

ANU Research and Innovation Portfolio

Organisational Change Proposal

Release date: 2 July 2025

Contents

Background and context - Renew ANU and principles for change	3
Renew ANU change approach and principles	4
ANU Research and Innovation Portfolio.....	6
Context and rationale for change	6
Financial Overview and Context	12
Overview of proposed changes to the Portfolio.....	13
Overview of impacts of the proposed change.....	13
Position impacts of the proposed change.....	15
Consultation process and timeline	23
Measures to minimise the impacts on staff and options for staff to consider	25
Process and timing for transferring staff into a new structure	26
Commitment to diversity, inclusion, and equity in organisational change	28
Supporting our people through change	29
Other relevant documents	31
Appendices.....	31
Appendix 1 – Draft Psychosocial Risk Assessment.....	32
Appendix 2 – Financial Context for Renew ANU 2025.....	33
Appendix 3 – R&I current organisational charts.....	38
3.1 Portfolio functions - current organisational chart.....	38
3.2 Office of DVC R&I - current organisational chart	39
3.3 Graduate Research - current organisational chart.....	40
3.4 RIS - current organisational chart	41
3.5 RII – current organisational chart	42
Appendix 4 – R&I proposed new organisation charts	43
4.1 Future organisational chart – DVCRI functions.....	43
4.2 Office of DVC R&I – future organisational chart.....	44
4.3 Research Training – future organisational chart.....	45
4.3 cont. Research Training - future state detailed section	46
4.4–Research Services – future organisational chart.....	47
4.4.1–Provost Office- future organisational chart.....	48
4.5–RIE - future organisational chart.....	49

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 aims 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* (THE) 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 to the importance of preserving ANU'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 ANU'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.

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 Research and Innovation Portfolio

Context and rationale for change

Introduction

The Research and Innovation Portfolio ('the Portfolio'), is led by the Deputy Vice-Chancellor Research and Innovation and is responsible for the strategic development, leadership, governance and management of research and innovation activities at the University.

The Portfolio is focussed on building the University's research performance, impact and profile and ensuring alignment with the research and innovation needs of our strategic partners and the broader community. The Portfolio oversees the development of research strategies, capabilities, policies, research support services and systems to achieve the University's strategic goals in research and innovation.

The Portfolio currently includes five main areas, each with a dedicated team. An overview of these teams within the organisational structure of the Research and Innovation Portfolio is provided in Figure 1 of Appendix 1 and includes:

- **Office of the Deputy Vice-Chancellor Research and Innovation (ODVCRI)** is responsible for providing strategic and operational oversight of the Portfolio, administrative support to the DVCRI, research communications and impact activities for the portfolio as it serves the ANU community.
- **Graduate Research** is responsible for providing academic leadership, strategic direction, administration, training and oversight of the University's Higher Degree Research Programs to ensure delivery of high quality, internationally benchmarked research programs. It also includes responsibility for support and administration of NECTAR (Network for Early-Career Teachers, Academics and Researchers).
- **Research and Information Services** focusses on the provision of research services including contractual, governance and compliance activities through two teams (Research Performance and Research Governance and Services).
- **Research Initiatives and Infrastructure** supports cross-University research initiatives and research infrastructure. Specifically, strategic support and advice to the ANU NCRIS (National Collaborative Research Infrastructure Strategy) investments, and coordination of a portfolio of strategic initiatives each working to address society's most challenging issues. The scope extends to oversight of ANU Collections strategy and advice, and the Statistical Support Network, Archives, Digitisation, ANU Press, Collections and others, including several Institutes. The Research Initiatives and Infrastructure team includes **Scholarly Information Services (SIS)** which oversees the management and operations of the five campus libraries and associated services. SIS underwent change in 2024 and is not directly impacted by this change plan.
- **Research Partnerships and Translation** manages engagement and partnership activities, commercialisation and IP services, major initiatives, tender and strategic grants funding support, and incorporates the services of ANU Enterprise (ANUE). RPT underwent change in 2024 and is not impacted by this change plan.

This document outlines the background, rationale and potential outcomes of proposed changes to the Research and Innovation Portfolio.

The document has been prepared to facilitate consultation with staff and their unions in accordance with Clauses 69 and 70 of The ANU Enterprise Agreement 2023-2026 (the Enterprise Agreement).

The Research and Innovation Portfolio at ANU is dedicated to supporting and enabling transformative research and innovation that drives meaningful impact. We embrace a transdisciplinary approach that bridges knowledge discovery, technological advancement, and societal needs. Our commitment to research translation ensures that ANU discoveries shape policy, industry, and communities. Fundamentally, the Research and Innovation Portfolio remains deeply anchored in the founding principles of ANU: national service, intellectual leadership, and a commitment to being unique and distinctive. These goals and ambitions for the portfolio are articulated in the ANU Strategic Plan 2021–2025 and further detailed in the recent strategy refresh: “Enabling Impact: The ANU Research Strategy 2024+”,

The service functions of the portfolio are currently devolved into multiple distributed teams across the University that span Colleges and the Research and Innovation Portfolio. This structure is not well co-ordinated and does not have effective end-to-end governance or standardisation of processes which has led to the duplication of some services

The structure also admits various models of service delivery as well as highly variable service levels. The challenges of the current service delivery model have resulted in a higher costs of service delivery than benchmarks suggest is necessary. The lack of coordination has also led to uneven opportunities for staff professional development and progression.

In this context, the University must contemplate changes to the Portfolio that ensure the services of the portfolio are well-defined, standardised, have appropriate and effective end to end governance and are cost appropriate, particularly in light of the need to achieve costs savings to address the challenges being faced by the University.

In order to address the current challenges and realise these goals and ambitions for the University, it is proposed that the Research and Innovation Portfolio restructure the staffing and operations to improve the operating model. The proposal that follows is designed to prioritise essential functions and streamline operations during a period of financial and organisational transition. By doing so, the University can better manage its resources while maintaining a core focus on critical research and innovation activities.

Realising these goals and ambitions will be bolstered by new and upgraded research support systems as outlined and articulated in the ANU Digital Plan. These new systems will be based on mature, commercial off the shelf (COTS) systems utilised globally by other leading research-intensive institutions.

Key to understanding the proposed restructuring that follows is the renaming of key units within the Research and Innovation Portfolio which is outlined in the following table.

R&I Portfolio unit current naming	R&I Portfolio unit proposed future naming
Graduate Research	Research Training
Research and Information Services	Research Services
Research Initiatives and Infrastructure	Research Infrastructure and Entities

Office of DVCRI

It is proposed the Office of the DVCRI create a new Portfolio Director position which will, over time, consolidate the administrative and operational management of professional services across the Portfolio. Initially, the R&I Portfolio Director will be responsible for the operational management of the SM3 Head of Research Funding and Contracts, the SM1 Manager Research Systems, and the SM3 Head Research Ethics and Integrity. The office proposes to disestablish the vacant Executive Officer role.

In accordance with the Research & Innovation Strategy, the research communications and impact functions reflect the remit of the Portfolio to promote key ANU impact stories and

support collaborations across ANU that translate research and engagement activity across disciplines into impact. A more detailed design of the research communications function will be undertaken in conjunction with the central marketing and communications portfolio as part of their future planning activities.

Research Training

It is proposed to establish the Graduate Research School and centralise and realign all Higher Degree Research (HDR) administration and support staff from across the University. A new position Director, Graduate Research School will be established to lead the new integrated service model. This will complement existing initiatives to achieve increased efficiency and effectiveness of administration and support across the HDR lifecycle, including through streamlining and reducing process complexity, removing manual processes, removing duplication and establishing better systems and data integration. The Graduate Research School structure will bring together specialist HDR expertise and ensure more coordinated, holistic support across the University. It will provide workforce development pathways and balanced workloads to ensure all HDR programs across the University receive the same level of administrative support.

The Graduate Research School will consist of three administrative pillars that will provide administrative support across the HDR lifecycle. The three pillars span recruitment, including admissions and scholarships, candidature management including milestones and examinations, and governance, including external opportunities and industry engagement. The Graduate Research School will continue to support the development of skills for HDR candidates and HDR supervisors, with robust supervisor and HDR candidate skill development support.

As part of this change plan, we are realigning College staff into the central Graduate Research School. This realignment will enable a dedicated discovery phase to better understand current operations, inform the integration of new technology systems, and support improvements to processes and efficiency. Our intention is to approach any future changes gradually and with care, guided by evidence and the needs of the function.

Research Services

It is proposed that research management and administration services positions from across the University, inclusive of pre-award and post-award support, be consolidated into a central team within Research Services. It is proposed to lift and shift college research management staff into the Research Services team, reporting to the Head of Research Funding and Contracts. This will result in reduced duplication and fragmentation, greater consistency in processes and in service support, balanced workloads through data driven resource allocation and improved professional workforce development pathways. The plan proposes a reduction of Research Managers positions (SM1), from five to three through a closed expression of interest process.

