation.

## Workload Management

In developing the proposed changes, the University has considered the potential impact on workloads within the relevant areas. The proposed future state is designed to attain efficiencies by reducing work and removing duplication. The creation of the proposed structures will also create synergies which are expected to have a positive impact on workloads and general operational efficiency. Collectively, these positive impacts will help mitigate any unexpected or unforeseen workload increases in the proposed future state.

Notwithstanding, the University has also taken active measures to ensure the proposed future state does not have unreasonable workload implications. For example, the University has:

- Taken care to classify newly created or significantly modified positions at the appropriate level having regard to the skills, responsibilities and tasks. This will ensure appropriately skilled, educated and experienced individuals will be fill these positions in the future state;
- Carefully considered the future needs of the University to ensure the proposed future state is equipped and able to carry out its functions with the number and level of relevant staff; and
- Designed a WH&S risk identification framework which will allow the University to adequately and effectively manage instances of unreasonable workloads should they occur (see [Appendix 1](#)).

Informed by the above, the University is confident that workloads in the proposed future state will not be unreasonable and workload allocation in the future state will be equitable, transparent and sustainable without risks to health and safety of staff.

# Position impacts of the proposed change

## Positions proposed to cease

The **Continuing** positions listed below do not have a direct equivalent or suitable alternative, without significant change, in the proposed future structure and are therefore proposed to be disestablished.

While no final decisions have been made, these positions are considered at risk of being declared surplus. If positions are confirmed as surplus, affected staff would enter a formal redeployment period, during which the University will actively work with staff on their options including to identify suitable alternative positions in accordance with clause 57 of the Enterprise Agreement.

Only where redeployment or other internal alternatives are not possible would a staff member's position be formally declared redundant.

Team	Current Position	Classification	Position No.	# Current Positions to be disestablished	Position Impact	Staff Impact
<b>CASS General</b>						
CASS General	Associate Dean (Indigenous Studies)	C3	38989	1	Position proposed to be disestablished	Nil - Vacant
CASS General	Sub-Dean Graduate Studies	B3	30831	0.2	Position proposed to be disestablished	At risk of being declared surplus
CASS General	Deputy Manager, Research Admin	ANU O8	36069	1	Position proposed to be disestablished	Nil - VSS
CASS General	Student Advisor	ANU O5	35527	1	Position proposed to be disestablished	Nil - VSS
CASS General	Building Custodian	ANU O6/7	7783	1	Position proposed to be disestablished	Nil - VSS
CASS General	Deputy Manager, Education Design	ANU )8	35538	1	Position proposed to be disestablished	Nil - VSS
<b>RSHA</b>						
HRC	Deputy Director / Professor, Humanities Research Centre	E1	13775	1	Position proposed to be disestablished	At risk of being declared surplus
SLLL	Associate Professor, SLLL (Gender Studies)	D1	03198	1	Position proposed to be disestablished	At risk of being declared surplus
SLLL	Lecturer (German Studies)	B3	03130	1	Position proposed to be disestablished	At risk of being declared surplus

SLLL	Lecturer (Linguistics)	B3	07083	0.5	Position proposed to be disestablished	At risk of being declared surplus
SLLL	Associate Professor, Australian National Dictionary Centre	D2	36714	0.8	Position proposed to be disestablished	At risk of being declared surplus
SLLL	Senior Research Officer, Australian National Dictionary Centre	ANU O6/7	04263	1	Position proposed to be disestablished	At risk of being declared surplus
SOAA	Senior Lecturer (Biological Anthropology - Evolution of Human Behaviour)	C3	27754	1	Position proposed to be disestablished	At risk of being declared surplus
SOAD	Senior Lecturer (Foundation Studies)	C2	22078	0.5	Position proposed to be disestablished	At risk of being declared surplus
SOAD	Lecturer (Environment Studio)	B3	27006	1	Position proposed to be disestablished	At risk of being declared surplus
SOAD	Research Fellow	B3	27257	1	Position proposed to be disestablished	Nil - VSS
SOAD	Lecturer	B3	17926	1	Position proposed to be disestablished	Nil - VSS
SOM	Professor (Head of School)	E1	25056	1	Position proposed to be disestablished	Nil - Vacant
SOM	Senior Lecturer (Piano)	C3	28642	1	Position proposed to be disestablished	At risk of being declared surplus
SOM	Lecturer (Jazz)	B3	35129	0.8	Position proposed to be disestablished	At risk of being declared surplus
SOM	Lecturer (Composition)	B3	33870	0.8	Position proposed to be disestablished	At risk of being declared surplus
SOM	Lecturer (Music)	B3	35034	0.5	Position proposed to be disestablished	At risk of being declared surplus
SOM	Associate Lecturer	A4	22032	0.6	Position proposed to be disestablished	At risk of being declared surplus
SOM	Music Lecturer	B	25055	1	Position proposed to be disestablished	Nil - VSS
RSHA Directorate	HAL Collections Coordinator	ANU O4/5	34212	1	Position proposed to be disestablished	At risk of being declared surplus
RSHA Directorate	HAL Technical Officer	ANU O4/5	35875	1	Position proposed to be disestablished	At risk of being declared surplus
RSHA Directorate	SOMAD Ops Manager	ANU O8	36015	1	Position proposed to be disestablished	Nil - Vacant
RSHA Directorate	SoMAD School Manager	SM2	35817	1	Position proposed to be disestablished	Nil - VSS
RSHA Directorate	Senior Technical Officer	ANU O6	25050	1	Position proposed to be disestablished	Nil - VSS

RSHA Directorate	Senior Admin Officer	ANU 06/7	35833	1	Position proposed to be disestablished	Nil - VSS
RSHA Directorate	SOMAD Administration Manager	ANU 08	35818	1	Position proposed to be disestablished	Nil - VSS
<b>RSSS</b>						
SOP	Professor	E	7281	1	Position proposed to be disestablished	Nil - VSS
SOS	Associate Professor, Sociology	D2	8391	1	Position proposed to be disestablished	At risk of being declared surplus
POLIS	Professor	E1	29224 32303 30789	3	Position proposed to be disestablished	At risk of being declared surplus
POLIS	Senior Lecturer	C3	33257	1	Position proposed to be disestablished	At risk of being declared surplus
POLIS	Lecturer, Criminology	C3	29366	1	Position proposed to be disestablished	At risk of being declared surplus
POLIS	Associate Professor	D	40050	1	Position proposed to be disestablished	Nil - VSS
POLIS	Centre Administrator	ANU 05	33384	1	Position proposed to be disestablished	Nil - Vacant
SPIR	Associate Professor (VACANT)	D	41602 41587	2	Position proposed to be disestablished	Nil - Vacant
SPIR	Senior Lecturer (VACANT)	C	8392	1	Position proposed to be disestablished	Nil - Vacant
SOH	Admin Officer, ADB	ANU 05	11520	1	Position proposed to be disestablished	At risk of being declared surplus
SOH	Professor	E	6323	1	Position proposed to be disestablished	Nil - VSS
SOH	Professor	E	5101	1	Position proposed to be disestablished	Nil - VSS
SOH	Senior Lecturer	C	8417	1	Position proposed to be disestablished	Nil - VSS
CAIS	Centre Administrator	ANU 05	20540	1	Position proposed to be disestablished	At risk of being declared surplus
CAIS	Senior Lecturer	C	22160	1	Position proposed to be disestablished	Nil - VSS
RSSS Directorate	Assistant Admin Officer	ANU 04	35481	1	Position proposed to be disestablished	Nil - VSS



RSSS Directorate	Senior Admin Officer	ANU 06/7	35477	1	Position proposed to be disestablished	Nil - VSS
RSSS Directorate	Admin Officer / EA	ANU 05	29679	1	Position proposed to be disestablished	Nil - VSS

Total positions proposed to cease: 7 vacant, 20 VSS, 25 occupied – 52 total

## Positions proposed to be reduced in number

The **Continuing** positions listed below have been assessed as **substantially similar** to positions in the future structure, but there are **more current staff than available positions**.

To manage this, a **closed assessment process (closed EOI)** will be conducted, limited to relevant affected staff. Direct appointments will be made in order of **merit**. Staff not successful through this process will be supported to seek other internal opportunities. See the “Process for transferring staff into the new structure” section for more details.

Team	Current Position	Future Position	Classification	Position No.	# Current Positions	# Future Positions	Change Description & Position Impact	Staff Impact
<b>RSHA &amp; RSSS</b>								
RSHA & RSSS Directorate	RSHA HAL Admin Manager RSHA HAL Ops Manager RSSS Admin Manager RSSS Ops Manager	Administration Lead Operations Lead	ANU O8	35796 35795 35473 35472	4	2	(2) Positions proposed to be disestablished - Duties broadened slightly; minor	Closed EOI
<b>RSHA</b>								
SOAA	Lecturer (Anthropology)	Lecturer (Anthropology)	B	7352 41465 3108 40806	4	3	(1) Position proposed to be disestablished - Duties broadened slightly; minor	Closed EOI
SLLL	Lecturer (English)	Lecturer (English)	B	39000 41306 9010	3	2	(1) Position proposed to be disestablished - Duties broadened slightly; minor	Closed EOI
<b>RSSS</b>								
SOD	Senior Lecturer	Senior Lecturer	C	0134, 22603	2	1	(1) Position proposed to be disestablished - Duties broadened slightly; minor	Closed EOI
SOH	Senior Academic Research Editor, ADB	Senior Academic Research Editor, ADB	C	19858, 19540	2	1	(1) Position proposed to be disestablished - Duties broadened slightly; minor	Closed EOI

SPIR	Senior Lecturer / Lecturer	Senior Lecturer / Lecturer	B or C	19635, 3184 27845 29191 29887 27994 27851 34468	8	6	(2) Positions proposed to be disestablished - Duties broadened slightly; minor	Closed EOI
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Positions proposed to be reduced in number: 8 positions disestablished total

## Direct transfer into new structure with minor changes

These **Continuing** positions are considered **direct or near-direct equivalents** to current roles.

Changes may include minor adjustments to reporting lines, position titles, or duties that do not significantly alter the role's core purpose.

Team	Current Position	Future Position	Classification	Position No.	# Current Positions	Change Description & Position Impact	Staff Impact
<b>RSHA</b>							
SLLL	Associate Professor	Associate Professor	Level D	27583	1	Realignment Existing shared appointment of gender studies and German to become 100% German	Minimal impact; duties will change from 75% German and 25% Gender to 100% German. Position realigned to report to Head of School
RSHA	Various - Academic	Various	Level D/E		6	Change of reporting line	If College architecture changes through disestablishment of research schools the HoS would have change of reporting line to newly established Deputy Dean Humanities & the Arts
RSHA Directorate	HAL School Manager	Services Manager - Operations	SM1	37284	1	Realignment Minor changes to PD	Position realigned from current team to new College Admin team, reporting to SM2 School Manager (Humanities & the Arts)
RSHA Directorate	Senior Admin Officer	Senior Administrator	ANU O6/7	36131, 35844, 35843	3	Realignment Minor changes to PD	Positions realigned from current teams to new College Admin team reporting to ANU08 Administration lead
RSHA Directorate	Admin Officer	Admin Officer	ANU O5	37896, 35837, 35846, 35845, 35847	5	Realignment Minor changes to PD	Positions realigned from current teams to new College Admin team reporting to ANU08 Administration lead
RSHA Directorate	Assistant Admin Officer	Assistant Admin Officer	ANU O4	35838, 35848	2	Realignment Minor changes to PD	Positions realigned from current teams to new College Admin team reporting to ANU08 Administration lead
RSHA Directorate	Executive Assistant	Executive Assistant	ANU O5	6676	1	Realignment Minor changes to PD	Position realigned from current team to Office of the Dean team reporting to Executive Officer to the Dean

RSHA Directorate	Engagement & Impact Coordinator	Engagement & Impact Coordinator	ANU O6/7	35840, 35850	2	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to ANU O8 Operations Lead
RSHA Directorate	Engagement & Impact Officer	Engagement & Impact Officer	ANU O5	35841, 35842, 39034, 35851	4	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to ANU O8 Operations Lead
RSHA Technical Staff	Tech Service Team Coordinator	Tech Service Team Coordinator	ANU O7	35993	1	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to Director, School of Creative and Cultural Practice
RSHA Technical Staff	Senior Gallery Coordinator	Senior Gallery Coordinator	ANU O6/7	33325	1	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to Director, School of Creative and Cultural Practice
RSHA Technical Staff	Tech Services Coordinator	Tech Services Coordinator	ANU O7	3016	1	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to Director, School of Creative and Cultural Practice
RSHA Technical Staff	All other RSHA technical staff roles not listed above					Realignment	Realigned to the new School of Creative and Cultural Practice
RSHA	All other roles in ANU School of Music, the ANU School of Art and Design, and the ANU Centre for Heritage and Museum Studies					Realignment	Realigned to the new School of Creative and Cultural Practice
RSSS							
POLIS	Professor	Professor	Level E	29788	1	Realignment	Reporting line changed from POLIS to head of Criminology in new School of Social Foundations and Futures
RSSS	Various - Academic	Various	Level D/E		8	Change of reporting line	If College architecture changes through disestablishment of research schools the HoS would have change of reporting line to newly established Deputy Dean Social Sciences
RSSS Directorate	RSSS School Manager	Services Manager - Administration	SM1	35471	1	Realignment Minor changes to PD	Position realigned from current team to new College Operations team reporting to SM2 School Manager (Social Sciences)

RSSS Directorate	Admin Officer	Admin Officer	ANU 05	35479, 35480	2	Realignment Minor changes to PD	Positions realigned from current teams to new College Admin team reporting to ANU08 Administration lead
RSSS Directorate	Assistant Admin Officer	Assistant Admin Officer	ANU 04	42273	1	Realignment Minor changes to PD	Positions realigned from current teams to new College Admin team reporting to ANU08 Administration lead
RSSS Directorate	Engagement & Impact Coordinator	Engagement & Impact Coordinator	ANU 6/7	35474	1	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to ANU 08 Operations Lead
RSSS Directorate	Engagement & Impact Officer	Engagement & Impact Officer	ANU 05	35475, 35476	2	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to ANU 08 Operations Lead
RSSS Directorate	Assistant Admin Officer	Assistant Administrator Officer	ANU04	35482	1	Realignment Minor changes to PD	Position realigned from current team to new College Admin team reporting to ANU 08 Operations Lead
RSSS	All other roles in ANU School of Demography, School of Sociology, and the Criminology unit currently located in POLIS: The Centre for Social Policy Research					Realignment	Realigned to the new School of Social Foundations and Futures
RSSS	All other roles in ANU School of Philosophy					Realignment	Realigned to the new School of Philosophical and Ethical Inquiry
RSSS	All other roles in ANU School of History					Realignment	Realigned to the new School of History and Biographical Studies

## New positions proposed

These are newly created roles with no current equivalent, designed to support revised services, capabilities, or functions in the future structure.

Affected staff will receive priority access to demonstrate suitability for these roles throughout the process. Appointments will be made in order of merit.

Team	New Position	Classification	Position No.	# New Positions	Position Impact
School of Creative & Cultural Practice	Lecturer	B	NEW 3 & New 4	2	(2) positions established
CASS General	School Manager, Humanities & the Arts	SM2	NEW 5	1	(1) position established
CASS General	School Manager, Social Sciences	SM2	NEW 6	1	(1) position established
CASS General	Lab Co-ordinator	ANU O6/7	NEW 7	1	(1) position established
CASS General	Collections Officer	ANU O6/7	NEW 8	1	(1) position established

Total: 6 positions proposed to be established.



## Fixed term position impacts

The following changes are proposed for fixed term positions. Changes may include minor adjustments to reporting lines, position titles, duties that do not significantly alter the role's core purpose, or early cessation of fixed term employment.

Team	Position Title	Classification	Position No.	FTE	Proposed Impact
<b>RSHA</b>					
Directorate	Director, RSHA	E1	15734	1	Position proposed to be realigned and renamed to Deputy Dean, Humanities and the Arts with minor changes to PD.
HRC	Director, Humanities Research Centre	E1	28933	1	Position proposed to be disestablished.
RSHA professional Staff	Senior Admin Officer	ANU O6/7	41804	1	Position realigned from current teams to new College Operations team reporting to ANU08 Operations lead, position title updated to 'Engagement & Impact Coordinator and PD refresh.
<b>RSSS</b>					
Directorate	Director, RSSS	E2	21215	1	Position proposed to be realigned and renamed to Deputy Dean, Social Sciences with minor changes to PD.
CES	Director, ANUCES	C3	10619	0.5	Position proposed to be disestablished. Incumbent has substantive continuing role at ANU
CES	Deputy Director, ANUCES	B2	17958	1	Position proposed to be disestablished.

# Consultation process and timeline

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clause 70 of the ANU Enterprise Agreement and consistent with Work Health and Safety (WHS) obligations. In doing so, the University will give genuine and meaningful consideration to any views expressed by staff regarding the impact of the proposed change.

## Consultation methods

Consultation will occur through a range of channels to ensure accessibility and engagement, including:

- Town hall meeting for staff to outline the proposed change and allow for questions and discussion.
- Team meetings with local leadership to provide additional clarity and encourage discussion at a more direct level.
- Individual meetings offered to affected staff to discuss specific impacts and available support. Staff may bring a support person or union representative.
- A dedicated online feedback form will be provided to collect staff input in a structured and accessible way.
- Updates and publication of change processes in On Campus and the Renew ANU webpage.
- Continuation of regular discussions with NTEU.

## How to provide feedback

The University is committed to consulting with staff and their union/s in accordance with the organisational change provisions under Clause 70 of the ANU Enterprise Agreement. In doing so, the University will give genuine and meaningful consideration to any views expressed by staff regarding the impact of the proposed change.

This Change Proposal has been circulated to:

- all affected staff;
- ANU Executive;
- nominated staff representatives including the NTEU;
- Health and Safety Representatives for the impacted work group(s);
- other relevant stakeholders as required.

Staff and their union/s are encouraged to review this document and provide feedback on the proposal during the formal consultation period via:

### **Online feedback form**

All feedback received will be reviewed and considered before final decisions are made. A summary of themes and the University's response to feedback will be shared with staff at the conclusion of the consultation period.

## Anticipated consultation and implementation timeline

The formal consultation period will run for three (3) weeks from Thursday, 3 July 2025 to Thursday, 24 July 2025 (closing 12pm AEST). All feedback received during this time will be considered before final decisions are made.

Milestone	Date
Release of change proposal and consultation opens	Thursday, 03 July 2025
Consultation	3 weeks
Feedback due (12.00pm AEST)	Thursday, 24 July 2025
Collation of feedback and preparation of implementation plan	3 weeks
Anticipated release of implementation plan	Week commencing 18 August 2025
Anticipated commencement of implementation	Week commencing 25 August 2025

During this change process staff members may be represented, and seek advice or assistance at any time from a person of their choice as outlined in the ANU Staff Representation Procedure which may be accessed via this link: [ANU Policy Library - Procedure - Union and Staff representation](#).