It is proposed the Research Contracts team will be realigned to the Head of Research Funding and Contracts. A title refresh for existing Head, Research Governance to a new title, Head, Research Ethics, Integrity and Compliance to increase clarity between roles is proposed.

To help the University adapt to increasing compliance requirements relating to foreign interference, defence and research integrity, it is proposed to create a Senior Research Assurance Officer and a Research Assurance Officer who will be able to work across all areas requiring compliance activity. This will also improve workforce development pathways for staff supporting compliance and assurance activity.

It is proposed that Chief, Research & Information Services together with the Research Analytics team be directly transferred to the Office of the Provost as the Academic Performance and Productivity Analytics (APPA) team. See Appendix 3.4.1 Office of the Provost Future Organisational Chart.

With these changes it is proposed to disestablish the Head, Research Performance, the Executive Officer and the Executive Assistant.

As stated above the newly created R&I Portfolio Director position in the ODVCRI will be responsible for the operational management of Research Services, including the SM3 Head of Research Funding and Contracts, the SM1 Manager Research Systems, and the SM3 Head Research Ethics and Integrity.

Research Infrastructure & Entities

Research Infrastructure

ANU is committed to supporting research that is impactful and addresses global issues. Unique and high quality research infrastructure that differentiates ANU can attract and retain world class researchers. It accelerates and improves research discovery and translation. ANU is the national university and our investment into research infrastructure will reflect and align with the University's national mission, research goals and global rankings.

It is proposed that the University transforms its operational and governance model for research infrastructure. In line with the Implementation Plan: Change Principles, ANU will reposition the University to achieve operational excellence and financial sustainability.

It is proposed that the University will establish an operational and governance model for Research Infrastructure Platforms. A Platform is a capability or cluster of capabilities that will be governed through the Research and Innovation Portfolio.

There are four main, interconnected drivers for this change:

- Seeking to reduce the recurring duplicative operational spend on research infrastructure across the University.
- Adopting better University-wide strategic planning and governance around investment in research infrastructure to ensure strategic alignment, financial sustainability, and regular review of our research infrastructure assets.
- The opportunity to improve the service delivery model for research infrastructure through connection to strategic-level oversight.
- Higher-level coordination of research facilities can improve research productivity and efficiency, global competitiveness, and attract additional external users and investors.

In line with the importance of achieving financial sustainability, including non-salary savings, the University will look, where appropriate, to transition away from using recurrent funding sources to support the operational expenses of operating research infrastructure. The research community will be supported to seek external funding through industry co-investment, grants, user fees, service contracts and other novel revenue streams.

The intention is to create further platforms over the next six to twelve months, in line with the approach taken by other Group of Eight Universities such as University of Queensland and University of Melbourne, and to implement consistent governance practices and strategy for these platforms to ensure data-driven resource allocation and operational efficiency and effectiveness.

Changes to the governance model for research infrastructure, including to the Research Infrastructure Committee, will be introduced in Q3 2025. The Research Infrastructure Committee will have a broader remit to review performance of the University's research infrastructure (including platforms and other capabilities) and to make recommendations about the use of University resources.

Going forward, the Research and Innovation Portfolio will implement a governance and oversight framework for research infrastructure that will ensure that ANU research infrastructure supports institutional academic and research priorities. It should be noted that Research Platforms will not necessarily report to staff within the Research and Innovation Portfolio.

The College of Science and Medicine change plan will reflect the current research platform designs.

Centres, institutes and entities

It is proposed that the Portfolio take on an increased role in the governance of Centres, Institutes and Entities at ANU. It is proposed that a new position Associate Director, Centres and Institutes Governance (1FTE) and a new position of Project and Governance Officer (1FTE) support increased workload arising from implementation of new policies and approaches outlined in a strategic Discussion Paper on Institutes and Centres to be consulted through the University Research Committee. The two new roles will also lead implementation of new governance frameworks for ANU equity interests (subsidiaries, spin-outs and start-ups), addressing governance deficiencies identified by the ANU Finance Committee and ANU Audit and Risk Management Committee.

Summary

The proposed changes will enable:

Research and Innovation Portfolio	
Area	Summary of proposed actions
Office of DVCRI	<ul style="list-style-type: none">• Provide a consolidated staff for administrative management to support the DVCRI and the Research and Innovation Portfolio.
Research Training	<ul style="list-style-type: none">• Establish the Graduate Research School to consolidate HDR administration and support across the university
Research Services	<ul style="list-style-type: none">• Consolidate Research Management across the university.• The Research Contracts team will be better integrated with research management and to support commercialisation activities.• Improve the University's capability in research assurance and compliance.
Research Infrastructure and Entities	<ul style="list-style-type: none">• Create two new governance positions in the Research Infrastructure and Entities team allowing for improved and integrated governance of university entities.• Establish Research Infrastructure Platforms, enabling optimisation of workforces, strategic resource allocation and realignment of governance. As outlined above, details of the design of the initial research platforms is articulated within the College of Science and Medicine Change Plan.

Consistency with Renew ANU change principles

The proposed organisational changes are informed by, and have been developed with consideration of, the Renew ANU change principles, as follows:

- **Collaboration and shared governance** – the proposal will support appropriate governance and oversight, particularly in the areas of research infrastructure and entities. Other proposed changes in HDR administration and pre- and post-award research services will further reduce silos and foster transparency, collaboration and a delivery mindset by establishing clear responsibilities within cross-functional teams.
- **Mission-focused transition** – the proposal will support the strategic ambitions of the portfolio by centralising staff within the key functions and responsibilities of the portfolio including both HDR administration and support and pre- and post-award research services.
- **Operational efficiency and effectiveness** – the proposed organisational changes, particularly the centralisation of staff in key research and innovation functions and the creation of research platforms will support optimising resources, refining processes and

supporting flexible service delivery models. Efficiencies will be achieved through cross-training, role-sharing and automation to support financial sustainability and cost-effective service delivery.

- **Leadership role clarity** - the consolidation and centralisation of service areas by function and updated position descriptions will provide clearer expectations for leadership roles, including accountability for team outcomes, staff development and delivery. This will support consistent and effective leadership across the Portfolio.
- **Consistency across functions** - Centralisation of both HDR administration and support and pre- and post-award research services, alongside the standardisation of role titles and aligning position descriptions with functions will promote consistency across teams. This is an important foundation for coordinated service delivery and also provides an opportunity to strengthen and better align digital capability across functions to meet current and emerging needs.
- **Functional service ownership** - end-to-end ownership of key research and innovation functions by the Research and Innovation Portfolio will provide for better alignment with the University's strategic priorities.
- **Data-driven resource allocation** - clarifying the resource profile and improving alignment of roles will support more informed planning and allocation of resources within the Research and Innovation Portfolio. This will help enable greater transparency in decision-making and that capability is matched to areas of highest value within the Portfolio.
- **Clear workforce development pathways** - standardising roles and optimal spans of control and ensuring that the organisational provides will enhance opportunities for career development and progression for staff within the Research and Innovation Portfolio. This will support staff mobility, cross-skilling and the growth of future leaders within the Portfolio.

This proposed organisational change will deliver significant benefits, including the opportunity to streamline processes, enhance productivity, and improve service delivery. Centralising core functions of the Research and Innovation Portfolio will reduce duplication, optimise resource allocation and strengthen governance.

The goal of the proposed organisational change is to lay the foundation for a more agile and responsive Portfolio. By taking these measures, the University can position itself to adapt quickly to future challenges and opportunities. To best realise these ambitions, any implementation plans will be overseen by implementation design teams, tasked with ensuring that a wide array of perspectives from the campus community contribute to refining our path forward and supporting the development of improved processes.

Once financial conditions improve, the intention is to reinvigorate and bolster activities within the Portfolio that may have been scaled back. This phased approach not only allows for immediate adjustments in response to current constraints but also ensures that the Portfolio is strategically aligned to grow and excel in a more favourable environment.

Financial Overview and Context

Future Design of Research and Innovation Portfolio – Budget and Savings Overview

When considering the actual and projected budget figures presented below, it is important to keep the following in mind:

- Financial sustainability is one of several drivers for change. These figures should be considered in conjunction with the broader strategic and research operating model design discussion in the earlier sessions.
- The research infrastructure operating model applies university -wide, therefore financial impacts should be considered at the consolidated level.
- The projected financial outcomes reflect anticipated savings from the proposed changes but may be adjusted following staff consultation and further planning

Year	Budgeted operational salary costs Research and Innovation Job Family at ANU consolidated level
2025	\$26.6 million
2025 (in 2026 dollars)	\$27.9 million
2026	\$24.3 million (forward estimate/planning assumption)

Notes

1. The existing Research and Innovation budget is only a component of the Budget Unit Research Innovation impacted by this change proposal.
2. The total budgets in the table include R&I job family across existing Research and Innovation budget and college cohort.
3. To enable a consistent comparison, 2025 figures have been indexed to 2026 dollars using the weighted average Enterprise Agreement (EA) salary increases — 5.07% for 2026.
4. For reference, the indexation has been applied as follow: 2025 figures $\times (1 + 5.07\%) = 2026$ dollar.

The current devolved operating structure (being Research and Innovation functions across the University) has a total operating budget of \$26.6m (\$27.9 in 2026 dollar) across the Research Infrastructure portfolio and the college cohort.

Under the proposed new design, which aims to improve operational efficiency through centralisation, the operating budget planning assumption for 2026 is expected to reduce to \$24.3m in 2026. This change is expected to generate a direct budget saving of approximately \$2.4m.

In addition to these savings achieved in the central R&I operations, colleges are expected to achieve further efficiencies as part of their individual change plans by leveraging the new design. These additional savings bring the total expected savings across the research infrastructure university wide to \$4.9m, reflecting a more streamlined and efficient approach to research infrastructure that supports both academic goals and financial sustainability.

UniForum benchmarking

UniForum data has been used by ANU to help it understand what other universities are spending on research services and infrastructure. Whilst UniForum benchmarking is one piece of information and is useful in understanding how ANU compares with peers, this proposal has been developed by ANU and takes a measured approach – consistent with the ANU Change Principles – targeting areas where efficiencies can be responsibly achieved, while maintaining the capability required to deliver on our strategic goals.

Overview of proposed changes to the Portfolio

The proposed Portfolio restructure aligns service functions into a centralised team model, creating a more efficient, end to end service for the University community.

An overview of the proposed organisational structures is in the Appendix section. Further information on the proposed transition from the current structure is outlined in more detail in the following sections.

Overview of impacts of the proposed change

The proposed new structure is designed to achieve a more efficient and effective operating model, aligned with future capability needs.

Note this also includes reductions expected from the Voluntary Separation Scheme (VSS) which is dealt with separately.

In summary, as detailed in the tables, it is proposed that there be;

- Disestablishment of 28 positions (made up of 15 VSS, 9 vacant, and 4 occupied positions);
- Establishment of 6 new positions;
- Realignment of 73 College roles to central Research Services and Research Training teams within Research and Innovation; and
- Realignment of 7 to the Office of the Provost from Research and Innovation.

Position count impact summary		
Action	Current position count	117
Disestablished	Less positions currently vacant proposed to be disestablished	-5
	Less positions disestablished through VSS (Including SIS)	-9
	Less other positions proposed to be disestablished	-4
Realigned out	Realigned out	-7
Total		92
New	Plus new roles proposed	6
Subtotal		98
Realigned in	Plus CASS realignment	11
	Plus CAP realignment	8
	Plus CBE realignment	5
	Plus CLGP realignment	9
	Plus COSM realignment	27
	Plus CSS realignment	13
College disestablished	Less college (related) vacant and VSS disestablishments	-10
Proposed future position count		161

1. The current position count is only a component of the Research Innovation Portfolio impacted by this change proposal.

College roles realigning to R&I Portfolio central teams broken down by R&I area.

College	Research Services	Research Training	Total
CASS	6	5	11
CAP	5	3	8
CBE	2	3	5
CLGP	2	7	9
COSM	19	8	27
CSS	7	6	13
Total	41	32	73

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 on a case-by-case basis.

Impact on casualisation

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

Psychosocial risk

Change presents a risk associated with a range of psychosocial hazards. Refer to [Appendix 1](#) for information on how potential psychosocial hazards will be managed and reduced so far as reasonably practicable.

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 removing duplication. The centralisation of functional areas creates 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 Portfolio 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. Additionally, the University will take steps in any proposed implementation phase to:

- reach agreement on any changed workload for individual staff, as applicable, consistent with the workload provisions in the ANU Agreement.
- monitor workloads in these areas, to ensure if any issues do arise that they are identified and addressed.

We note that this proposal is separate to and does not alter workload models.

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. This includes the positions disestablished in the context of VSS departures.

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.	# Position	Proposed Position Outcome	Proposed Occupant Impact
Officer of the DVCRI						
Office of the DVCRI	Executive Officer	ANU08	39237 (vacant)	1	Vacant - Disestablish	Nil - Vacant
Research Training and Development						
Graduate Research Office	HDR Coordinator	ANU Officer 6/7	33725 (VSS)	1	VSS - Disestablish	Nil - VSS
Graduate Research Office	Administration Officer	ANU Officer 5	31775 (Vacant)	1	Vacant - Disestablish	Nil - Vacant
ANU College of Arts & Social Science	Deputy Manager Research Office	ANU Officer 8	40675 (Vacant)	1	Vacant - Disestablish	Nil - Vacant
ANU College of Science & Medicine	HDR Governance Officer	ANU Officer 8	31748 (VSS)	1	VSS - Disestablish	Nil - VSS
ANU College of Science & Medicine	Snr Student Admin Officer (BTLC)	ANU Officer 6/7	3724 (VSS)	1	VSS - Disestablish	Nil - VSS
ANU College of Systems and Society	Snr School Administrator - HDR	ANU Officer 6/7	39093 (VSS)	1	VSS - Disestablish	Nil - VSS
ANU College of Business & Economic	Snr Student Services Officer	ANU Officer 6/7	6279 (Vacant)	1	Vacant - Disestablish	Nil - Vacant
ANU College of Arts & Social Science	Deputy Man. Student Admin	ANU Officer 8	35524 (Vacant)	1	Vacant - Disestablish	Nil - Vacant
ANU College of Systems and Society	Deputy Manager, Research Ser	ANU Officer 8	34025 (VSS)	1	VSS - Disestablish	Nil - VSS
Research Services						
Research Services	Head, Research Performance	Senior Manager 3	14781 (Vacant)	1	Vacant - Disestablish	Nil - Vacant
Research Services	Executive Officer	Senior Manager 1	36777	1	Position proposed to be disestablished	At risk of being declared surplus
Research Services	Executive Assistant	ANU Officer 6/7	33224	1	Position proposed to be disestablished	At risk of being declared surplus

ANU College of Systems and Society	Deputy Manager Research Office	ANU Officer 8	36069 (VSS)	1	VSS - Disestablish	Nil - VSS
ANU College of Systems and Society	Deputy Manager Research Office	ANU Officer 8	40675 (Vacant)	1	Vacant - Disestablish	Nil - Vacant
ANU College of Science & Medicine	Manager, Research Office	Senior Manager 2	15028 (VSS)	1	VSS - Disestablish	Nil - VSS
Scholarly Information Systems						
Scholarly Information Systems	Loans Desk Assistant	ANU Officer 2/3	414 (VSS), 386 (VSS)	2	VSS - Disestablish	Nil - VSS
Scholarly Information Systems	Document Supply Assistant	ANU Officer 4	36251 (VSS)	1	VSS - Disestablish	Nil - VSS
Scholarly Information Systems	Senior Fac Officer	ANU Officer 6/7	320 (VSS)	1	VSS - Disestablish	Nil - VSS
Scholarly Information Systems	Repository Serv Officer	ANU Officer 4	24926 (VSS)	1	VSS - Disestablish	Nil - VSS
Scholarly Information Systems	Trainer/Program Admin	ANU Officer 6/7	950 (VSS)	1	VSS - Disestablish	Nil - VSS
Scholarly Information Systems	Bibliog Access Coordinator	ANU Officer 6/7 (Administration)	19939 (VSS)	1	VSS - Disestablish	Nil - VSS
Scholarly Information Systems	Learning Advisor	ANU Officer 8 (Administration)	13181 (VSS)	1	VSS - Disestablish	Nil - VSS

Positions proposed to cease: vacant - 7, VSS - 15, occupied 2 – total 24

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	Proposed Position Outcome	Proposed Occupant Impact
Research Services								
ANU College of Asia Pacific	Research Services Manager	Manager, Research Funding (Life sciences, Physical Sciences and HASS)	Senior Manager 1	19035 22767 23383 21081 33281	5	3	(2) Proposed to be disestablished. (3) Proposed to be updated to Manager, Research Funding position description with reporting line change to Head Research Funding & Contracts	Closed EOI (2) at risk of being declared surplus
ANU College of Science & Medicine	Senior Manager CoSM							
ANU College of Systems and Society	Manager, Res Ser & Bus Dvp							