Following the consultation period, a summary of feedback themes and responses will be provided, along with the implementation plan paper.

This consultation process is designed to support staff participation and wellbeing, ensure compliance with enterprise and WHS obligations, and guide a thoughtful and inclusive change process.

## Key contacts

Staff with further enquiries about this change may contact the following staff:

Name	Position	Contact details
Bronwyn Parry	Dean, College of Arts and Social Sciences	<a href="mailto:Bronwyn.Parry@anu.edu.au">Bronwyn.Parry@anu.edu.au</a>
Christian Barry	Director, Research School of Social Sciences	<a href="mailto:Christian.Barry@anu.edu.au">Christian.Barry@anu.edu.au</a>
Kate Mitchell	Director, Research School of Humanities and the Arts	<a href="mailto:Kate.Mitchell@anu.edu.au">Kate.Mitchell@anu.edu.au</a>
Matthew Talbot	General Manager, College of Arts and Social Sciences	<a href="mailto:Matthew.Talbot@anu.edu.au">Matthew.Talbot@anu.edu.au</a>
Karen Ford	HR Business Partnering	<a href="mailto:Karen.Ford@anu.edu.au">Karen.Ford@anu.edu.au</a>
Emily Fisk	Manager, Organisational Change	<a href="mailto:Org.Change@anu.edu.au">Org.Change@anu.edu.au</a>

## Further information

Further information Further information about the Renew ANU program can be found on the [Renew ANU webpage](#) which includes key information and FAQs that will be updated during the life of the program.

# Measures to minimise the impacts on staff and options for staff to consider

In an effort to mitigate potential job losses and consistent with the University's obligations under clause 69 of the ANU Enterprise Agreement, the University has implemented a number of initiatives under Renew ANU. These measures include the Voluntary Separation Scheme (VSS), targeted non-salary cost-saving initiatives, recruitment controls, and leave management strategies. Further information is available on the [Renew ANU website](#).

In addition to those measures, to provide options for staff to consider and to ensure involuntary redundancies only occur as a last resort, during the consultation period, affected Information Technology Services & Information Security Office staff can express interest in one or more of the following options:

1. **Voluntary separation** – available to staff whose positions are proposed to cease or reduce in number. VSS payments will be aligned to the redundancy provisions of the Enterprise Agreement or employment contract.
2. **Voluntary conversion to part-time work** – available to all staff. May be considered to offset job losses, where reductions in fraction align with areas reducing staffing levels.
3. **Fixed term pre-retirement agreement** - available to eligible staff considering retirement. May be used to support workforce transitions by enabling a structured reduction in hours or responsibilities over a fixed period (no later than the end of 2025), helping to offset job losses where reductions align with areas reducing staffing levels.

Staff considering any of these options can express interest by emailing [org.change@anu.edu.au](mailto:org.change@anu.edu.au) by the closing date for Consultation Period.

Requests will be considered on a case-by-case basis, taking into account the skills, knowledge and capabilities required to deliver the University's future operating model, and ensuring that critical functions are not affected.

The University will determine the outcome of each request based on the requirements of the relevant area/s. Each staff member who expressed interest in one of these options will be advised of the University's decision.

Following consideration of feedback provided during the consultation period and decisions on the requests above, the impact on remaining positions will be reassessed and the workplace reorganisation process will be adjusted accordingly.

# Process and timing for transferring staff into a new structure

The process for transferring staff into any new structure will be informed by the provisions of The Australian National University Enterprise Agreement 2023–2026 (the Agreement).

The University's priority is to maintain ongoing employment by placing affected staff into suitable roles wherever possible. The University may transfer a staff member to a position at the same level, commensurate with their skills and capability, in order to provide this continued employment.

Should there be a transition to a new structure which results in significant change or reduced roles, then the University will implement a multi-stage placement process that reflects principles of fairness, transparency, and operational continuity. This includes a combination of direct transfer, targeted expressions of interest, and broader recruitment processes.

## Key stages in the placement process

1. Direct transfer (no significant change to position)
2. Closed expression of interest (EOI)
3. Redeployment and recruitment

### 1. Direct transfer

Staff will be directly transferred into the new organisational structure where:

- their position's duties and responsibilities remain substantially unchanged,
- the classification level is the same; and
- there is a one-to-one relationship between the number of staff and available roles.

Minor changes to duties, title, reporting line or department/area are not considered to be a substantial change.

### 2. Closed expression of interest (EOI)

In some cases, where it is necessary to assess the suitability of existing staff for roles in a new structure — or when there are a reduced number of roles — a closed expression of interest (EOI) process may be undertaken.

This process follows an approved implementation plan and typically occurs in stages, beginning with the most senior roles and then proceeding through the structure.

#### Eligibility

Only directly affected staff are eligible to participate in the Closed EOI process. The primary objective is to identify and confirm suitable alternative employment for directly affected staff. A suitable alternative position is defined as a role that:

- has substantially the same duties, classification level, and career standing as the staff member's current (surplus) position; and
- can be satisfactorily performed by the staff member, either with their existing skills and experience or with reasonable training over a limited period.

#### Inclusion in closed EOIs

Where available positions are clearly similar in scope or function to existing roles, staff who previously held comparable positions will be considered first. Given the movement of positions and functions across CASS, a view across all areas will be taken.

For new roles, or where the duties of a position have changed significantly, affected staff from within the work area/s will be given first consideration.

## Selection methods

Selection processes may vary based on the nature of the role and the number of applicants, and can include:

- written EOIs
- resume reviews
- interviews

Staff may be asked to express interest in, or preferences for, multiple roles.

If a staff member chooses not to participate, existing employment records may still be used to assess their suitability. Where the University cannot identify a suitable alternative position the staff member may elect to seek redeployment to other positions, including positions at a lower classification.

## 3. Redeployment and recruitment

Any positions that remain unfilled after the Closed EOI process may proceed to:

1. **Redeployment** – in line with the University's redeployment procedures;  
and if necessary,
2. **Open recruitment** – in accordance with standard University recruitment policies.

## Considerations for temporary arrangements and contract types

Following the process outlined for filling roles in the new structure, the following principles will apply to staff currently in temporary arrangements or on fixed-term contracts. These considerations clarify how eligibility and placement will be assessed to ensure fairness and consistency.

### Temporary allowances

Staff temporarily receiving an acting, responsibility or other allowance will be considered for mapping and placement based on their substantive (permanent) classification and role, not the higher duties or temporary responsibilities they are currently performing. While experience gained in temporary duties may be considered during EOI assessments, it will not determine eligibility for direct mapping or closed EOIs.

### Temporary transfers

If you are on temporary transfer from within the Division and your substantive role is affected, you will be consulted and considered in line with the process outlined for all continuing staff.

If you are seconded into an affected role from another Division, you are not eligible to be considered for direct transfer or closed EOIs for permanent roles in the new structure. However, you will be consulted about the change, and early termination of the temporary transfer may be considered where appropriate.

### Fixed-term contracts

Staff employed on fixed-term contracts are not eligible for direct role mapping, or participation in the closed EOI processes for ongoing positions.

Once the placement process for affected continuing staff is complete, fixed-term employees will be welcome to apply for any remaining vacancies through the University's open recruitment processes.

For fixed-term staff not transitioning to the future structure, the University will hold discussions about the employees' contract status and end dates in accordance with the applicable contract provisions.

# Commitment to diversity, inclusion, and equity in organisational change

Our institution is committed to fostering a diverse, inclusive, and equitable workplace. Throughout Renew ANU, we are taking proactive steps to ensure fair and transparent processes that minimise adverse impacts on any particular group of employees. This includes applying an equity lens to all decisions, ensuring that the proposed changes support workforce diversity and do not inadvertently disadvantage underrepresented groups.

In line with [ANU 2025: Our Landscape](#) 'Be an equitable and inclusive University of choice' is one of the University's four key strategic goals for 2025 and must be embedded in all that we do. To achieve this, our Diversity & Inclusion team are continually reviewing and recommending ways to ensure practices are considered from this lens. In relation to organisational change our commitments are:

## Equity in role alignment and selection

In placing employees into new or revised roles, consideration will be given to principles of diversity, equity and inclusion to mitigate any disproportionate impact on a marginalised sector of the ANU staffing community. This includes keeping in mind our commitment to the Aboriginal and Torres Strait Islander community and their employment within ANU. Where required, reasonable adjustments will be made to support employees in transitioning to new roles.

## Inclusive consultation and communication

We recognise that change affects staff differently. To ensure an inclusive approach, consultation will be conducted in multiple formats to accommodate different needs, including one-on-one discussions, group forums, and confidential feedback channels. Staff are encouraged to share any concerns related to the restructure's impact on diversity and inclusion, and we will actively address these as part of the decision-making process.

## Monitoring and reporting on DEI impacts

We will monitor the impact of this restructure on workforce diversity through regular reporting and data analysis, ensuring that diversity outcomes are maintained or improved. Where necessary, we will implement additional workforce planning strategies to support diverse talent retention and career progression.



# Supporting our people through change

The University recognises that change can be challenging and is committed to supporting staff throughout this process. A range of services and resources are available to ensure staff have access to wellbeing support, advice, and assistance as needed.

## Manager and leadership support

Your supervisor and leadership team are the first point of contact for support, clarification, or guidance. Managers or supervisors are briefed ahead of key change announcements to help them support their teams effectively at the local level.

## People and Culture Division

- [HR Business Partners](#) are available to provide advice, discuss impacts, and support you throughout the change process.
- [Equity and Diversity Team](#) and [Staff Respect Consultant](#) offer tailored support to staff in equity groups.
- [Health, Safety and Wellbeing Team](#) can support staff experiencing mental health or safety concerns as a result of the change.

## Employee Assistance Program (EAP)

Confidential wellbeing support is available through the University's Employee Assistance Program (EAP), which offers free counselling and coaching services to all staff and their immediate family members. The EAP can assist with managing stress, navigating change, and maintaining wellbeing during periods of uncertainty.

Looking after your wellbeing and seeking support early can make a meaningful difference. For more information, or to access support services, please visit the [ANU EAP webpage](#).

Staff seeking additional support or advice can contact:

Provider:	Position	Contact details
Employee Assistance Providers	Assure Relationships Australia	1800 808 374 (02) 6122 7100

## Additional support

### Lifeline | Beyond Blue

Lifeline and Beyond Blue provide 24/7 support and resources for anyone experiencing difficult circumstances. If you're dealing with symptoms of depression, anxiety or distress, Lifeline and Beyond Blue will talk through the challenges you're facing and provide support for your mental wellbeing.

### 13Yarn (13 92 76)

13Yarn is a free and confidential service for Aboriginal and Torres Strait Islander people, that connects you to a Lifeline trained Aboriginal and/or Torres Strait Islander Crisis Supporter over the phone. This provider can be accessed at any time, offering a culturally safe space to yarn, where your story is heard without shame or judgement.

### Financial advice

UniSuper offers free general financial advice and retirement planning support to members. Resources, appointment bookings, and webcast recordings can be accessed via [unisuper.com.au](https://unisuper.com.au).

UniSuper has an office on-site in Kambri where you can book an appointment to speak with a super consultant in person. Alternatively, UniSuper also offer online appointments.

### **MetLife 360Health**

UniSuper members, and their immediate family, have unlimited, free access to a range of virtual health services provided by MetLife 360Health.

### **Career transition support**

- Outplacement Services: If applicable, affected employees with positions surplus to requirements will be offered external outplacement support, including career coaching, resume review, and interview preparation.
- Online resources: the ANU intranet includes a range of tools for staff seeking career support.

Staff are encouraged to seek support early and regularly throughout the change process. No concern is too small to raise, and the University is committed to ensuring access to respectful, timely and informed support for all staff.

Further information is available on the Guiding Teams through Change SharePoint site.

# Other relevant documents

The following documents provided context, background information, or contributed to the broader understanding that has shaped the development of this proposed changes in CASS:

- [Renew ANU 2025 Change Principles: Consultation Paper](#) including Appendix 'A' (Support Information) and Appendix B (Service Performance Framework)
- [Renew ANU 2025 Change Principles: initial Feedback Summary](#) including
  - Appendix 'A' – Additional Feedback
  - Appendix B – response to Open letter
  - Appendix C – Psychosocial Risk assessment – Change Principles
- [Renew ANU Change Principles Implementation Plan](#)
- [Financial Update – May 2025](#)
- [High Level UniForum Explainer Video](#)
- [Updates from the ANU leadership](#)

## Appendices

- [Appendix 1 – Psychosocial risk assessment](#)
- [Appendix 2 - Financial Context for Renew ANU 2025](#)
- [Appendix 3 – CASS Current Organisational Charts](#)
- [Appendix 4 – CASS Proposed Organisational Charts](#)
- [Appendix 5 - CASS school review reports](#)
- [Appendix 6 – Change proposal preliminary consultation](#)

# Appendix 1 – Psychosocial risk assessment

As part of this change proposal, the University has conducted a Work Health and Safety (WHS) psychosocial risk assessment to identify and address potential impacts on staff wellbeing.

For full details, refer to the document online - [Psychosocial Risk Assessment – CASS](#).

The assessment identified the following potential psychosocial hazards as potential sources of risk:

Hazard type	Description
Job insecurity	Employment situations where a worker lacks assurance their job will remain stable across any period of change.
Job demands	Intense or sustained high mental, physical or emotional effort required to do the job.
Lack of role clarity	Role uncertainty, frequent role changes, conflicting roles or ambiguous responsibilities and expectations about a role.
Poor support	Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools and resources for a task.
Poor organisational change management	Insufficient consultation and consideration of new hazards or performance impacts when planning for and implementing change
Conflict or poor workplace relationships and interactions	Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, clients, or customers.

To proactively manage and minimise the risks associated with the identified hazards, the following measures summarise the controls proposed to be implemented to support staff throughout the change process. Refer to the psychosocial risk assessment for more detail on control measures.

Hazard type	Control measure summary
Job insecurity	<ul style="list-style-type: none"> <li>- Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.</li> <li>- Accurate job design.</li> </ul>
Job demands	<ul style="list-style-type: none"> <li>- Set and communicate realistic job expectations</li> <li>- Implement workload monitoring</li> </ul>
Lack of role clarity	<ul style="list-style-type: none"> <li>- Accurate job design.</li> <li>- Clear communication at team or individual work level about operational functions or roles.</li> </ul>

Poor support	<ul style="list-style-type: none"> <li>- Targeted EAP and Advisor to Staff support services.</li> <li>- Access to information, tools and resources to help manage through change.</li> <li>- Regular communication at divisional and team level.</li> </ul>
Poor organisational change management	<ul style="list-style-type: none"> <li>- Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.</li> </ul>
Conflict or poor workplace relationships and interactions	<ul style="list-style-type: none"> <li>- Regular communication at divisional and team level.</li> <li>- Managerial support in leading change in the workplace.</li> <li>- Timely response to issues raised or observed in the workplace.</li> </ul>

# Appendix 2 – Financial Context for Renew ANU 2025

## 2020 – 2024 Financial position

ANU faces significant financial challenges with expenses increasing and revenue not keeping pace.

From 2021 to 2024, there has been 8.1% growth in expenses per year, while revenue has grown by 3.7% per year over the same period.

By December 2022, staffing levels had increased to higher than pre-COVID levels with staff costs representing the University's largest single expense.

## Original 2024-28 budget

In 2023, the ANU Council approved a budget for 2024-28 designed to achieve a financially sustainable position based on forecast growth in revenue via increased student numbers, as well as cost reductions.

In 2024, the University had lower than anticipated tuition fees (\$54 million) and higher than budgeted operational cost. These adverse outcomes lead to a higher operating deficit of \$140 million (previously forecast for \$60 million).

Overall student numbers (represented by EFTSL<sup>1</sup>) remained broadly flat from 2022 to 2024.

To mitigate the impact of lower revenue and increasing operational expenditure observed in the first quarter of 2024, a range of additional controls were introduced. Operational budgets were revised for the second half of 2024 and a central recruitment approval committee was established. These measures mitigated the 2024 operating deficit, but they do not repair the University's financial sustainability. Budget allocations and performance against these revised 2024 budgets across the University is provided at [ATTACHMENT A](#).

## Revised 2025 Budget & 2026 revenue and forward estimate

The 2025 budget and 2026 forward estimate is designed to financially transition the University from persistent operating deficits to a break-even operating result by the end of 2026 calendar year. One of the goals supported by Renew ANU activities is for a break-even operating result for the 2026 year, which requires a \$250m reduction in recurrent operating costs to achieve that position.

The financial projections for 2025 and 2026 predict more limited revenue growth at just over 3% per year (previously 5.7% per year) based on a key challenge of reduced international student revenue.

## Portfolio and college approaches to expenditure reduction

In setting the 2025 recurring budgets all areas in the University were required to support savings and contribute to the Renew ANU goal of \$100 million reduction in recurrent salary costs reflecting the University's budget. The previously set 2025 budget allocations are shown in [ATTACHMENT B](#). The same formula was applied to every area of the University to generate their 2025 budget, detailed in [ATTACHMENT C](#).

Budgets are issued at the college / portfolio level - with Deans / Directors empowered to allocate budgets within their units (schools / departments / institutes). All areas were able to consider a

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<sup>1</sup> EFTSL: Equivalent full-time student load

range of options to operate within their budget – vacancy management, leave management, a Voluntary Separation Scheme and if required, through changes proposed through formal organisational change.

Some areas are able to meet their targets using a combination of these mechanisms, while others developed proposals outlined in formal change plans and possible involuntary redundancies to address their budget challenges.

To be financially sustainable, it is important that all areas live within their allocated budget, including identifying, proposing and enacting formal organisational change if necessary.

The full details of the financial context for Renew ANU are available on the [website](#).

## ATTACHMENT A - Colleges/Portfolios 2024 Actual vs 2024 Adjusted Budget – Recurrent Fund

The following tables provide 2024 Actual expenses on Recurrent funds for all areas of the University, together with performance against the 2024 revised budget allocation. The 2024 budget (shown here as adjusted budget) was adjusted to account for staff movements across the University (e.g. the re-alignment of HR, Finance and IT staff), and to include a reduction that was negotiated with each area to contribute to the financial position of the University. This view of the 2024 financials has also been reflected in terms of the revised academic structure implemented from 1 January 2025.