Positions proposed to be reduced in number: 2 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.	# Positions	Proposed Position Outcome	Proposed Occupant Impact
Office of the DVCRI							
Office of the DVCRI	Marketing & Comms Manager	Research Communications Manager	ANU Officer 8	20692	1	Proposed position retitle	PD refresh and position retitle
Office of the DVCRI	Snr Comms & Marketing Officer	Research Comms Officer	ANU Officer 6/7	38830	1	Proposed position retitle	PD refresh and position retitle
Office of the DVCRI	Research Eng & Impact Comms Co	Impact Design Lead	ANU Officer 8	3624	1	Proposed position retitle	PD refresh and position retitle
Research Infrastructure and Entities							
Research Infrastructure and Entities	Operations & Business Manager	Associate Director Research Infrastructure	Senior Manager 2	36259	1	Proposed position retitle	PD refresh and position retitle
Research Infrastructure and Entities	Manager Drill Hall Gallery	<i>No change</i>	Senior Manager 1	2872	1	Proposed Reporting line change to Associate Director Archives and Collections	Reporting line change
Research Training							
Graduate Research School	PVC Graduate Research	PVC Research Training	PVC Graduate Research	31382	1	Proposed position retitle	PD refresh and position retitle
Graduate Research School	Executive Project & Admin Officer	<i>No change</i>	ANU Officer 6/7	37048	1	Reporting line change to Associate Director Graduate Research School	Position retitled and reporting line change
Graduate Research School	HDR Indus Engage Consult	DM GRS Governance and Opportunities	ANU Officer 8	38853	1	Proposed position retitled and reporting line change to Associate Director Graduate Research School	Position retitled and reporting line change
Graduate Research School	Dep Man HDR Admin	DM GRS Operations (Candidature Management, Examinations)	ANU Officer 8	33549	1	Proposed position retitled and reporting line change to Manager GRS Operations	Position retitled and reporting line change
Graduate Research School	Manager, HDR Operations	Manager GRS Operations	Senior Manager 1	32369	1	Proposed position retitled and reporting line change to Associate Director Graduate Research School	Position retitled and reporting line change
Graduate Research School	HDR Examinations Coordinator	HDR Coordinator	ANU Officer 6/7	38823 33724	2	Proposed reporting line change to DMS GRS & Position retitle	Position retitled and reporting line change

Graduate Research School	HDR Candidature Officer HDR Officer HDR Examinations Officer HDR Pre-Candidature Officer	HDR Officer	ANU Officer 5	33726 36237 33713 39478 33644 34363 35166	7	Proposed reporting line change to DMS GRS & Position retitle	Position retitled and reporting line change
Graduate Research School	HDR Examinations Officer	HDR Officer	ANU Officer 4	33708	1	Proposed reporting line change to DMS GRS & Position retitle	Position retitled and reporting line change
Graduate Research School	HDR Officer	No change	ANU Officer 4	33860 36476	2	Proposed reporting line change to DMS GRS	Position retitled and reporting line change
ANU College of Arts & Social Science	HDR Candidate Officer Administration Officer	HDR Officer	ANU Officer 5	35835 35478	2	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Arts & Social Science	Student Advisor	HDR Coordinator	ANU Officer 6/7	35529 35531	2	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Asia & the Pacific	Administration Officer Student Administration Officer Student Admin Officer	HDR Officer	ANU Officer 5	33515 34124	2	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Asia & the Pacific	Senior Officer, Student Admin	HDR Coordinator	ANU Officer 6/7	26661	1	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Business & Economic	Student Services Officer	HDR Officer	ANU Officer 5	20950	1	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Business & Economic	Student Services Admin Asst	HDR Officer	ANU Officer 4	35586	1	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Law, Gov. & Policy	Student Administration Officer	HDR Officer	ANU Officer 5	22716 27471	2	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Law, Gov. & Policy	Senior Administration Officer Snr Officer, HDR Student Admin	HDR Coordinator	ANU Officer 6/7	22376 26744	2	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Law, Gov. & Policy	HDR Research Skills Advisor	No change	ANU Officer 8	291	1	Proposed reporting line change to Director HDR Development & Position retitle	Proposed realignment and Position retitle
ANU College of Science & Medicine	Senior Student Admin Officer Senior HDR Administrator Snr Officer, Student Admin Senior Student Admin Officer HDR Coordinator	HDR Coordinator	ANU Officer 6/7	14969 40542 14450 1146 13956	5	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Science & Medicine	Student Administration Officer	HDR Officer	ANU Officer 5	18437	1	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle

ANU College of Systems and Society	HDR Administration Manager	DM GRS Operations	ANU Officer 8	39734	1	Proposed reporting line change to Manager GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Systems and Society	Snr Officer, HDR Student Admin Snr Administrator (Education) Senior HDR Administrator	HDR Coordinator	ANU Officer 6/7	19675 3851 34545	3	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
ANU College of Systems and Society	School Administrator	HDR Officer	ANU Officer 5	19756	1	Proposed reporting line change to DMS GRS & Position retitle	Proposed realignment and Position retitle
Research Services							
Research Ethics, Integrity and Compliance	Head, Research Operations	Head Research Ethics, Integrity and Compliance	Senior Manager 3	33050	1	Proposed retitle	Position retitled and reporting line change
Research Services	Chief Res & Info Services	Director Academic, Productivity & Performance Analytics.	Senior Manager 5	38343	1	Proposed reporting line change: Provost, Including realignment to: Academic, Productivity and Performance Analytics	Reporting line and title change to the provost office & PD refresh
Research Services	Mgr, Research Reporting & Analytics	<i>No change</i>	Senior Manager 2	32081	1	Realigned to Provost Office: Academic, Productivity and Performance Analytics	Reporting line and title change to the provost office
Research Services	Research Data Analyst Research Data Officer Publication	<i>No change</i>	ANU Officer 6/7	37378 36000 33908	3	Realigned to Provost Office: Academic, Productivity and Performance Analytics	Reporting line and title change to the provost office
Research Services	Senior Research Data Analyst Data Scientist	<i>No change</i>	ANU Officer 8	36850 39164	2	Realigned to Provost Office: Academic, Productivity and Performance Analytics	Reporting line and title change to the provost office
Research Services	Research Compliance & Information Officer Compliance & Information Officer	<i>No change</i>	ANU Officer 6/7	23498 37288 41846	3	Proposed reporting line change to Senior Research Assurance Officer & PD refresh	Reporting line change & PD refresh
Research Services	Manager Research Systems	<i>No change</i>	Senior Manager 1	7184	1	Proposed reporting line change to R&I Portfolio director	Reporting line Change
Research Services	Research Support officer Research Data Officer Publicat	Research Support officer	ANU Officer 5	39087 39418	2	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Reporting line change & PD refresh
Research Services	Senior Administration Officer	Research Management Officer	ANU Officer 6/7	39037	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Reporting line change & PD refresh
ANU College of Systems and society	Research Services Coordinator Service Coordinator - Grants	Research Management Officer	ANU Officer 6/7	20962 39570 35873 33835	4	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle
ANU College of Systems and society	Services Officer - I&G	Research Support Officer	ANU Officer 5	36699	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle

ANU College of Arts & Social Science	Senior Research Data Analyst Senior Research Coordinator Research Services Coordinator	Research Management Officer	ANU Officer 6/7	3264 18413 41186	3	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle
ANU College of Arts & Social Science	Data Scientist	Research Support Officer	ANU Officer 5	32172	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle
ANU College of Asia & the Pacific	Research Services Officer	Research Support Officer	ANU Officer 5	34754 (Vacant)	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle
ANU College of Asia & the Pacific	Senior Project Officer Research Services Coordinator	Research Management Officer	ANU Officer 6/7	36984 28847	2	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle
ANU College of Asia & the Pacific	Deputy Manager Research Service	Senior Research Management Officer	ANU Officer 8	26066	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle
ANU College of Business & Economic	Deputy Mgr, Research Services	Senior Research Management Officer	ANU Officer 8	7625	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services	Proposed realignment and Position retitle
ANU College of Business & Economic	Finance & Research Coord	Research management Officer	ANU Officer 6/7	32734	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services - Research Funding	Proposed realignment and Position retitle
ANU College of Law, Gov. & Policy	Research Manager	Senior Research management Officer	ANU Officer 8	15675	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services - Research Funding	Proposed realignment and Position retitle
ANU College of Law, Gov. & Policy	Research Services Officer	Research Support Officer	ANU Officer 5	19458	1	Proposed reporting line change to Manager Research Funding & PD refresh Research Services - Research Funding	Proposed realignment and Position retitle
ANU College of Law, Gov. & Policy	Research Services Coordinator	Research Management Officer	ANU Officer 6/7	32934 25386	2	Proposed reporting line change to Manager Research Funding & PD refresh Research Services - Research Funding	Proposed realignment and Position retitle
ANU College of Science & Medicine	Senior Research Mgmt Officer; Senior Administration Officer; Research Services Officer; Senior Admin Officer (RM); Research Services Coordinator; Service Coordinator Grants	Research management Officer	ANU Officer 6/7	1712; 19311 23235; 21947 5328; 31049 1799; 38397 23576; 22053 24449; 36911 38677 (Vacant)	13	Proposed reporting line change to Manager Research Funding & PD refresh Research Services - Research Funding	Proposed realignment and Position retitle
ANU College of Science & Medicine	Research services Officer Services Officer - I&G	Research Support Officer	ANU Officer 5	20909 (Vacant) 26923	2	Proposed reporting line change to Manager Research Funding & PD refresh Research Services - Research Funding	Proposed realignment and Position retitle

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	Position No.	# Positions	Proposed Position Outcome
Research Services	Administration Assistant	39625 (Vacant) 39626 (Vacant)	2	Vacant fixed term (budgeted) no longer required

Fixed Term: 2 Vacant (budgeted) no longer required – 2 Total

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	# Positions	Proposed Position Outcome
R&I Portfolio				
Portfolio Executive	Director, R&I Portfolio	SM5	1	Position established
Research Training	Associate Director, Graduate Research School	SM2	1	Position established
Research Services	Senior Research assurance Officer	ANU08	1	Position established
Research Services	Research Assurance Officer	ANU06/7	1	Position established
Research Initiatives and Entities	Associate Director Centres & Initiatives Governance	SM2	1	Position established
Research Initiatives and Entities	Project Governance	ANU06/7	1	Position established

Total: 6 positions proposed to be established

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 3 weeks from Wednesday 2 July 2025 to Wednesday 23 July 2025 (closing 12.00pm AEST). All feedback received during this time will be considered before final decisions are made.

Milestone	Date
Release of change proposal and consultation opens	Wednesday 2 July 2025
Consultation	3 weeks
Feedback due (12:00pm AEST)	Wednesday 23 July 2025
Collation of feedback and preparation of implementation plan	3 weeks
Anticipated release of implementation plan	Week commencing 11 August 2025
Anticipated commencement of implementation	Week commencing 18 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
Professor Lachlan Blackhall	Deputy Vice-Chancellor Research and Innovation	dvc.research@anu.edu.au
Professor Ann Evans	Pro Vice-Chancellor Graduate Research	pvc.gr@anu.edu.au
Professor Tim Senden	Pro Vice-Chancellor Research Infrastructure and Entities (Incoming)	pvc.rie@anu.edu.au
Sophie Holloway	Chief, Research Services	chief.ri@anu.edu.au
Anthony Pages	Chief, Research Partnerships and Translation	chief.rpt@anu.edu.au
Luke D'Aquino	HR Business Partner	HRBP.Renew@anu.edu.au
Emily Fisk	Manager, Organisational Change	Org.Change@anu.edu.au

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 ANU'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 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.

For new roles, or where the duties of a position have changed significantly, affected staff from within the broader 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 [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.

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 the Research and Innovation Portfolio:

- [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 ANU leadership](#)
- [Enabling Impact: The ANU Research Strategy 2024+](#)
- [ANU digital plan](#)

Appendices

- [Appendix 1 – Psychosocial Risk Assessment](#)
- [Appendix 2 - Financial Context for Renew ANU 2025](#)
- [Appendix 3 – Current Organisational Charts](#)
- [Appendix 4 – Proposed Organisational Charts](#)

Appendix 1 – Draft 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 draft document online - [Psychosocial Risk Assessment – DVC-RI](#).

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"> - Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards. - Accurate job design.
Job demands	<ul style="list-style-type: none"> - Set and communicate realistic job expectations - Implement workload monitoring
Lack of role clarity	<ul style="list-style-type: none"> - Accurate job design. - Clear communication at team or individual work level about operational functions or roles.
Poor support	<ul style="list-style-type: none"> - Targeted EAP and Advisor to Staff support services. - Access to information, tools and resources to help manage through change. - Regular communication at divisional and team level.
Poor organisational change management	<ul style="list-style-type: none"> - Clear detailed communication and consultation about the impacts of change and measures to eliminate or minimise the impact of psychosocial hazards.
Conflict or poor workplace relationships and interactions	<ul style="list-style-type: none"> - Regular communication at divisional and team level. - Managerial support in leading change in the workplace. - Timely response to issues raised or observed in the workplace.

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 EFTSL¹) 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 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.

¹ EFTSL: Equivalent full-time student load

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	2024	2024
Colleges / Portfolios		Total Salary Actual	Total Salary Adjusted Budget	Variance Actual vs Adjusted Budget
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	2024	2024
Colleges / Portfolios		Total Non Salary Actual	Total Non Salary Adjusted Budget	Variance Actual vs Adjusted Budget
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:

- Building Works and Maintenance is under Services Portfolio.
- 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.
- 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)

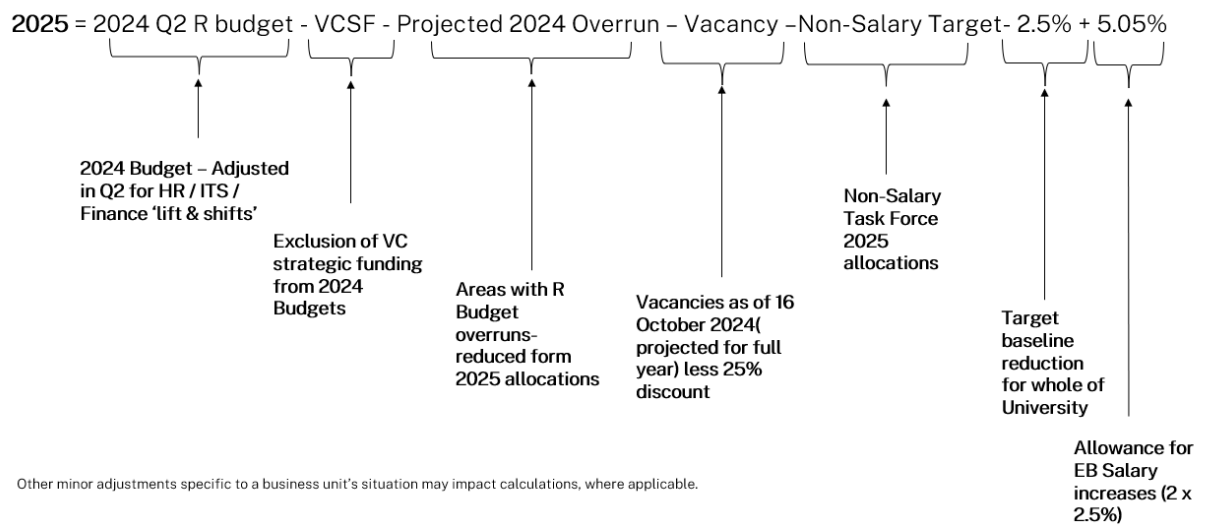
Non Salary Recurrent Fund (\$000)		2025	2025	2025
Colleges / Portfolios		Total Non Salary Budget	Total Non Salary Q1 Forecast ex VSS	Variance Budget vs Q1 Forecast ex VSS
Colleges	ANU College of Asia & the Pacific	\$2,756	\$2,722	\$34
	ANU College of Arts & Social Sciences	\$2,719	\$2,634	\$84
	ANU College 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