### Salary - 2024 Actual vs 2024 Adjusted Budget

Salary Recurrent Fund (\$000)		2024 Total Salary Actual	2024 Total Salary Adjusted Budget	2024 Variance Actual vs Adjusted Budget
Colleges / Portfolios				
Colleges	ANU College of Asia & the Pacific	\$33,387	\$32,132	-\$1,255
	ANU College of Arts & Social Sciences	\$64,398	\$62,082	-\$2,316
	ANU College of Business & Economics	\$54,495	\$57,640	\$3,145
	ANU College of Systems and Society	\$59,010	\$59,795	\$785
	ANU College of Law, Governance and Policy	\$39,232	\$38,959	-\$274
	ANU College of Science & Medicine	\$93,972	\$94,209	\$236
	ANU College of Health & Medicine (Disestablished)	\$4,894	\$4,253	-\$641
Colleges Subtotal		\$349,388	\$349,069	-\$319
Portfolios	Academic Portfolio	\$36,083	\$36,153	\$70
	Services Portfolio	\$100,874	\$102,208	\$1,333
	ANU Advancement	\$9,396	\$9,892	\$496
	Vice Chancellor Portfolio	\$4,501	\$4,671	\$170
	First Nations Portfolio	\$5,403	\$5,596	\$193
	Research & Innovation Portfolio	\$25,486	\$23,823	-\$1,663
Portfolios Subtotal		\$181,744	\$182,343	\$600
University	Leave, scholarships, borrowings and university level expenses	\$9,739	\$20,835	\$11,097
GRAND TOTAL		\$540,871	\$552,248	\$11,377



# Non-Salary - 2024 Actual vs 2024 Adjusted Budget

Non Salary Recurrent Fund (\$000)		2024 Total Non Salary Actual	2024 Total Non Salary Adjusted Budget	2024 Variance Actual vs Adjusted Budget
Colleges / Portfolios				
Colleges	ANU College of Asia & the Pacific	\$2,084	\$3,294	\$1,209
	ANU College of Arts & Social Sciences	\$3,802	\$2,958	-\$844
	ANU College of Business & Economics	\$8,772	\$10,758	\$1,985
	ANU College of Systems and Society	\$9,728	\$9,643	-\$85
	ANU College of Law, Governance and Policy	\$2,923	\$5,229	\$2,307
	ANU College of Science & Medicine	\$17,684	\$13,992	-\$3,693
	ANU College of Health & Medicine (Disestablished)	\$141	\$283	\$142
Colleges Subtotal		\$45,135	\$46,156	\$1,022
Portfolios	Academic Portfolio	\$23,686	\$23,084	-\$603
	Services Portfolio	\$112,020	\$111,789	-\$231
	ANU Advancement	\$712	\$1,168	\$457
	Vice Chancellor Portfolio	\$747	\$616	-\$131
	First Nations Portfolio	\$606	\$723	\$117
	Research & Innovation Portfolio	\$14,583	\$15,351	\$768
Portfolios Subtotal		\$152,355	\$152,731	\$376
University	Leave, scholarships, borrowings and university level expenses	\$60,880	\$60,929	\$49
GRAND TOTAL		\$258,370	\$259,816	\$1,447

## Note:

1. Building Works and Maintenance is under Services Portfolio.
2. The 'University' category includes whole of University costs such as leave provisions, leave reimbursements (e.g. maternity leave and career entry leave), borrowing costs, scholarships, and other whole of university-level expenses that are not attributable to a specific college or portfolio division.
3. Assessment of actual performance relative to budget for 2024, when calculating the 2025 recurrent budget formula, and the 'projected 2024 overrun' (shown in Appendix 3) was assessed against recurrent (R) and Q ledger.

## ATTACHMENT B - Colleges/Portfolios 2025 Budget vs 2025 Q1 Forecast (ex VSS) – Recurrent Fund

Salary - 2025 Budget vs 2025 Q1 Forecast (ex VSS)

Salary Recurrent Fund (\$000)		2025	2025	2025
Colleges / Portfolios		Total Salary Budget	Total Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
Colleges	ANU College of Asia & the Pacific	\$30,265	\$32,896	-\$2,630
	ANU College of Arts & Social Sciences	\$58,605	\$68,048	-\$9,443
	ANU College of Business & Economics	\$61,057	\$59,573	\$1,484
	ANU College of Systems and Society	\$60,670	\$60,707	-\$37
	ANU College of Law, Governance and Policy	\$40,809	\$42,656	-\$1,847
	ANU College of Science & Medicine	\$92,717	\$94,578	-\$1,860
Colleges Subtotal		\$344,124	\$358,457	-\$14,333
Portfolios	Academic Portfolio	\$34,194	\$36,169	-\$1,975
	Services Portfolio	\$107,271	\$113,625	-\$6,354
	ANU Advancement	\$9,072	\$9,168	-\$96
	Vice Chancellor Portfolio	\$4,419	\$4,630	-\$211
	First Nations Portfolio	\$4,324	\$5,104	-\$780
	Research & Innovation Portfolio	\$21,885	\$24,587	-\$2,701
Portfolios Subtotal		\$181,165	\$193,283	-\$12,117
University	Leave, scholarships, borrowings and university level expenses	\$2,078	\$13,327	-\$11,249
GRAND TOTAL		\$527,367	\$565,067	-\$37,699

Non-Salary - 2025 Budget vs 2025 Q1 Forecast (ex VSS)

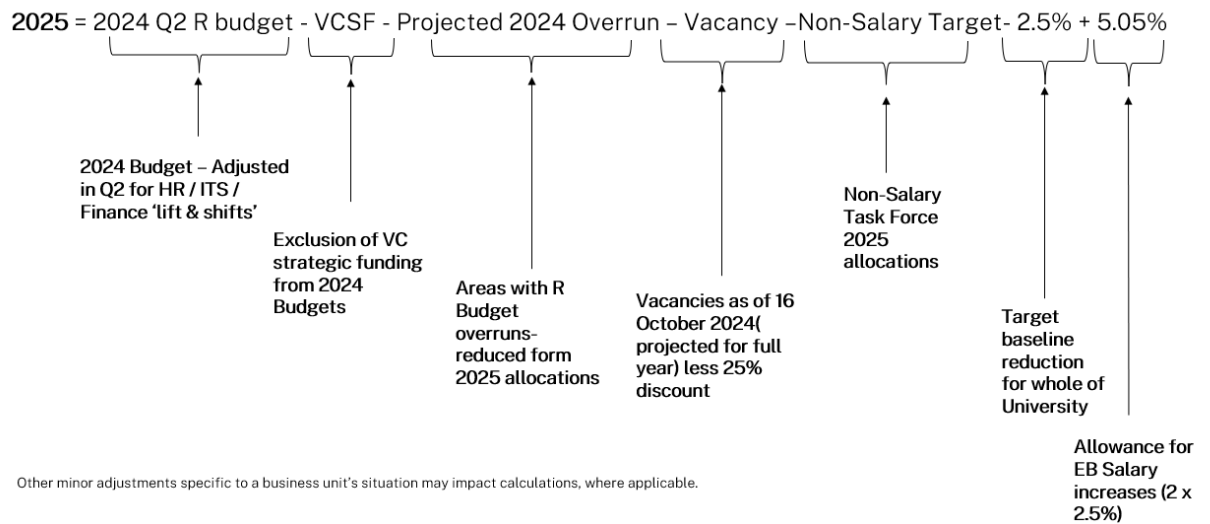
Non Salary Recurrent Fund (\$000)		2025	2025	2025
Colleges / Portfolios		Total Non Salary Budget	Total Non Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
Colleges	ANU College of Asia & the Pacific	\$2,756	\$2,722	\$34
	ANU College of Arts & Social Sciences	\$2,719	\$2,634	\$84
	ANU College of Business & Economics	\$8,088	\$8,040	\$48
	ANU College of Systems and Society	\$8,696	\$8,681	\$15
	ANU College of Law, Governance and Policy	\$5,935	\$5,932	\$2
	ANU College of Science & Medicine	\$15,848	\$19,177	-\$3,330
Colleges Subtotal		\$44,041	\$47,187	-\$3,146
Portfolios	Academic Portfolio	\$21,889	\$21,974	-\$86
	Services Portfolio	\$104,642	\$114,742	-\$10,100
	ANU Advancement	\$1,176	\$1,176	-
	Vice Chancellor Portfolio	\$751	\$748	\$3
	First Nations Portfolio	\$350	\$594	-\$244
	Research & Innovation Portfolio	\$12,480	\$14,172	-\$1,692
Colleges Subtotal		\$141,287	\$153,406	-\$12,119
University	Leave, scholarships, borrowings and university level expenses	\$59,641	\$54,142	\$5,499
GRAND TOTAL		\$244,970	\$254,735	-\$9,766

Note:

1. Building Works and Maintenance is under Service Portfolios.
2. The 'University' category includes whole of university costs such as leave provisions, leave reimbursements (e.g. maternity leave and career entry leave), borrowing costs, scholarships, and other whole of university-level expenses that are not attributable to a specific college or portfolio division.
3. The above 2025 tables exclude one off expenditure related to Renew ANU including separation payments and other incidental program costs.
4. The above 2025 Q1 Forecast reflects the operating costs under Recurrent fund if no Voluntary Separation Scheme (VSS) or other change initiatives are implemented (noting some areas had modelled and included prospective savings, which for this analysis have been removed).

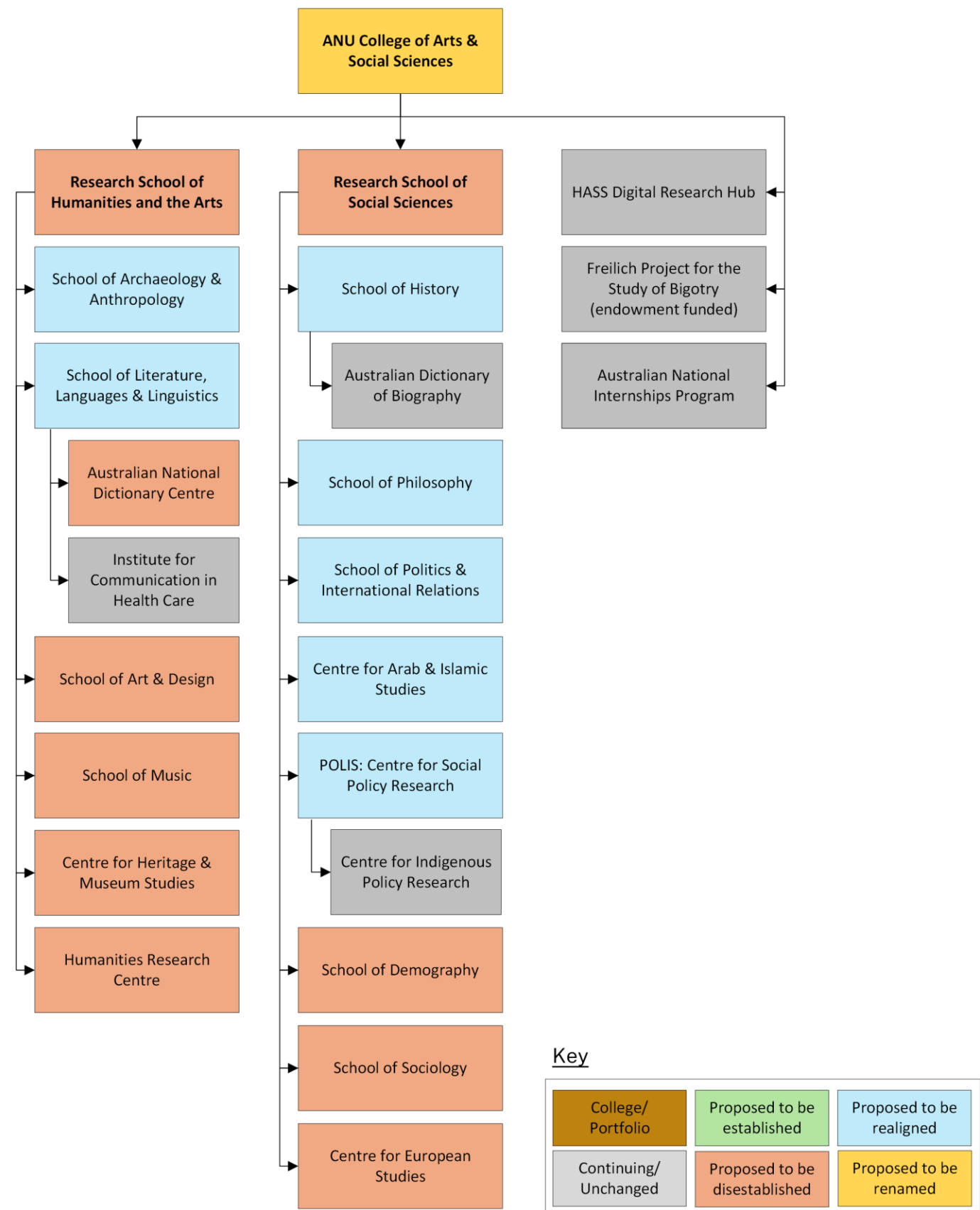
## ATTACHMENT C – 2025 Recurring Budget Formula

### 2025 R Budget principles

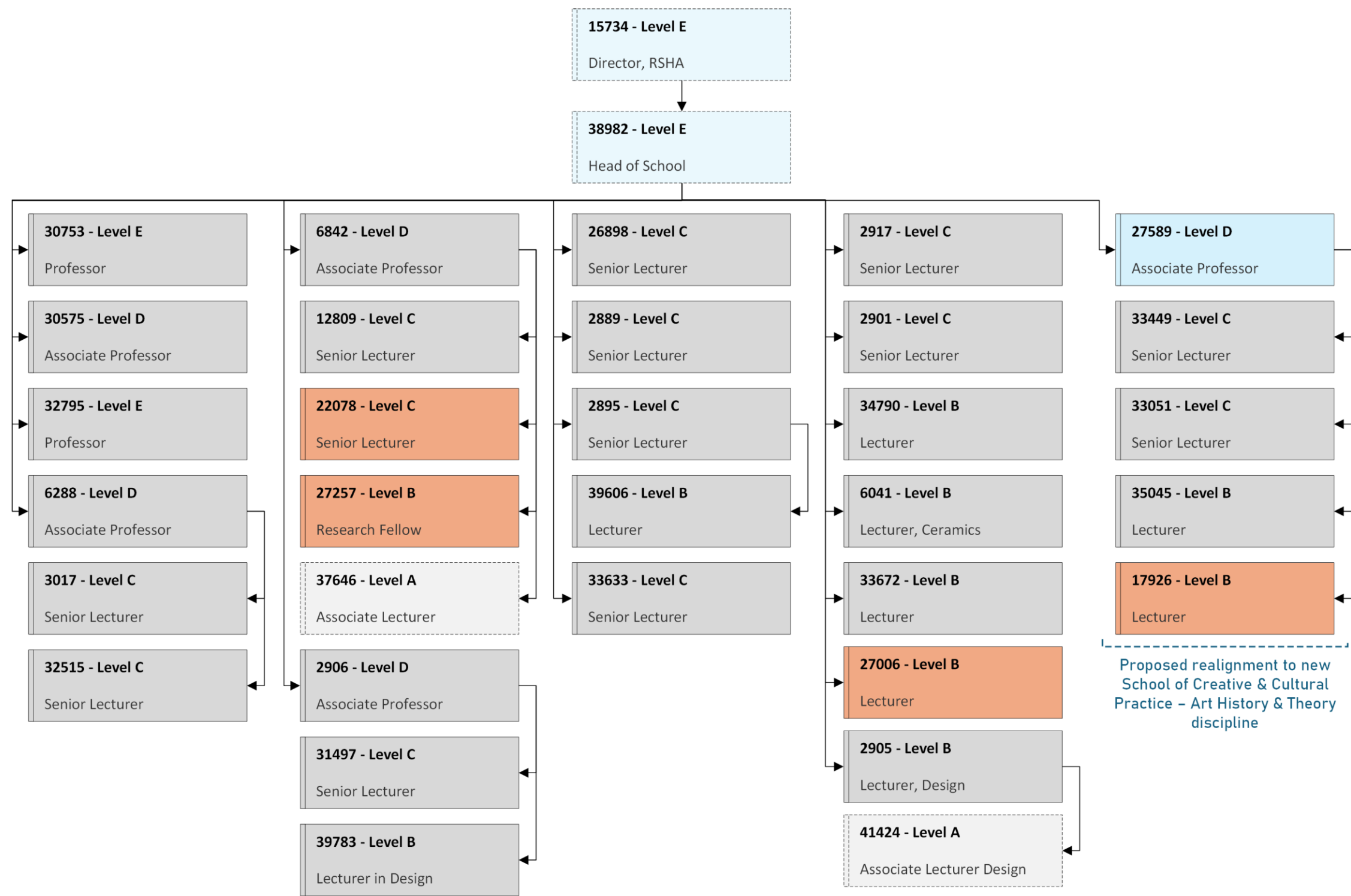


# Appendix 3 – CASS current organisational charts

## 3.1 – ANU College of Arts & Social Sciences – current functional chart



3.2 – CASS School of Art & Design – current organisational chart

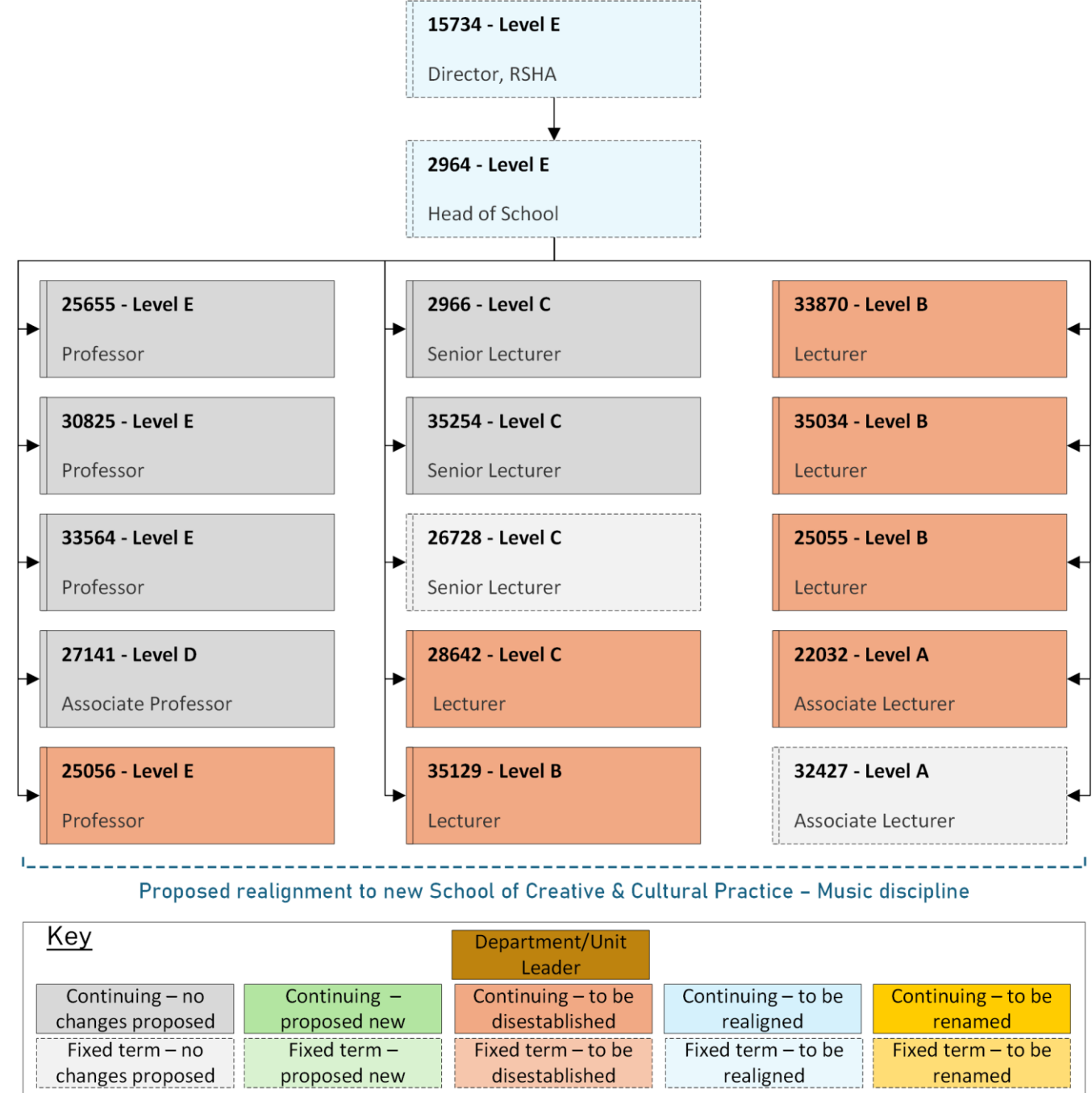


Proposed realignment to new School of Creative & Cultural Practice – Art History & Theory discipline