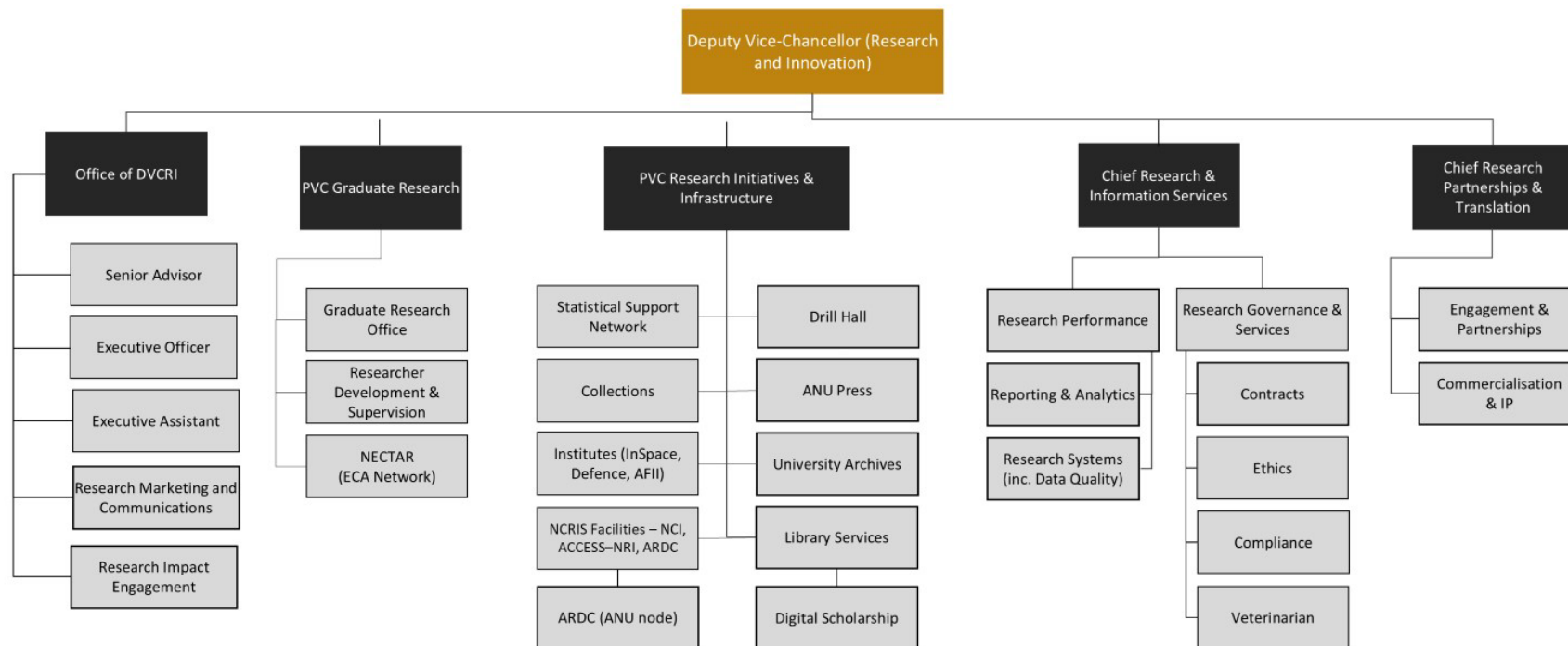
2025 R Budget principles



Appendix 3 – R&I current organisational charts

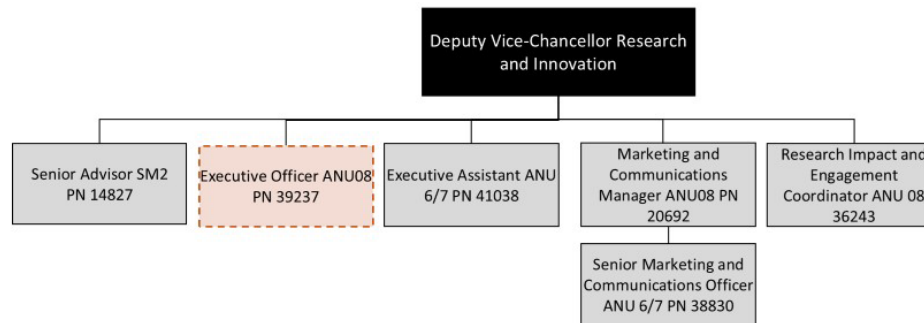
3.1 Portfolio functions - current organisational chart