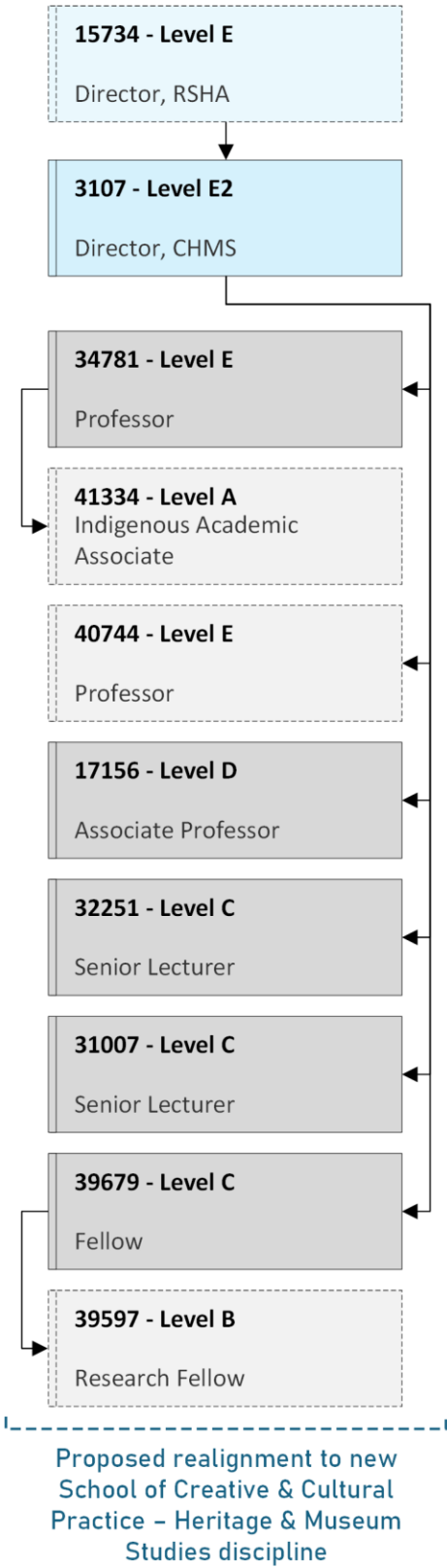
Proposed realignment to new School of Creative & Cultural Practice – Art & Design discipline

Key		Department/Unit Leader		
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be realigned	Fixed term – to be renamed

3.3 – CASS School of Music – current organisational chart



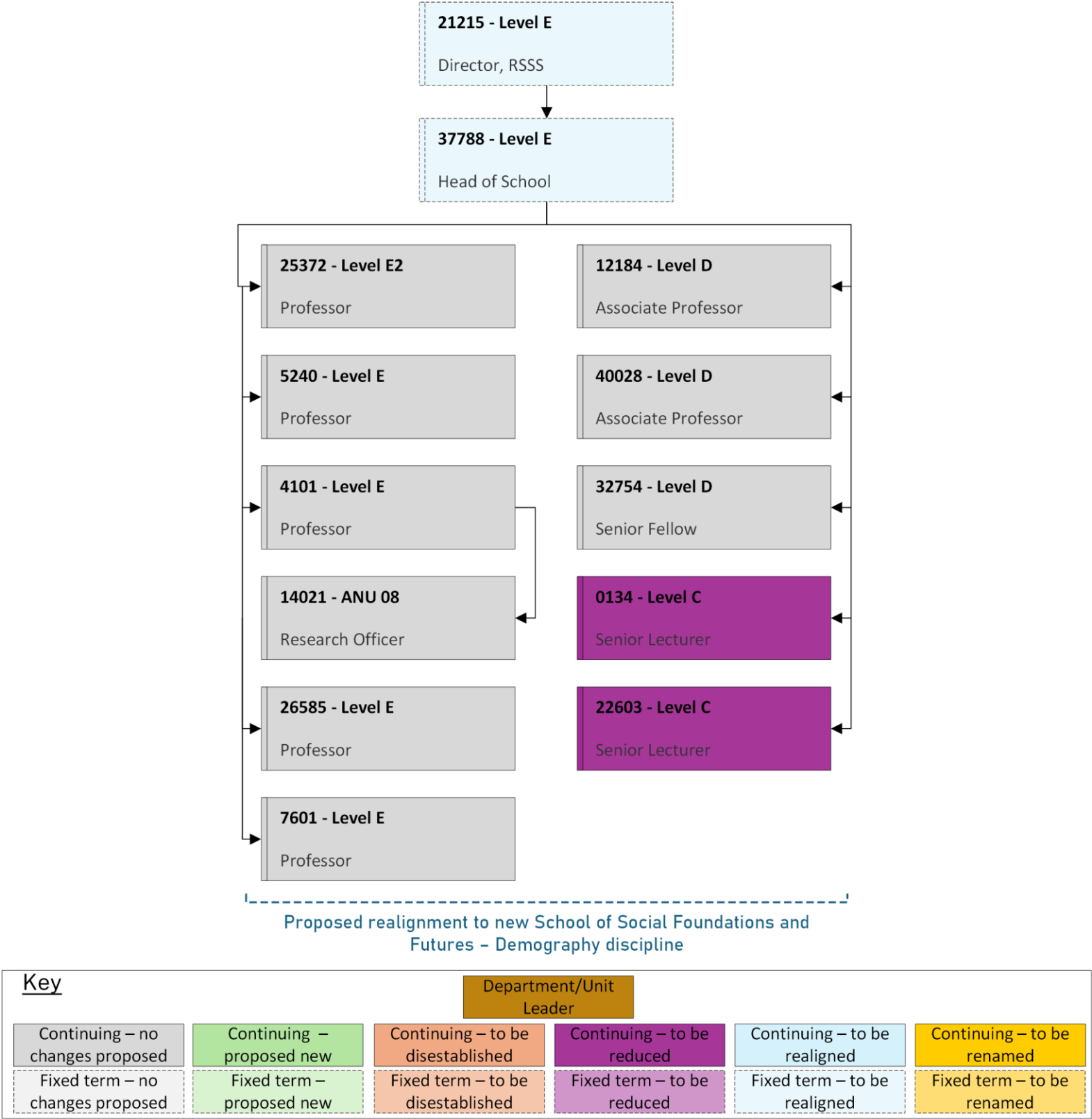
3.4 – CASS Centre for Heritage & Museum Studies – current organisational chart



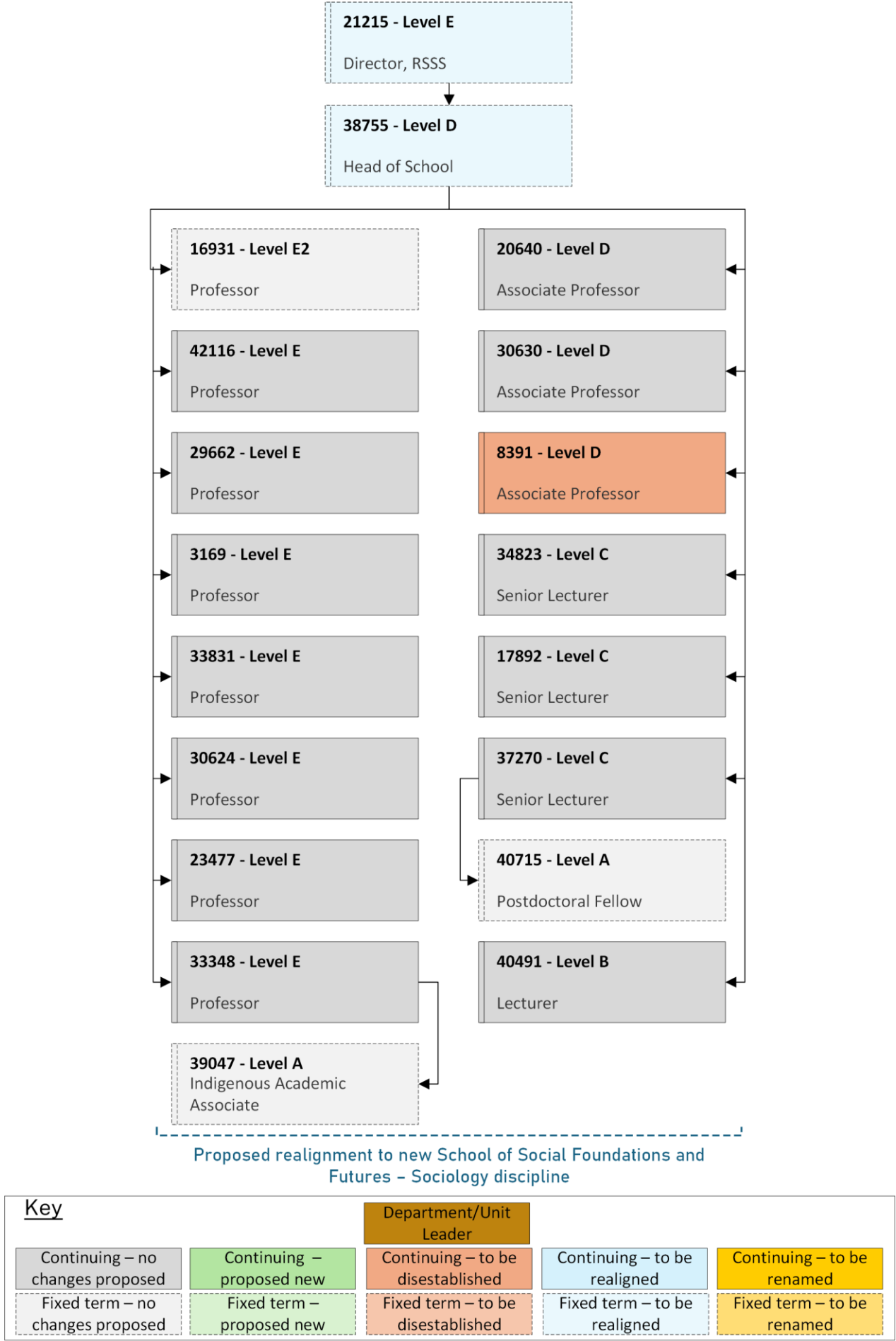
Key		Department/Unit Leader		
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be realigned	Fixed term – to be renamed



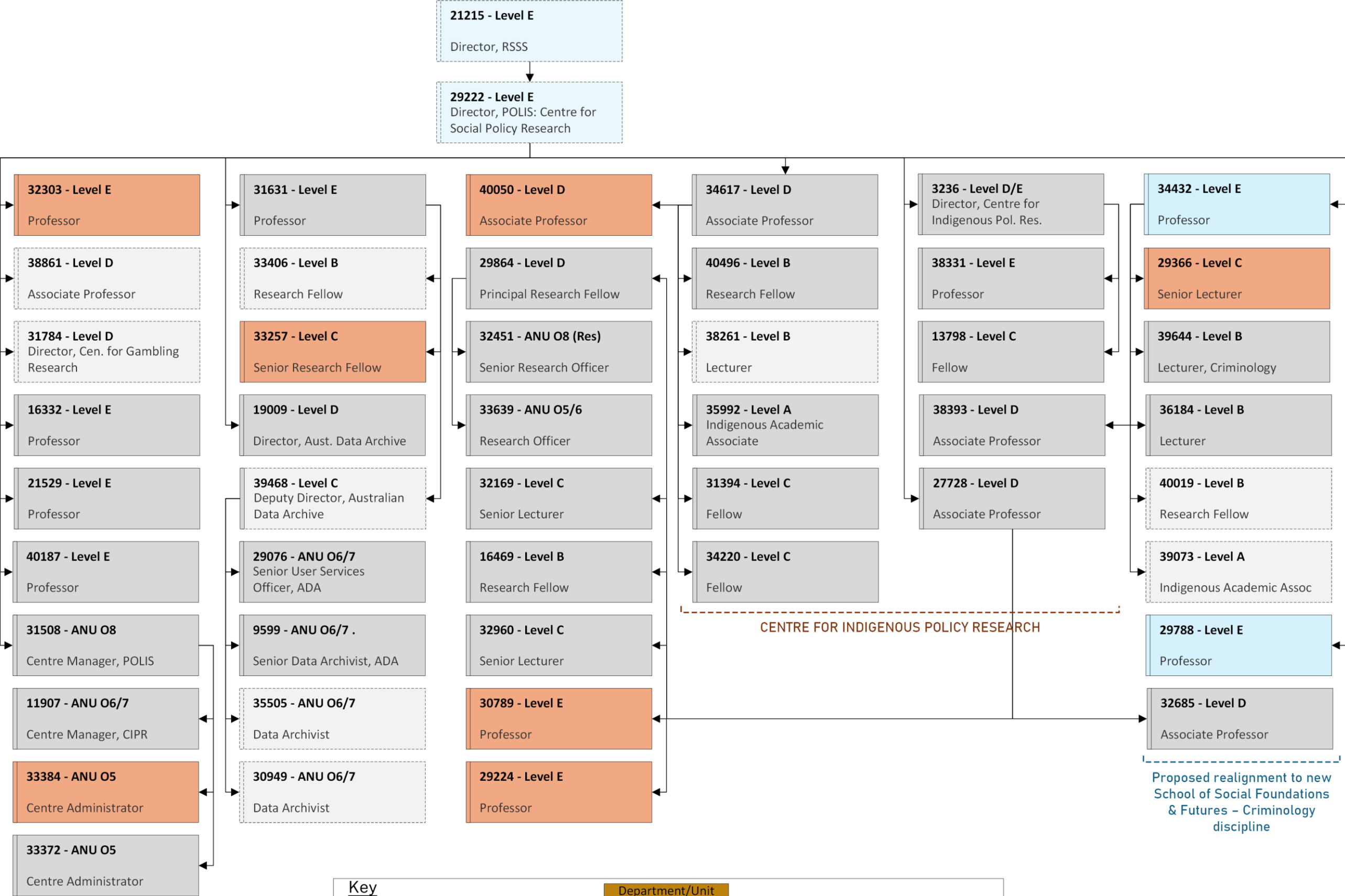
3.5 - CASS School of Demography – current organisational chart



3.6 - CASS School of Sociology – current organisational chart



3.7 - CASS POLIS: Centre for Social Policy Research – current organisational chart

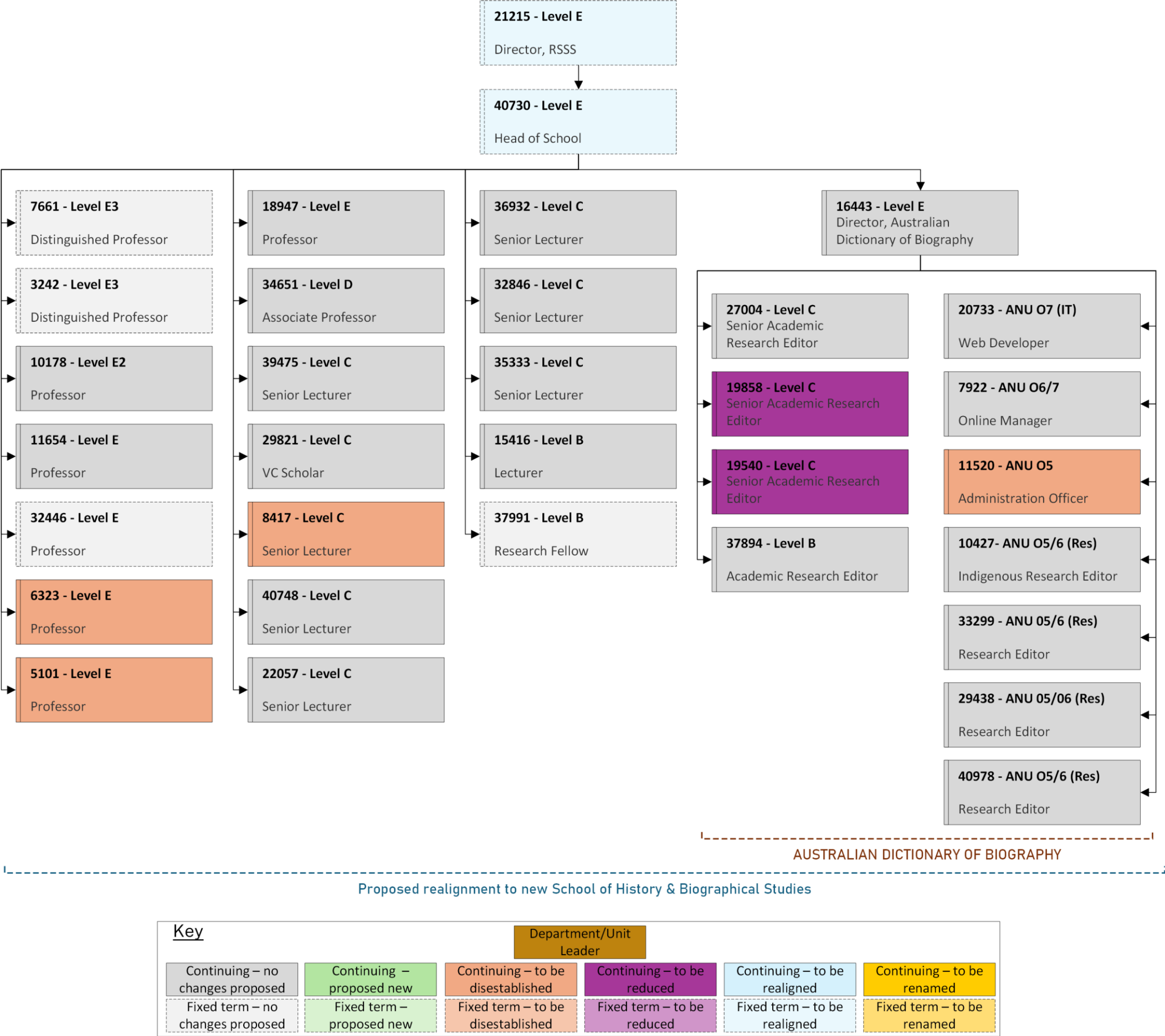


Key		Department/Unit Leader		
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be realigned	Fixed term – to be renamed

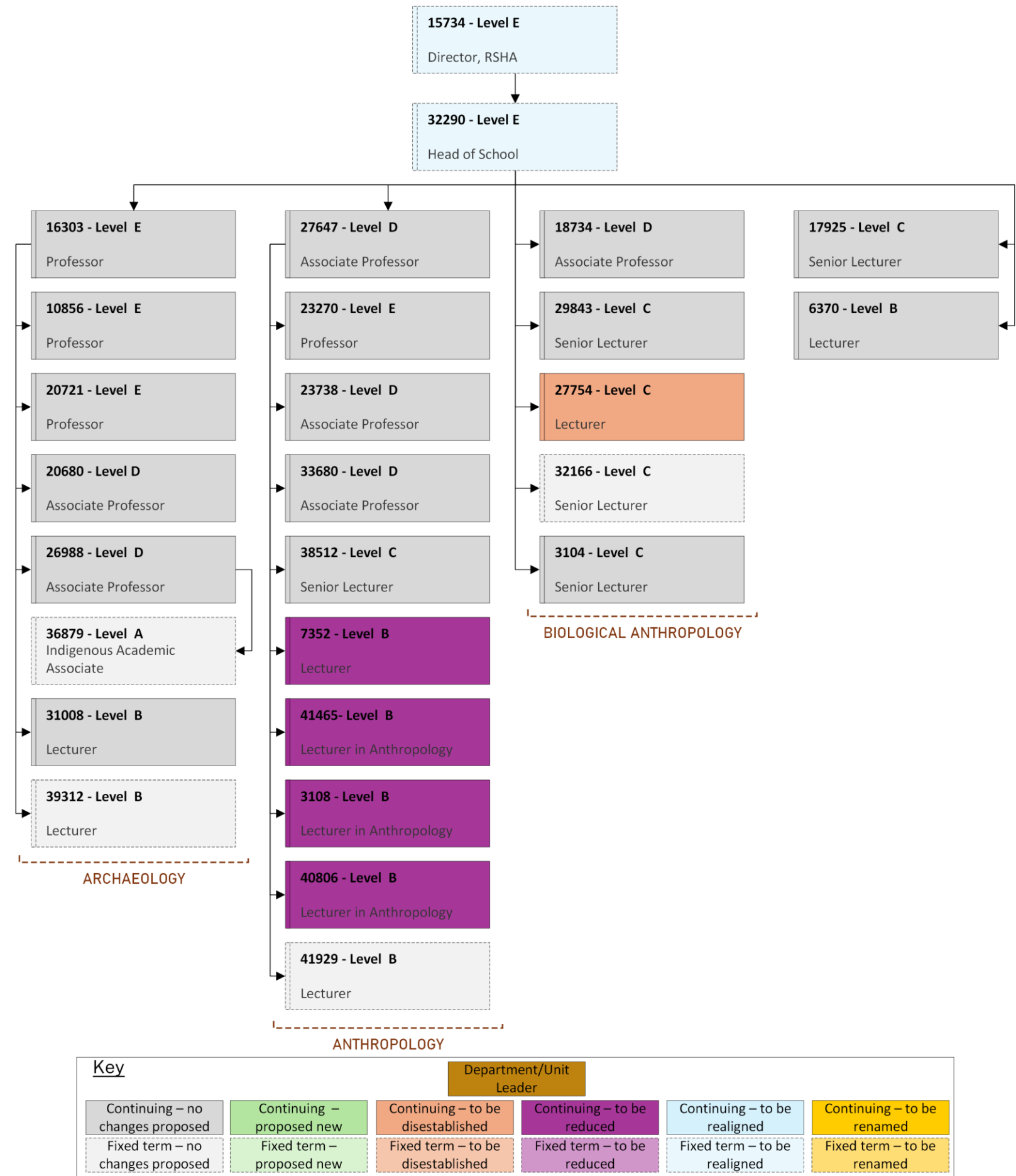
3.8 - CASS School of Philosophy – current organisational chart



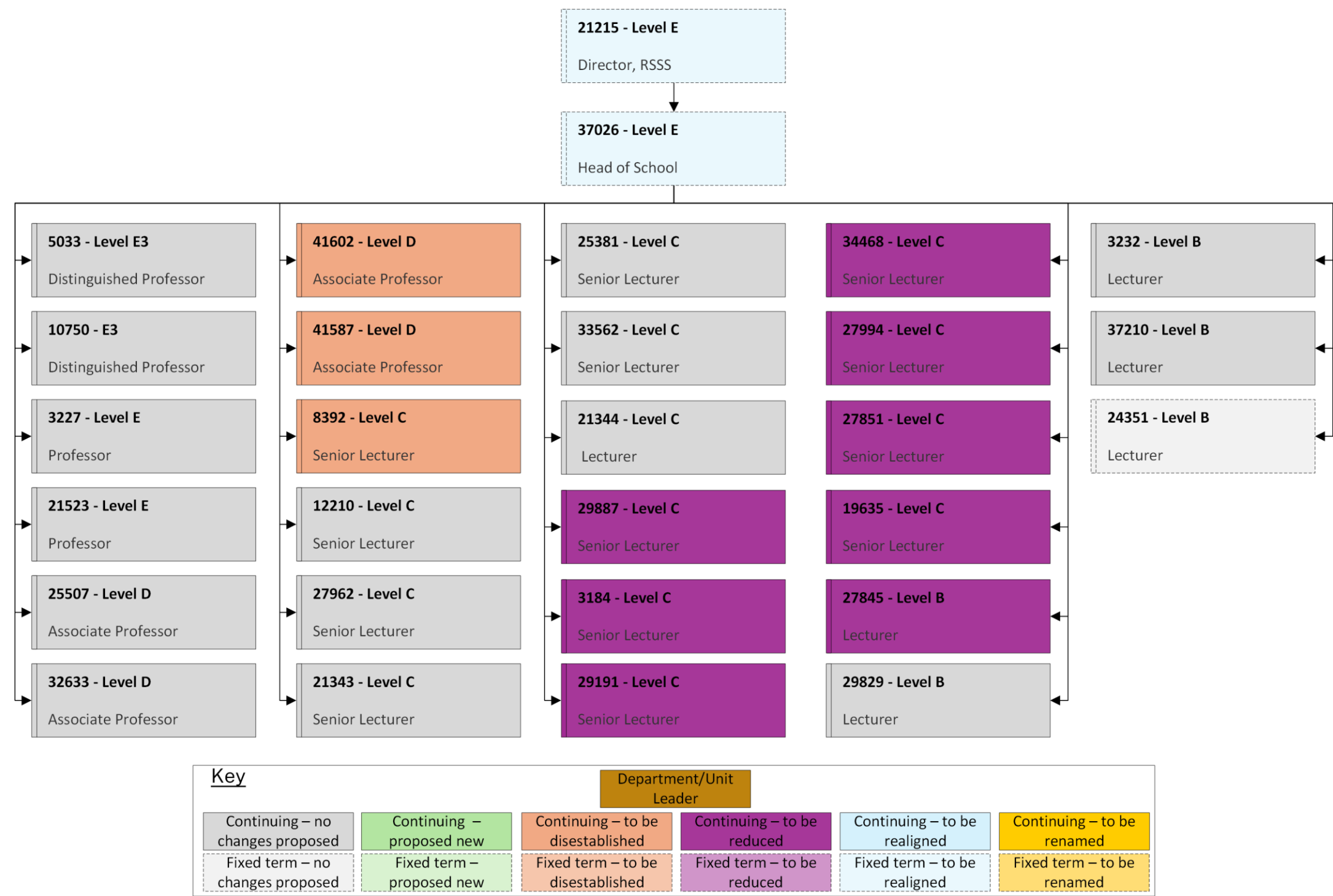
3.9 - CASS School of History – current organisational chart



3.10 – CASS School of Archaeology & Anthropology – current organisational chart

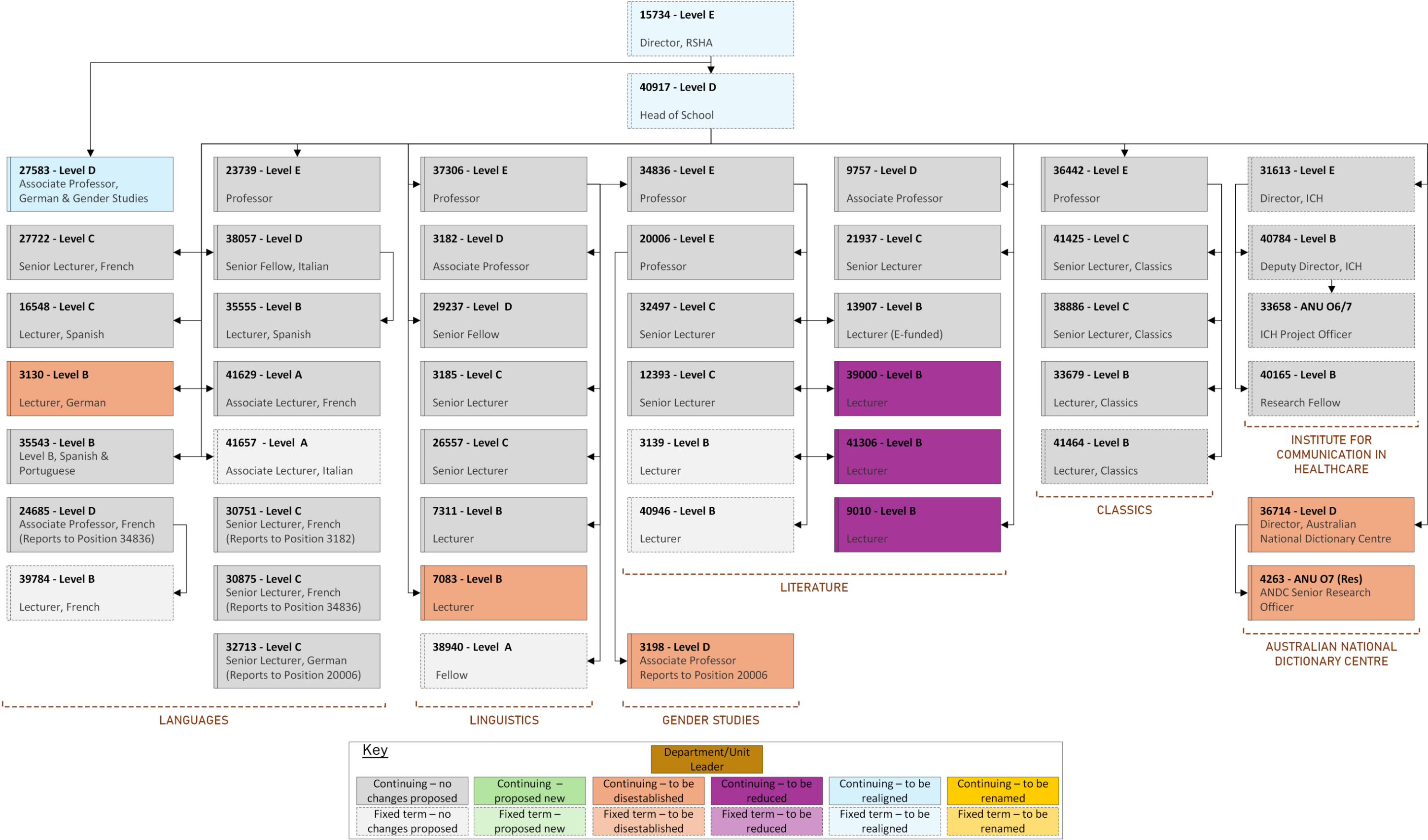


3.11 - CASS School of Politics & International Relations – current organisational chart



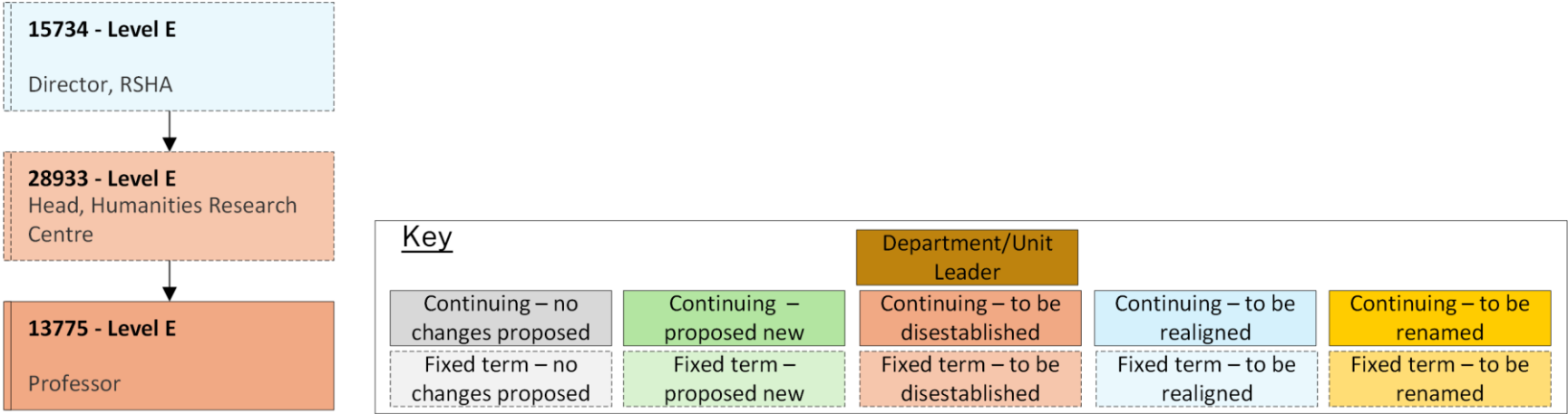


3.12 - CASS School of Literature, Languages & Linguistics – current organisational chart

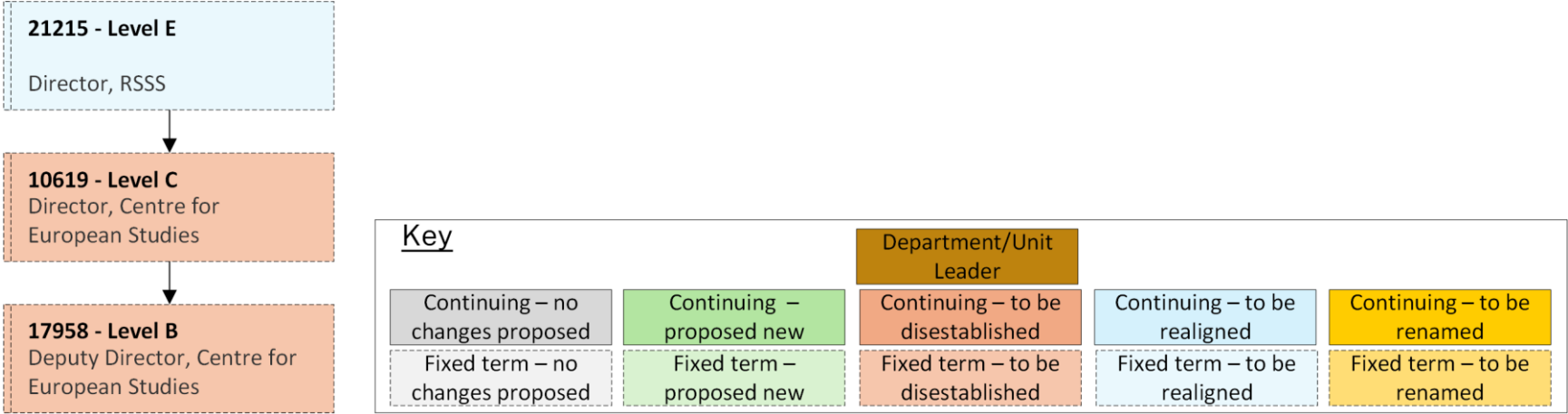




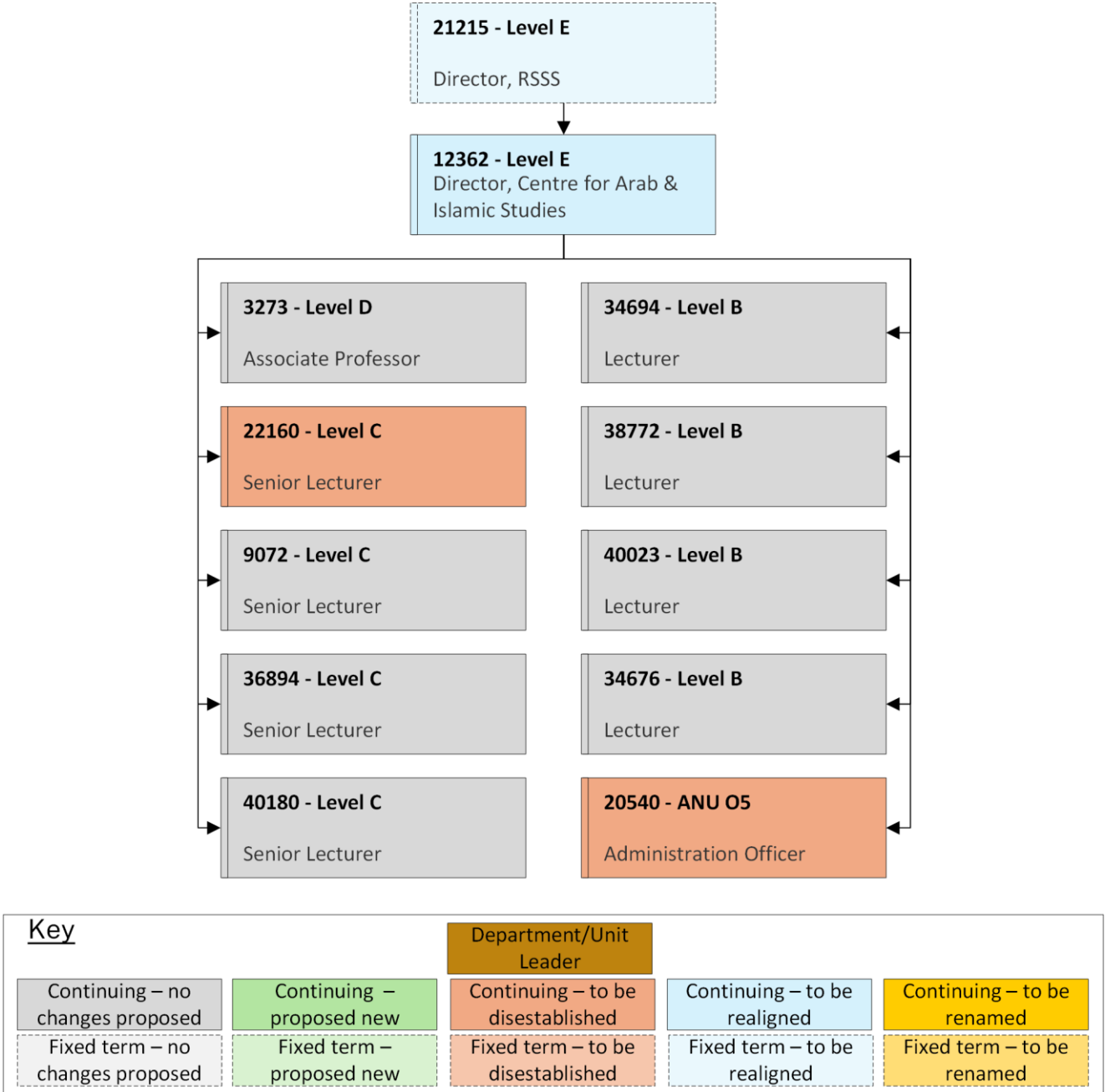
3.13 - CASS Humanities Research Centre – current organisational chart