Current state – DVCRI Functions



3.2 Office of DVC R&I - current organisational chart

Current state – Office of DVCRI



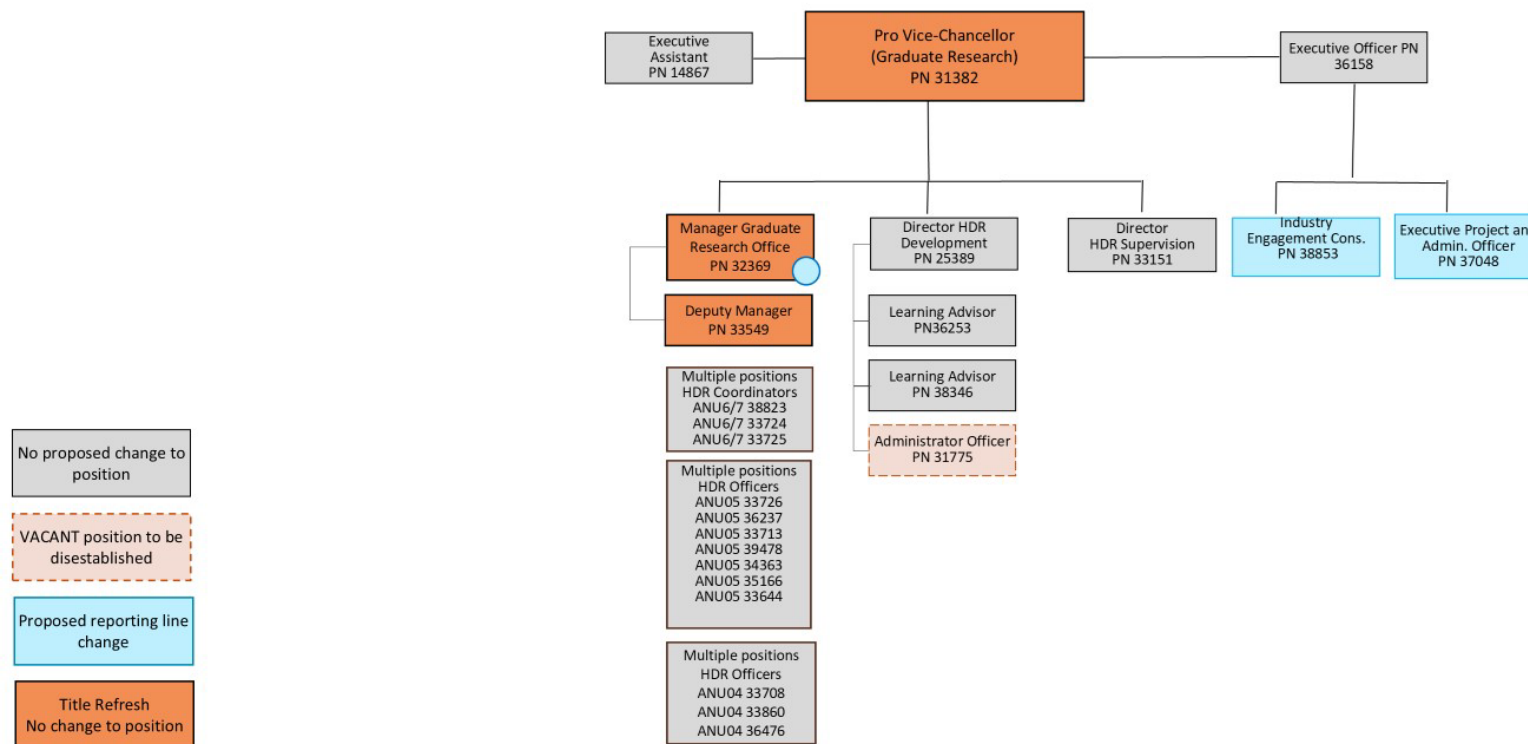
VACANT position to be
disestablished



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

3.3 Graduate Research - current organisational chart

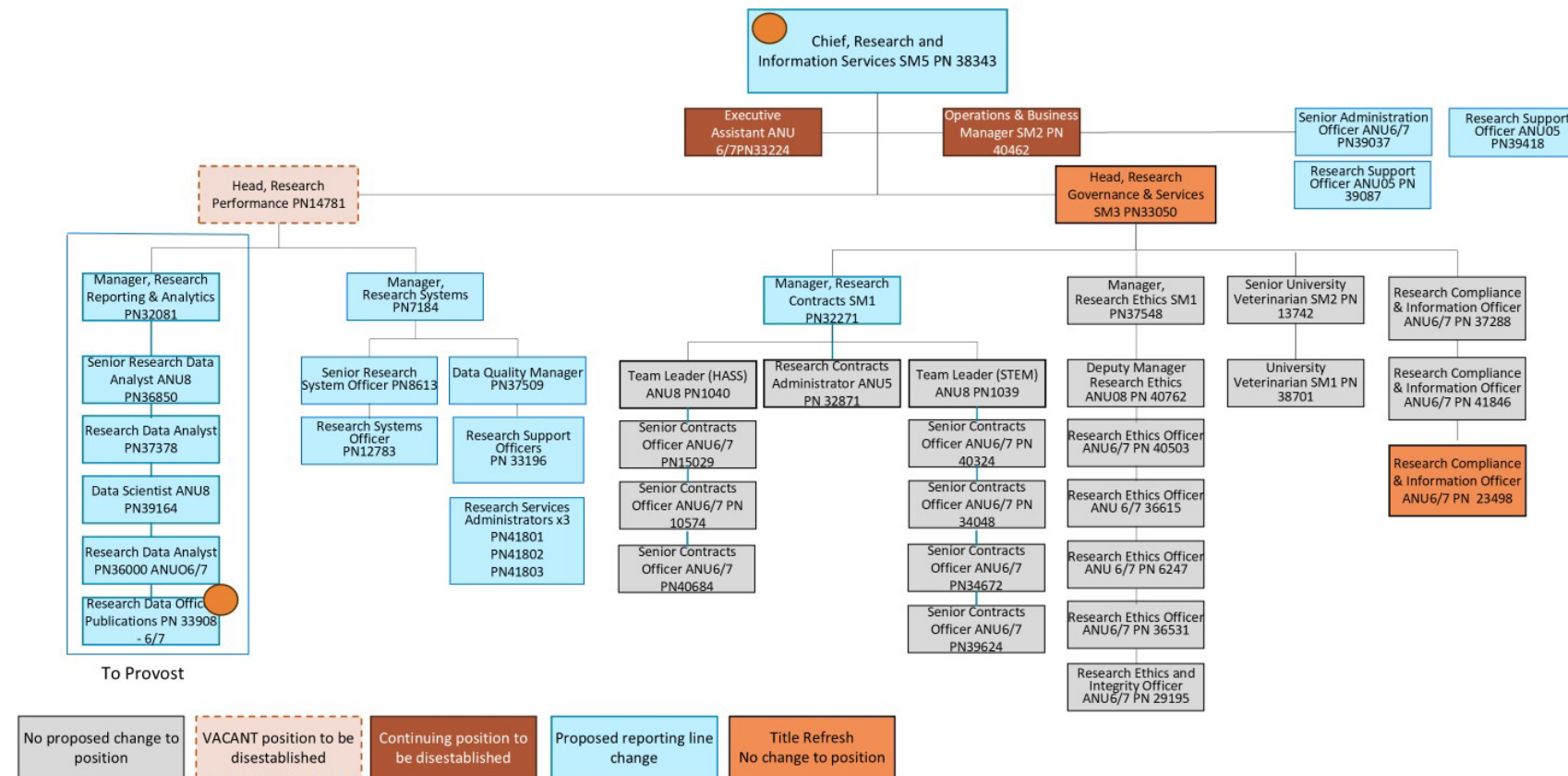
Current state – PVC Graduate Research



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

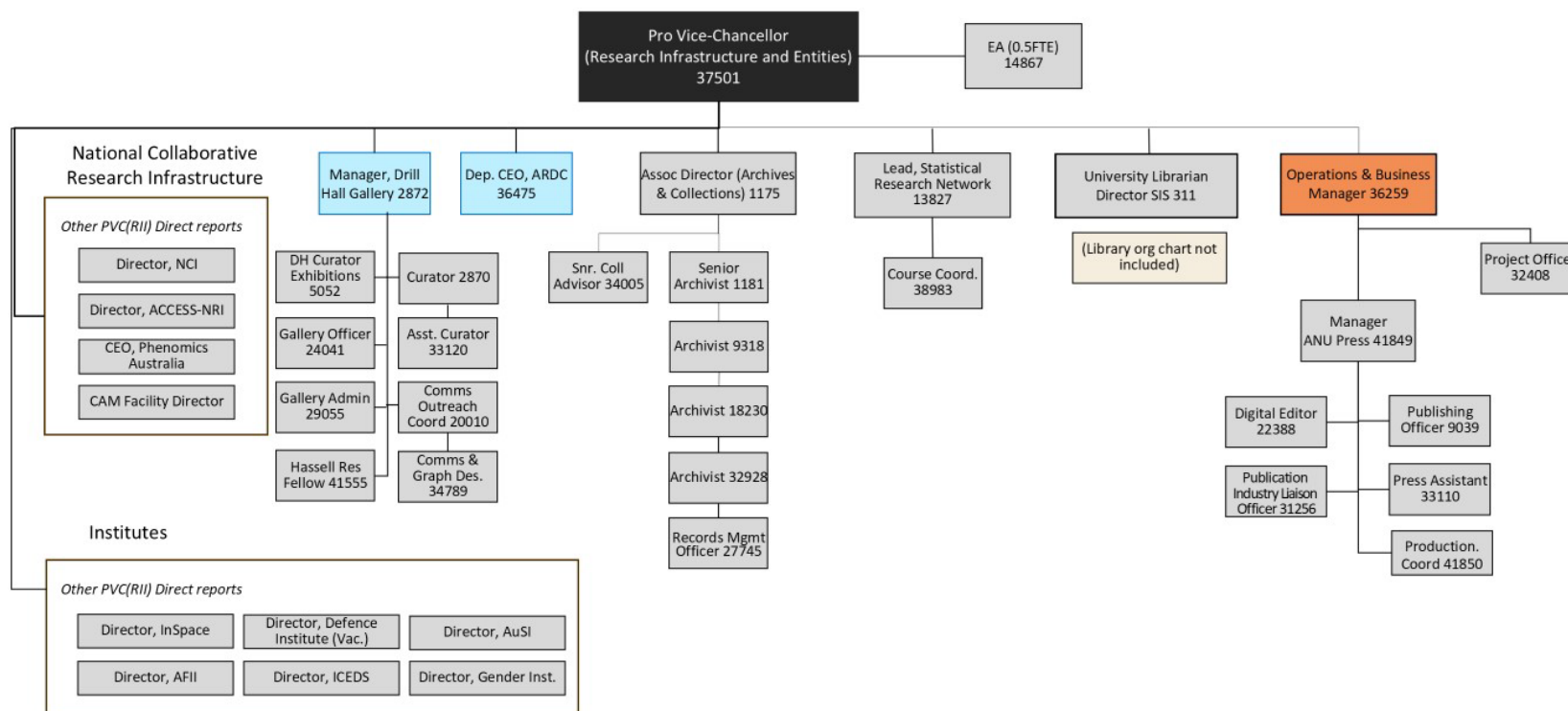
3.4 RIS - current organisational chart

Current state – RIS



3.5 RII – current organisational chart

Current state – Research Initiatives and Infra.

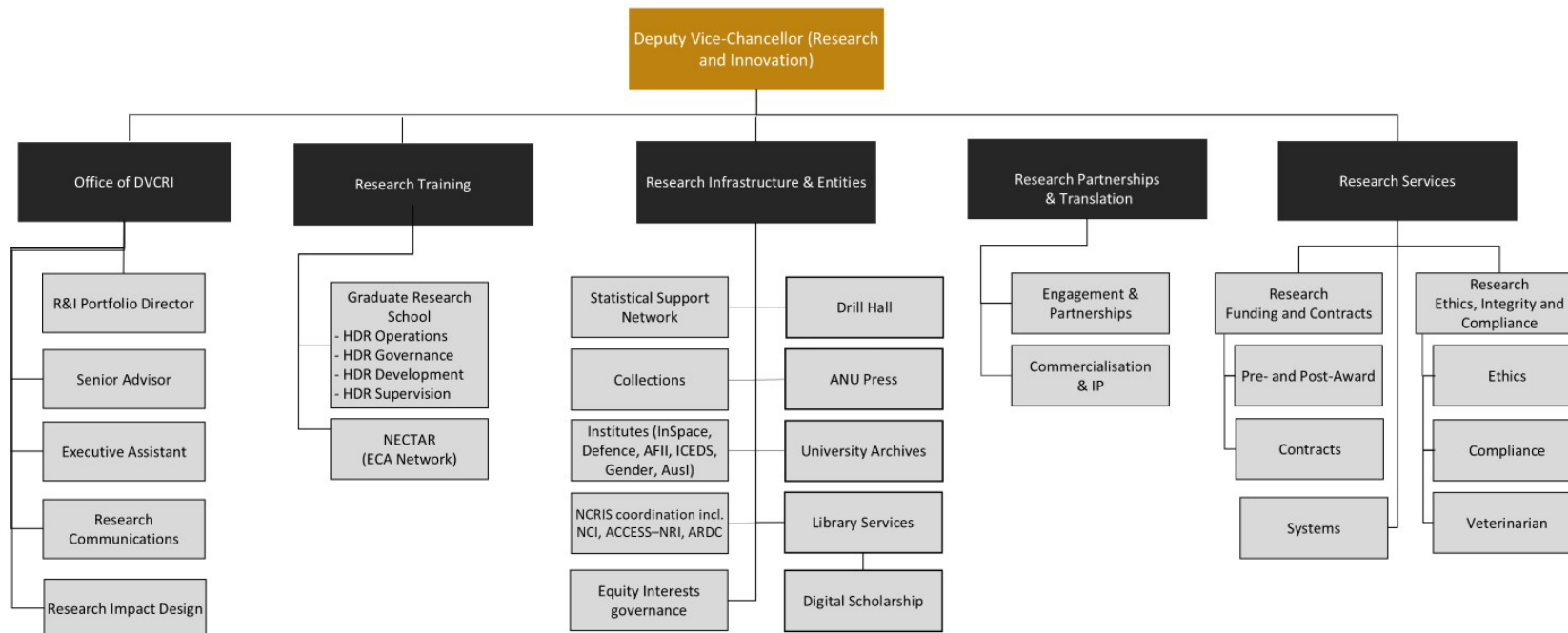


TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

Appendix 4 – R&I proposed new organisation charts

4.1 Future organisational chart – DVCRI functions

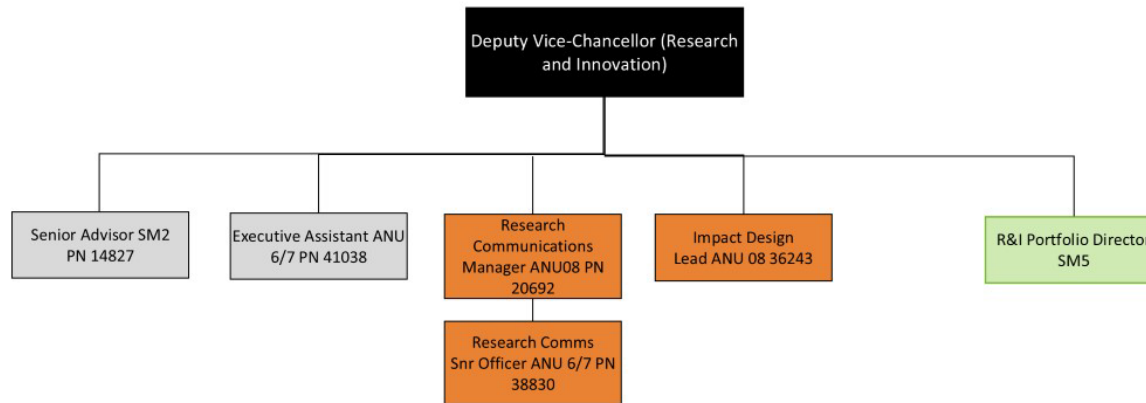
Future state – DVCRI functions (proposed)