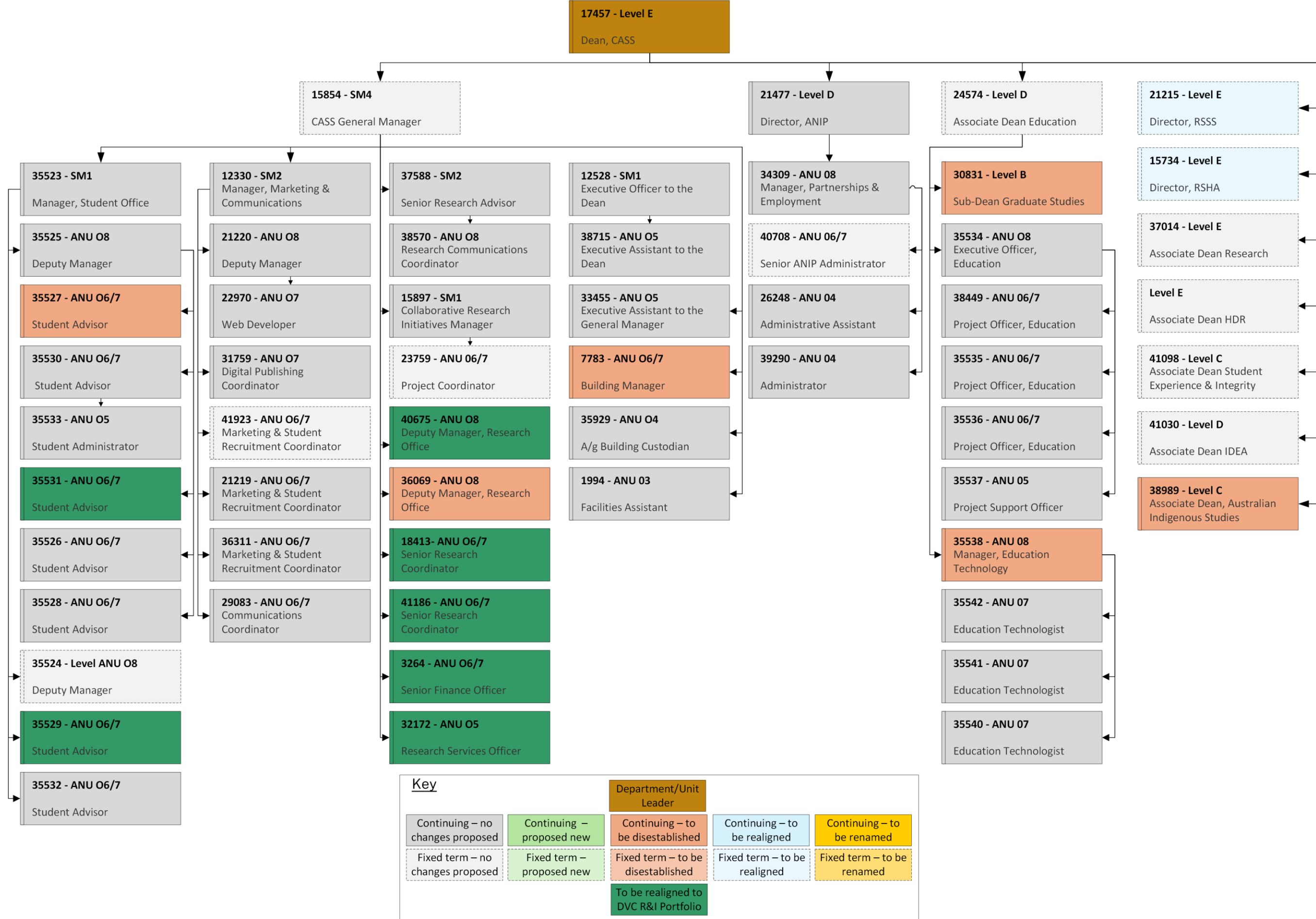
3.14 - CASS Centre for European Studies – current organisational chart



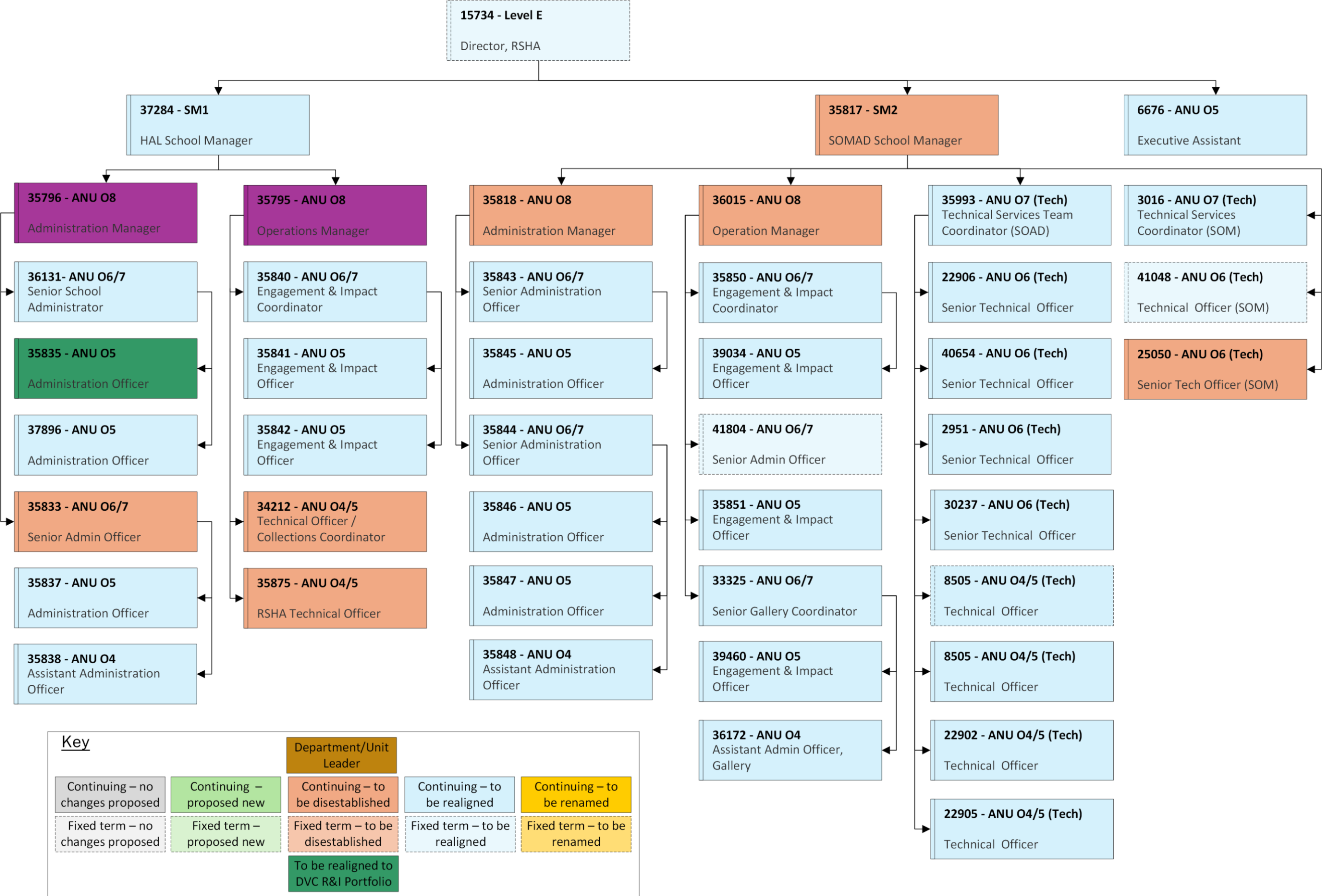
3.15 - CASS Centre for Arab & Islamic Studies – current organisational chart



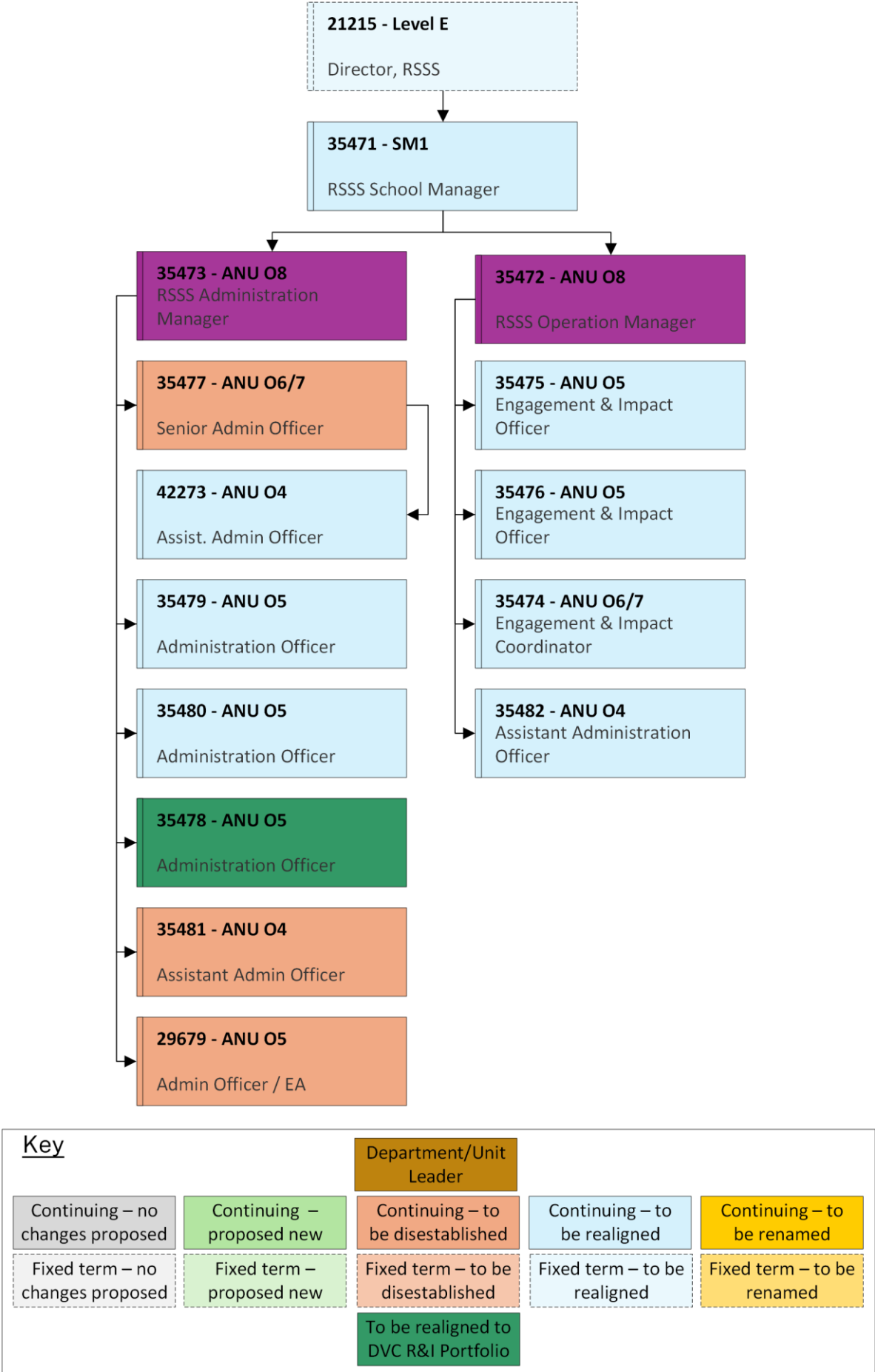
3.16 - CASS College Central Leadership & Administration – current organisational chart



3.17 - CASS Research School of Humanities & the Arts professional staff – current organisational chart

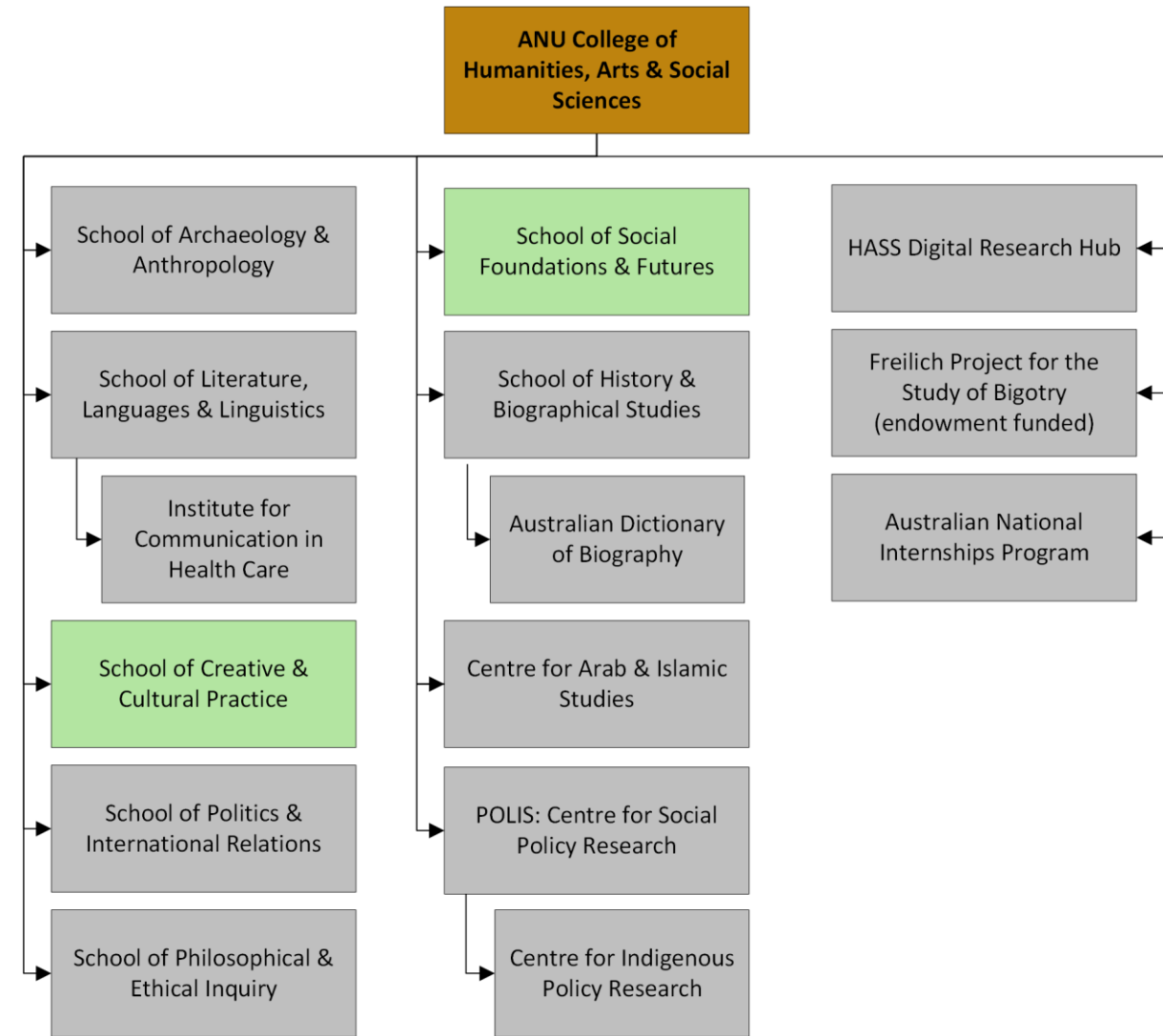


3.18 - CASS Research School of Social Sciences professional staff – current organisational chart



# Appendix 4 – CASS proposed organisational charts

## 4.1 – ANU College of Arts & Social Sciences – future functional chart

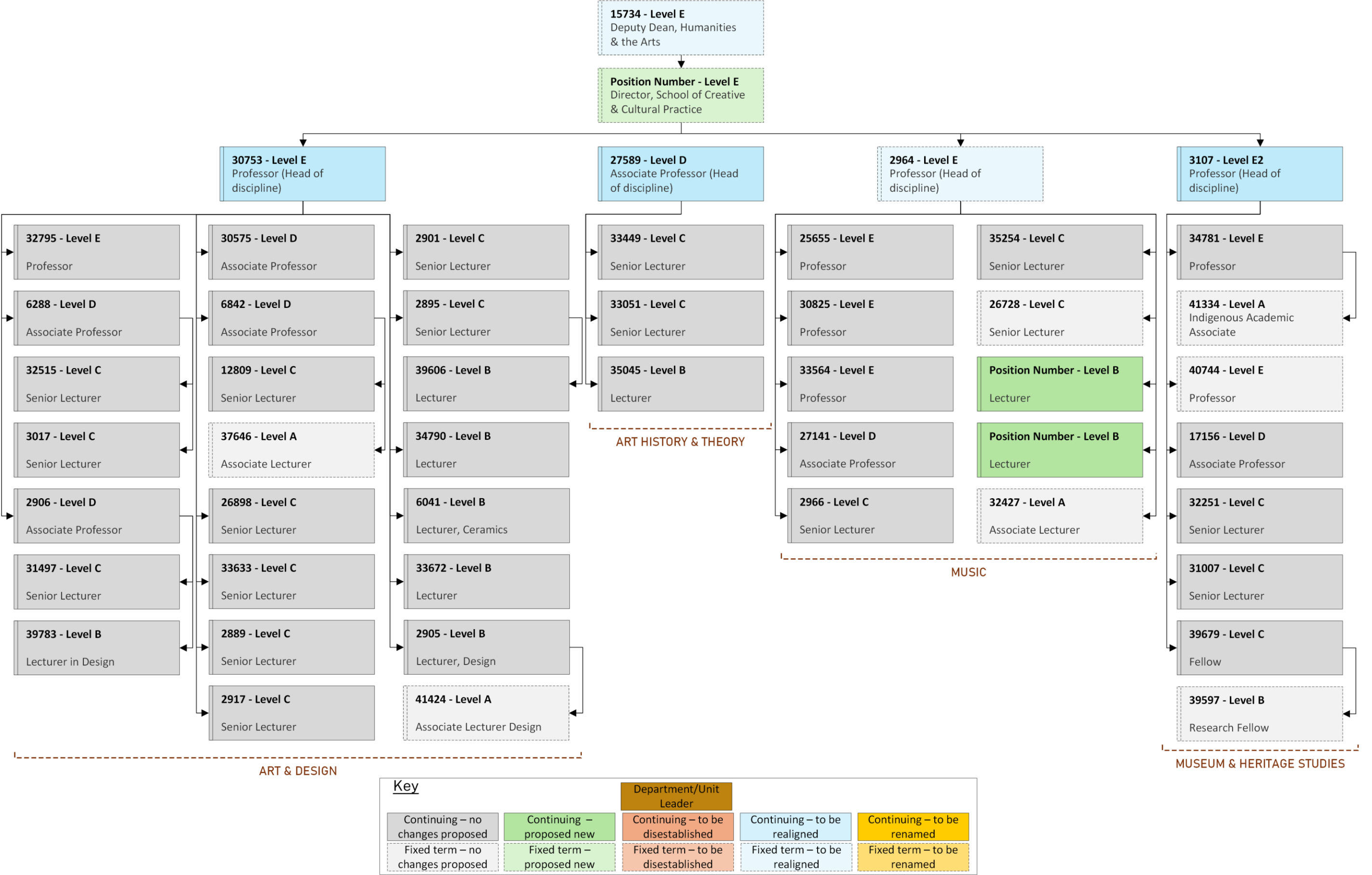


### Key

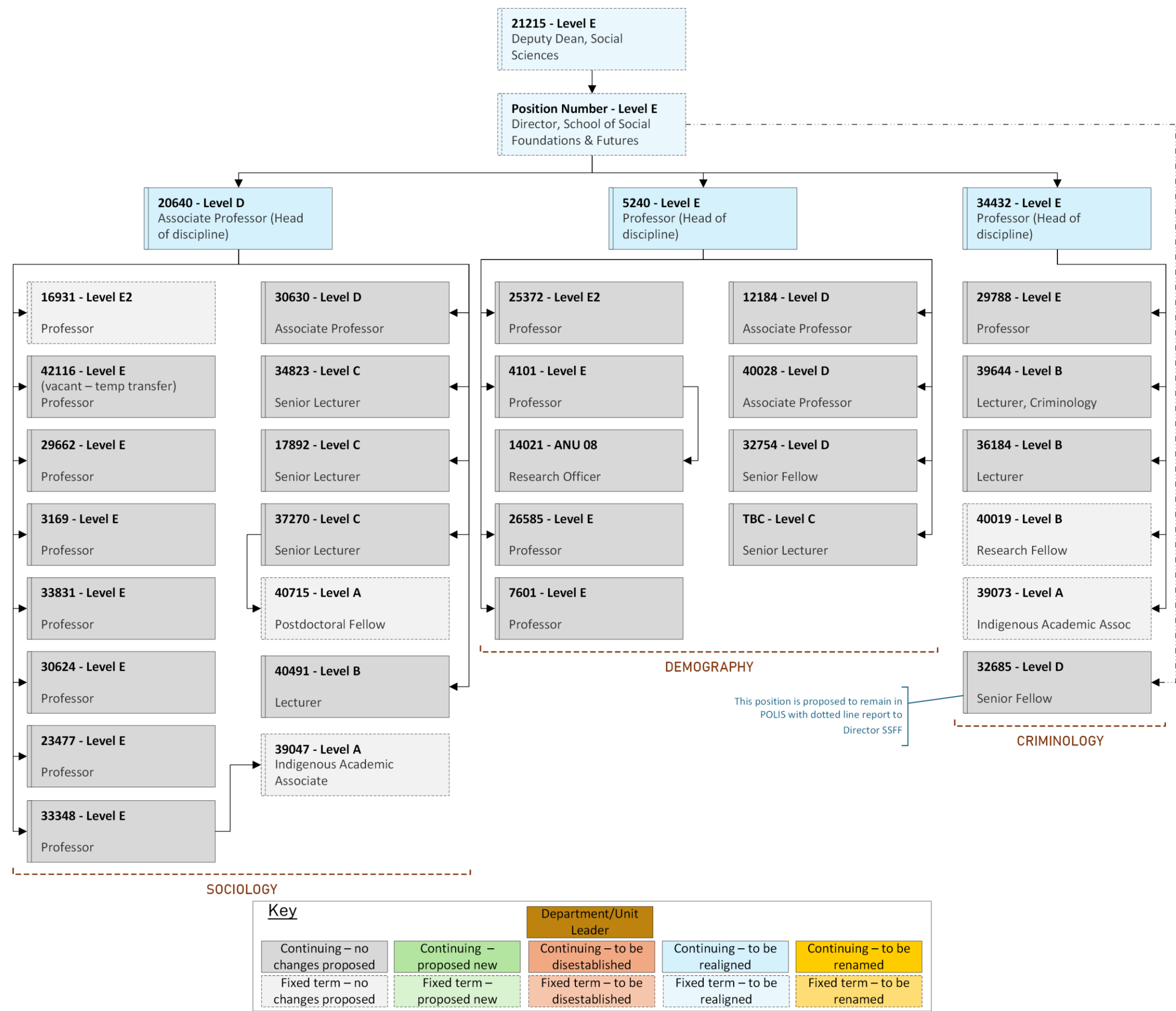
College/ Portfolio	Proposed to be established	Proposed to be realigned
Continuing/ Unchanged	Proposed to be disestablished	Proposed to be renamed



4.2 – CASS School of Creative & Cultural Practice – future organisational chart

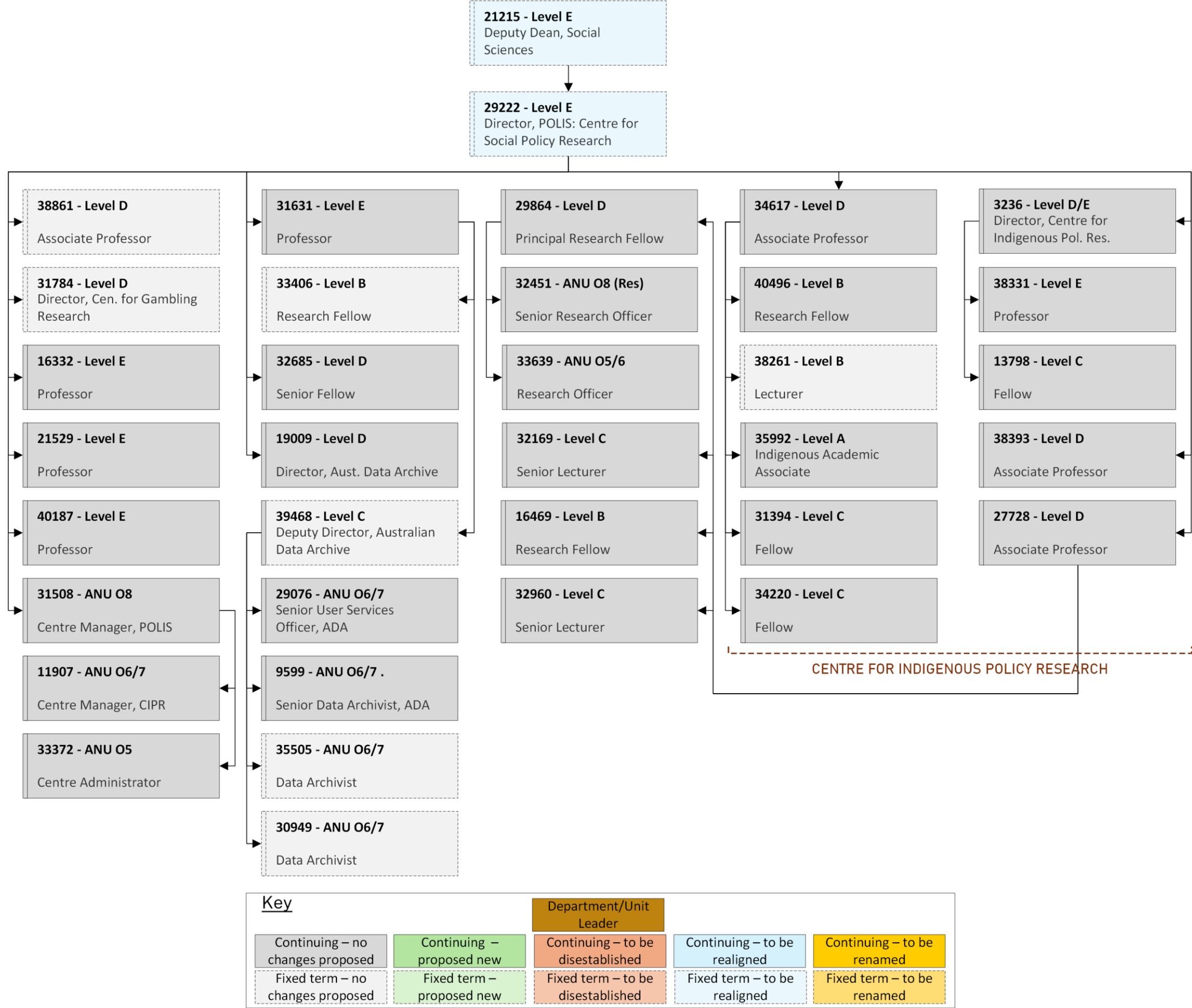


4.3 – CASS School of Social Foundations & Futures - future organisational chart

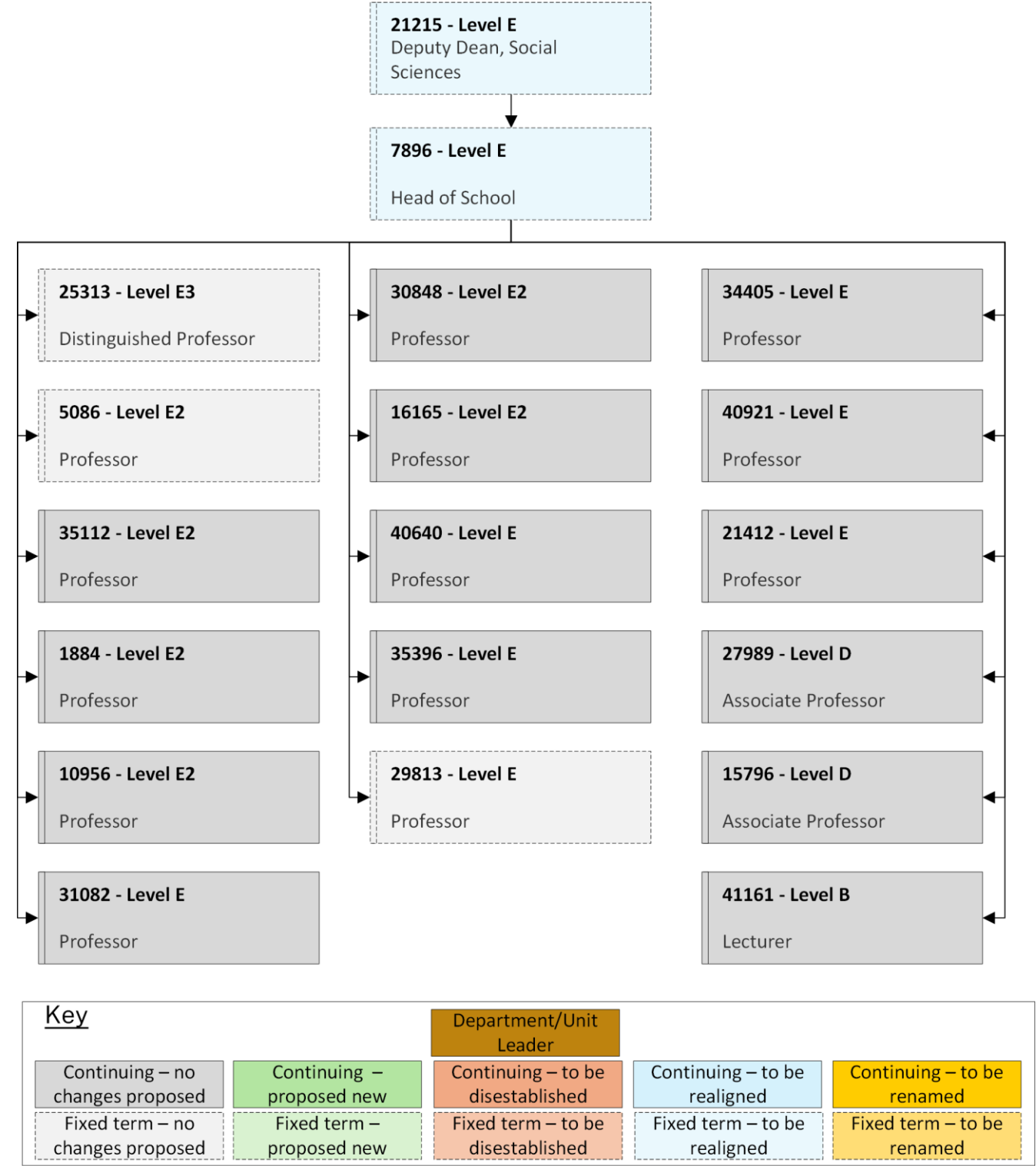




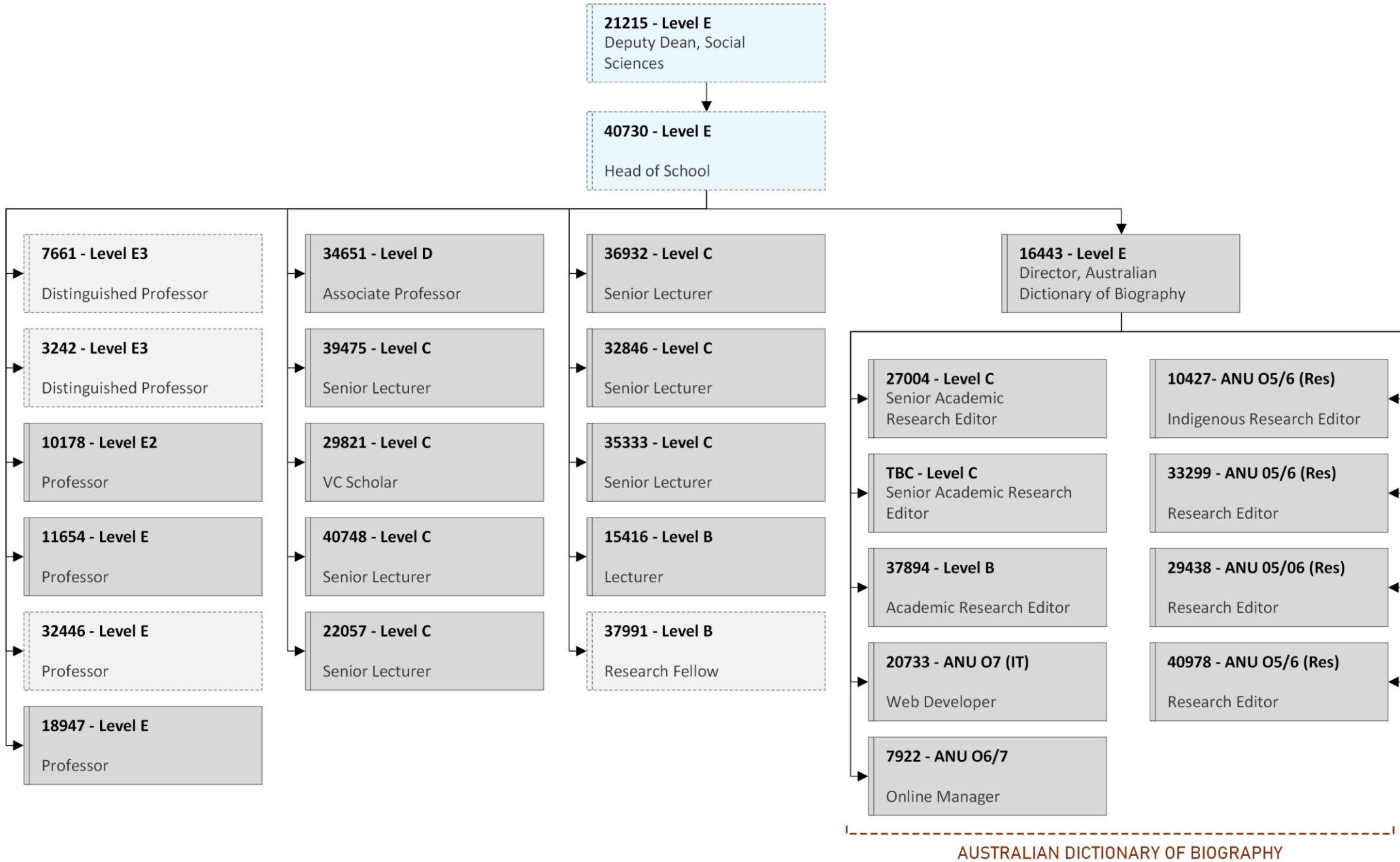
4.4 – CASS POLIS: Centre for Social Policy Research - future organisational chart



4.5 – CASS School of Philosophical & Ethical Inquiry – future organisational chart

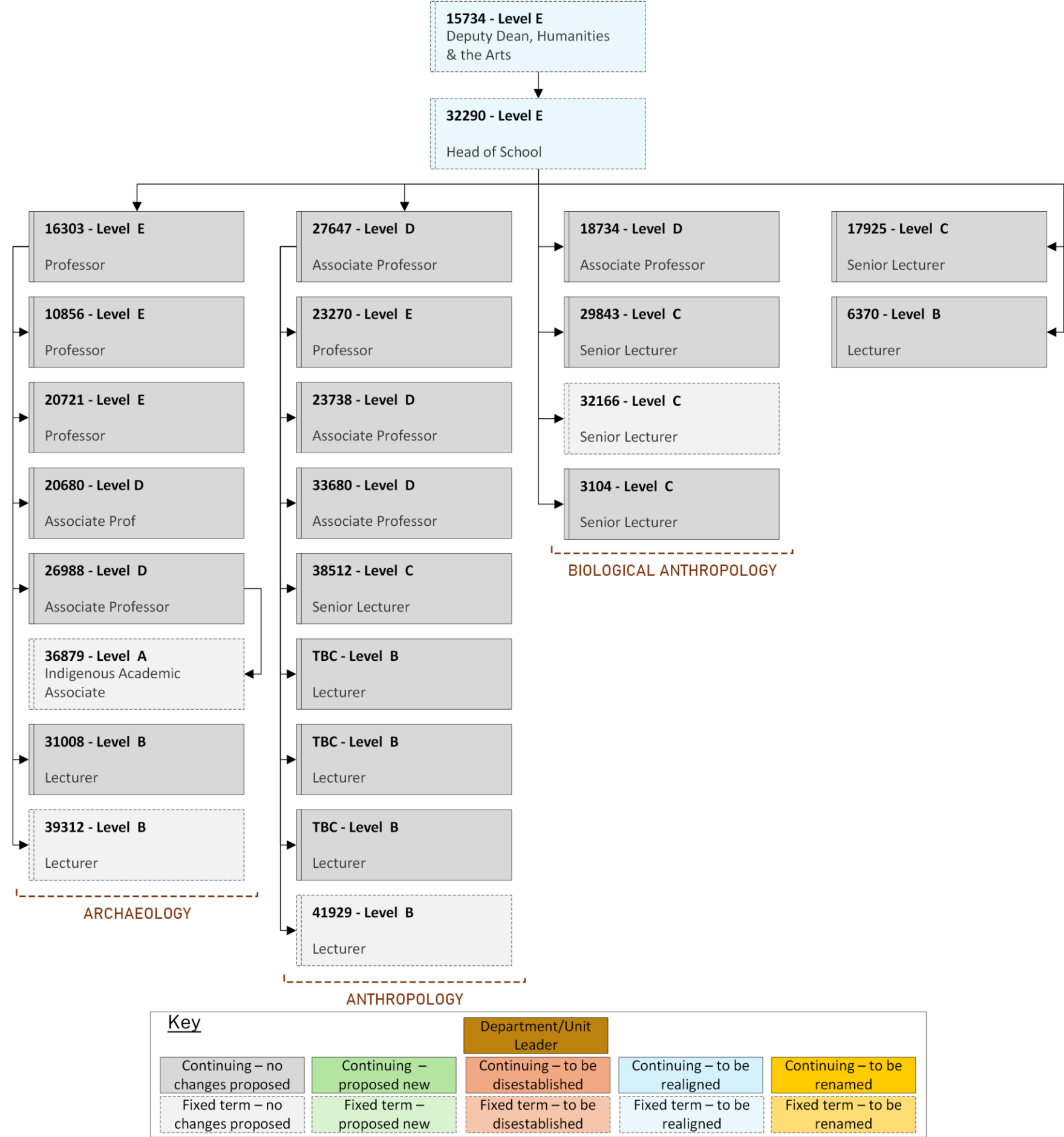


4.6 – CASS School of History & Biographical Studies – future organisational chart

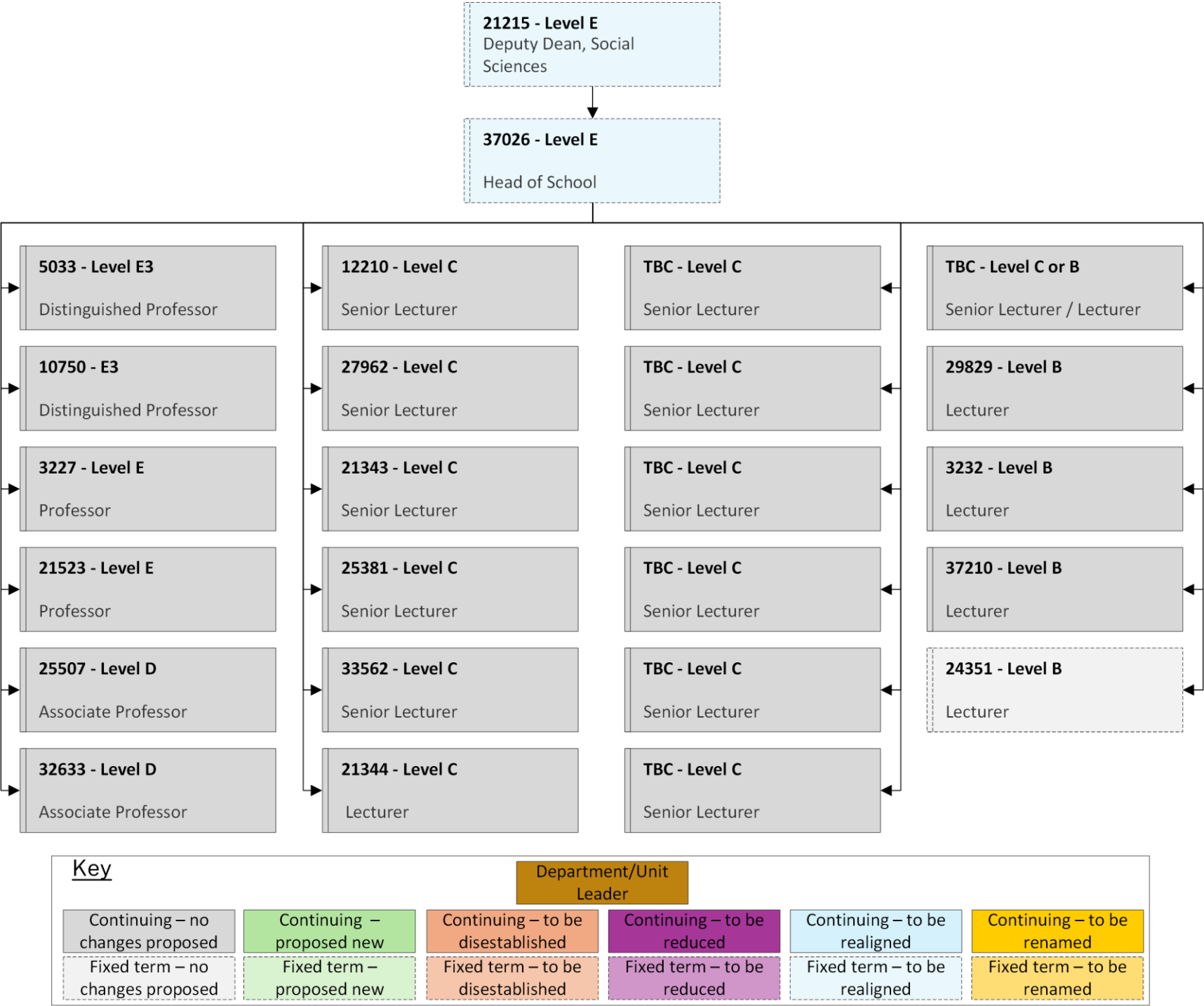


Key					
Department/Unit Leader					
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be reduced	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be reduced	Fixed term – to be realigned	Fixed term – to be renamed

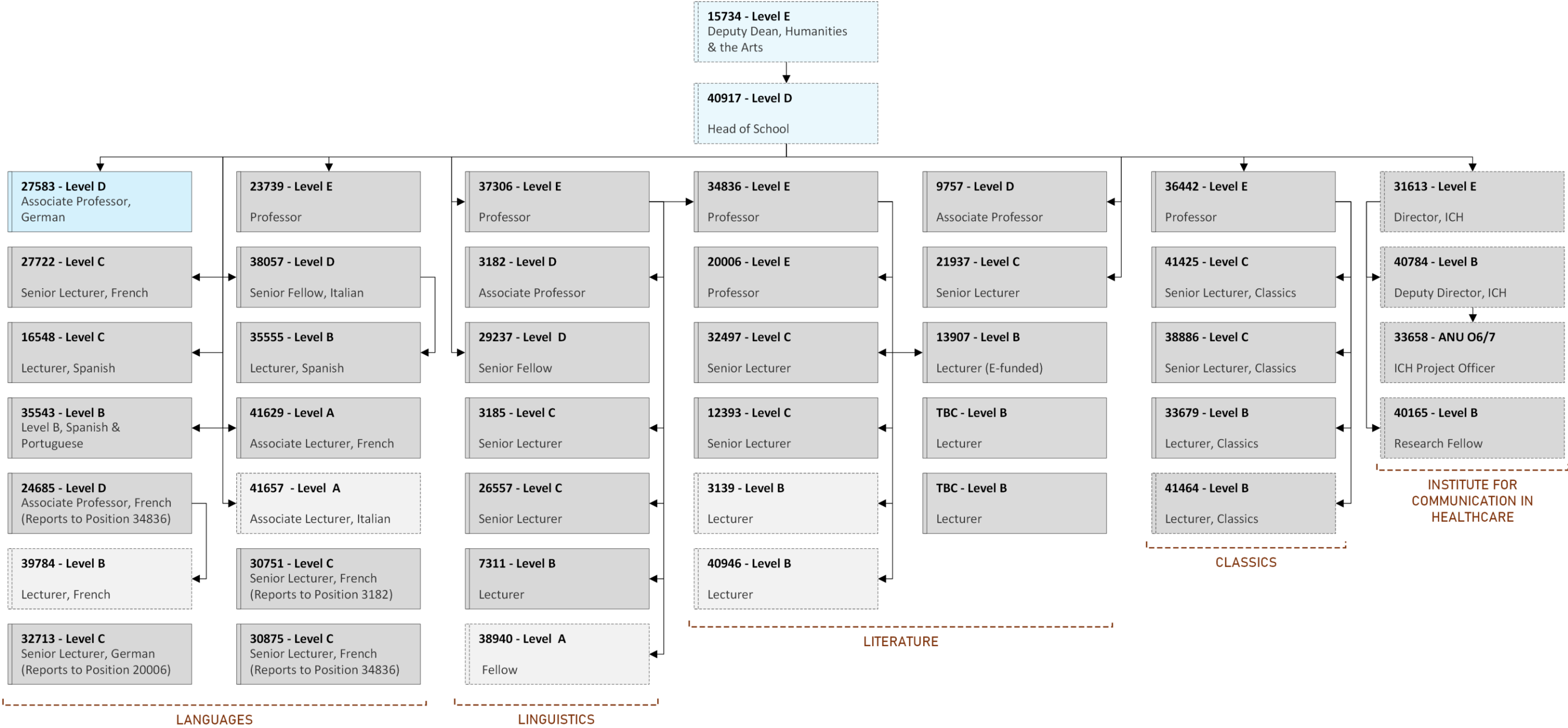
4.7 – CASS School of Archaeology & Anthropology – future organisational chart



4.8 – CASS School of Politics & International Relations – future organisational chart

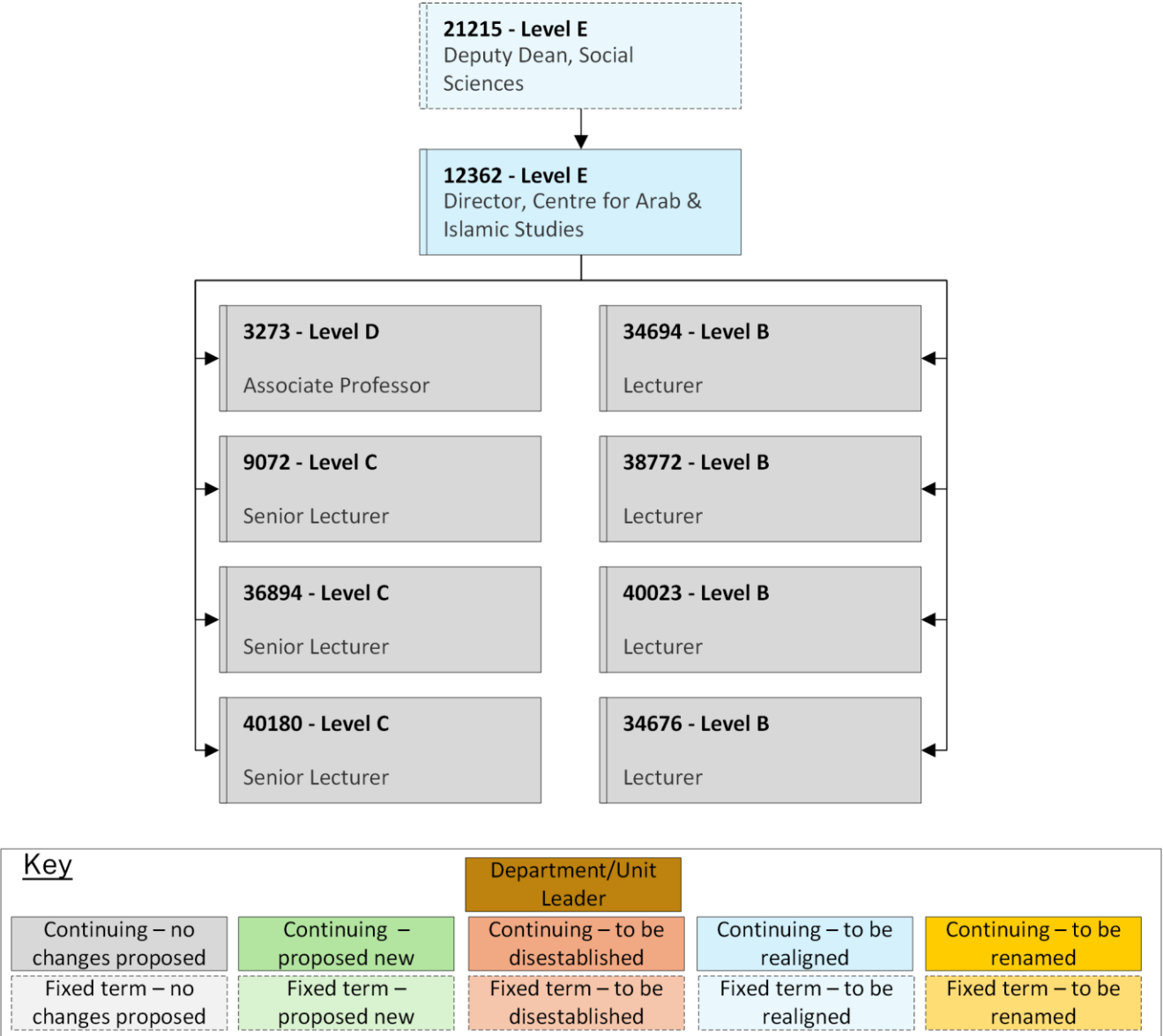


4.9 – CASS School of Literature, Languages & Linguistics – future organisational chart



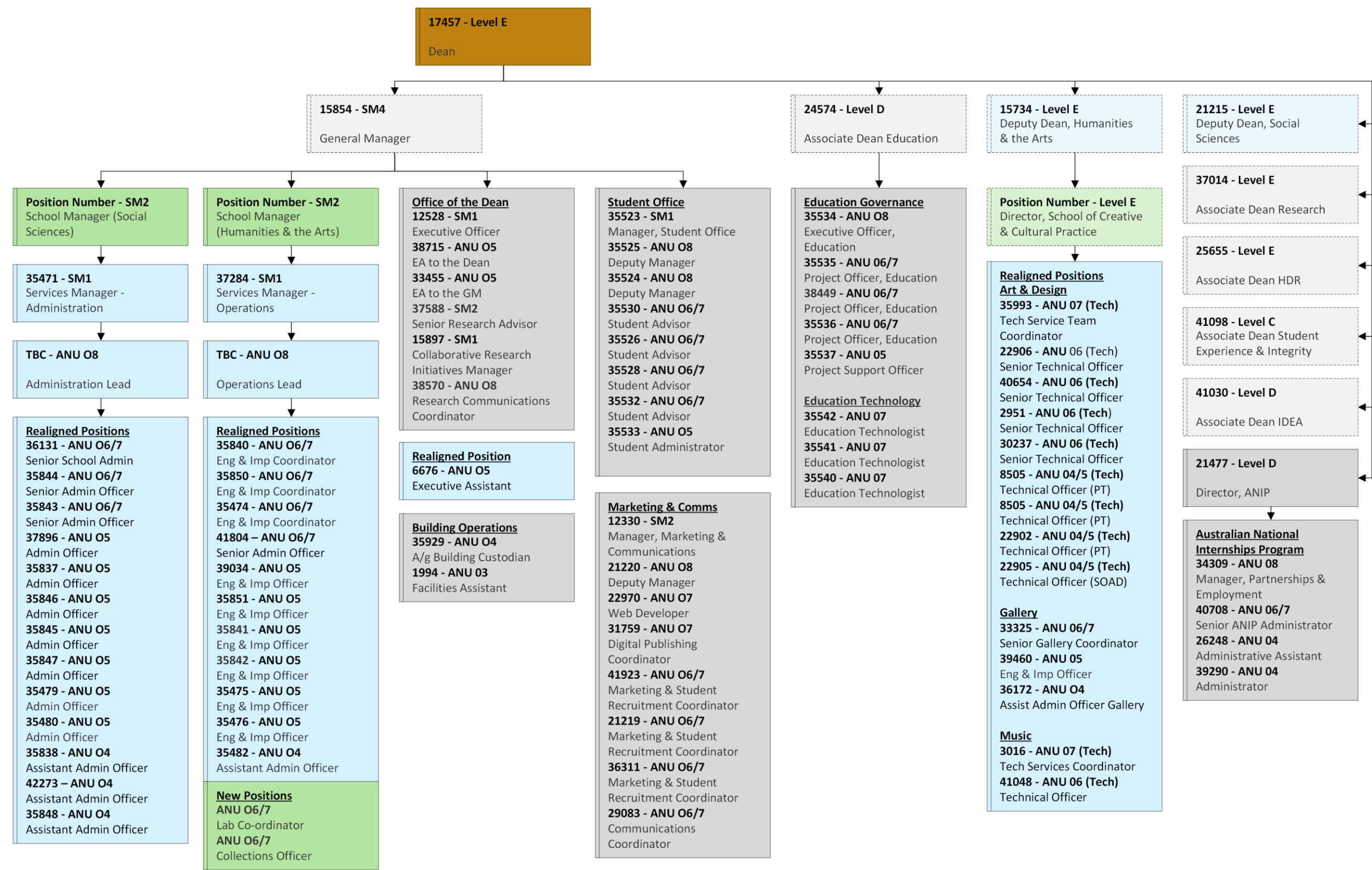
Key					
Department/Unit Leader					
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be reduced	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be reduced	Fixed term – to be realigned	Fixed term – to be renamed

4.10 – CASS Centre for Arab & Islamic Studies – future organisational chart





4.11 – CASS College Central Leadership & Administration – future organisational chart



Key				
Department/Unit Leader				
Continuing – no changes proposed	Continuing – proposed new	Continuing – to be disestablished	Continuing – to be realigned	Continuing – to be renamed
Fixed term – no changes proposed	Fixed term – proposed new	Fixed term – to be disestablished	Fixed term – to be realigned	Fixed term – to be renamed



# Appendix 5 – CASS school review reports

Review Panel Reports for the School reviews referenced in this Change Proposal are available here:

- [School of Music 2023 Review Panel Report](#)
- [School of Sociology 2024 Review Panel Report](#)
- [School of Philosophy 2023 Review Panel Report](#)
- [School of Archaeology and Anthropology 2023 Review Panel Report](#)

# Appendix 6 – Change proposal preliminary consultation

Preliminary consultation activities included a number of individual and group discussions with senior academic and professional staff as well as the opportunity to submit written feedback. Key activities are summarised below.

Description of Activity	Date
Dean meeting with CASS College Leadership (Members of CASS Exec, Heads of Schools / Centres & School Managers)	17 February 2025
Dean meeting with CASS Professoriate	18 March 2025
Dean meeting with CASS Heads of Schools and Research School Directors	16 April 2025
Dean meeting with members of Criminology discipline in Polis	10 June 2025
All staff update via e mail including opportunity for staff to provide ideas, questions, and reflections through an online form.	20 June 2025
Agenda item at monthly CASS Executive meetings from Q4 2024 to date.	Monthly
GM discussion with CASS administration managers at monthly meetings from Q4 2024 to date.	Various
GM updates to professional staff cohorts at quarterly administration forums from Q4 2024 to date.	Various
GM discussions with School Managers	Weekly meetings May 2025
Individual discussions between Research School Directors / Dean / Heads of Schools from Q4 2024 to date.	Various