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

4.2 Office of DVC R&I – future organisational chart

Future state – Office of DVCRI (proposed)



No proposed change to position

Title Refresh
No change to position

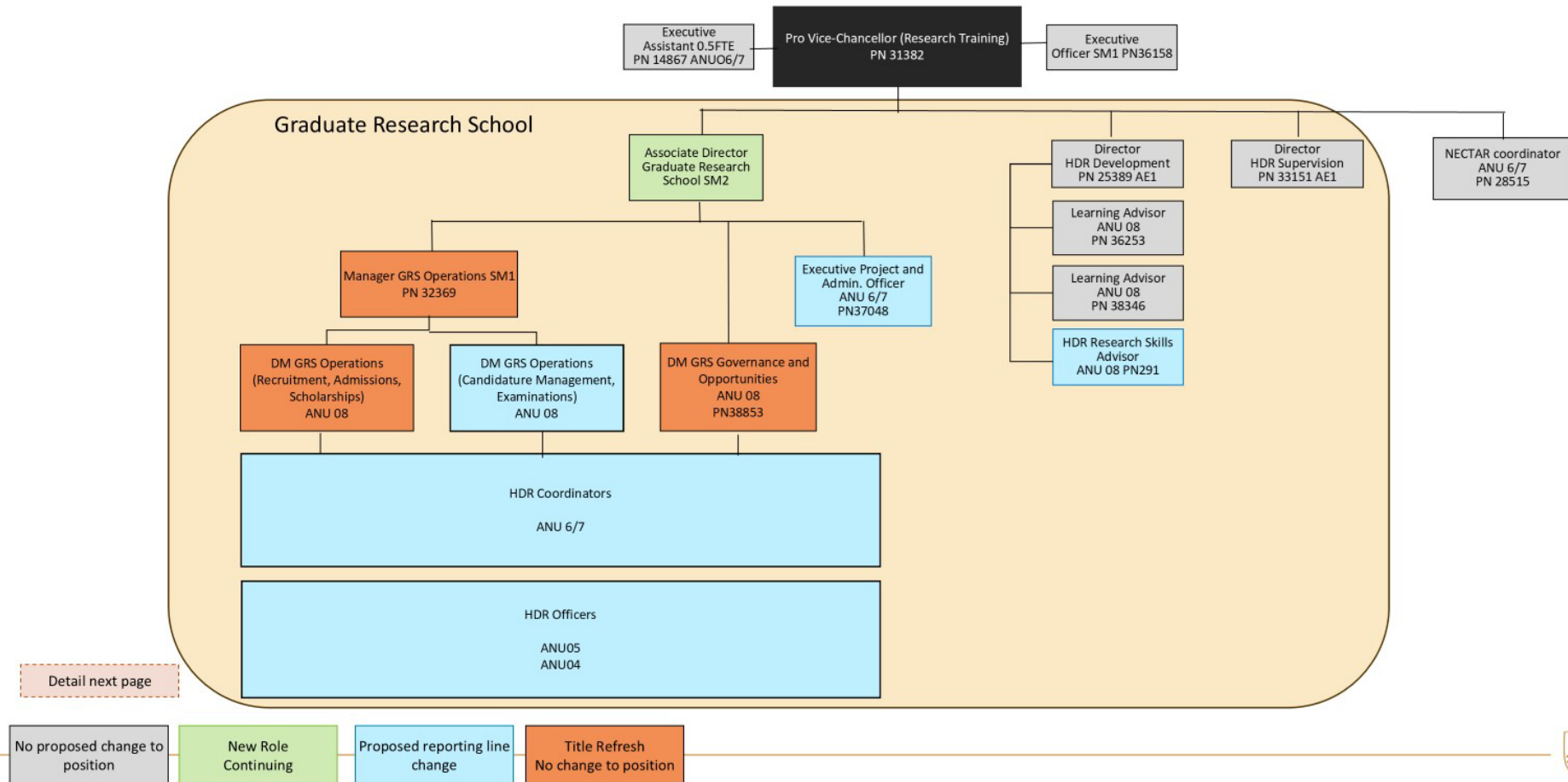
New Role
Continuing



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

4.3 Research Training – future organisational chart

Future state – Research Training (proposed)



TEQSA PROVIDER ID: PRV12002 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00120C

4.3 cont. Research Training - future state detailed section

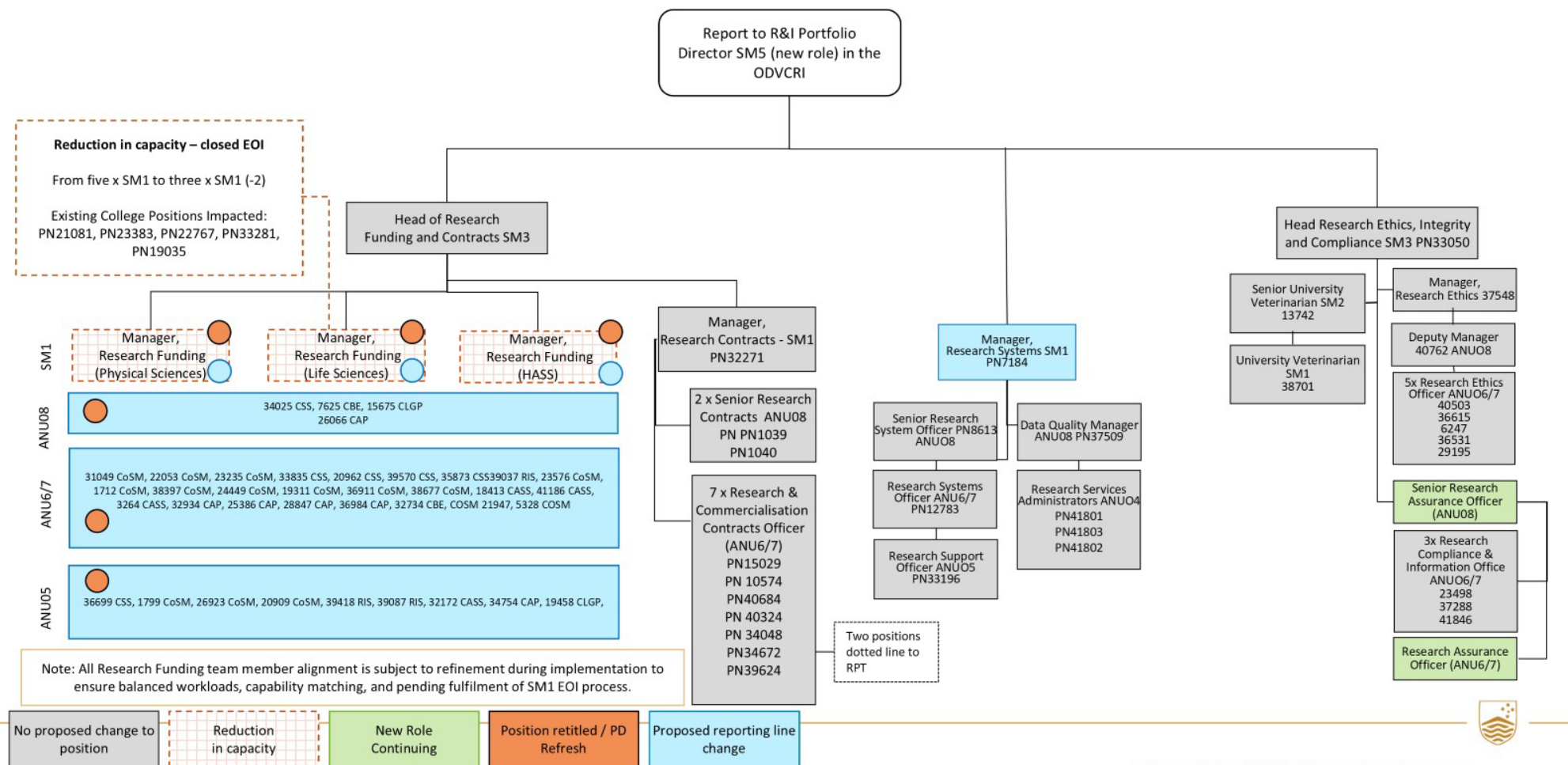
Future state – Research Training (proposed)

ANU 8	GRO 33549 CSS 39734
ANU 6/7	CAP 26661 CASS 35529 CASS 35531 CLGP 22376 CLGP 26744 CoSM 14969 CoSM 1146 CoSM 40542 CSS 19675 CSS 34545 GRO 38823 GRO 33724 CoSM 13956 CoSM 14450 CSS 3851
ANU05	CASS 35478 CASS 35835 CBE 20950 CoSM 18437 CSS 19756 CAP 22716 CAP 27471 CAP 33515 GRO 33726 GRO 36237 GRO 33713 GRO 39478 GRO 34363 GRO 35166 GRO 33644 CAP 34124
ANU04	CBE 35586 GRO 33860 GRO 33708 GRO 36476



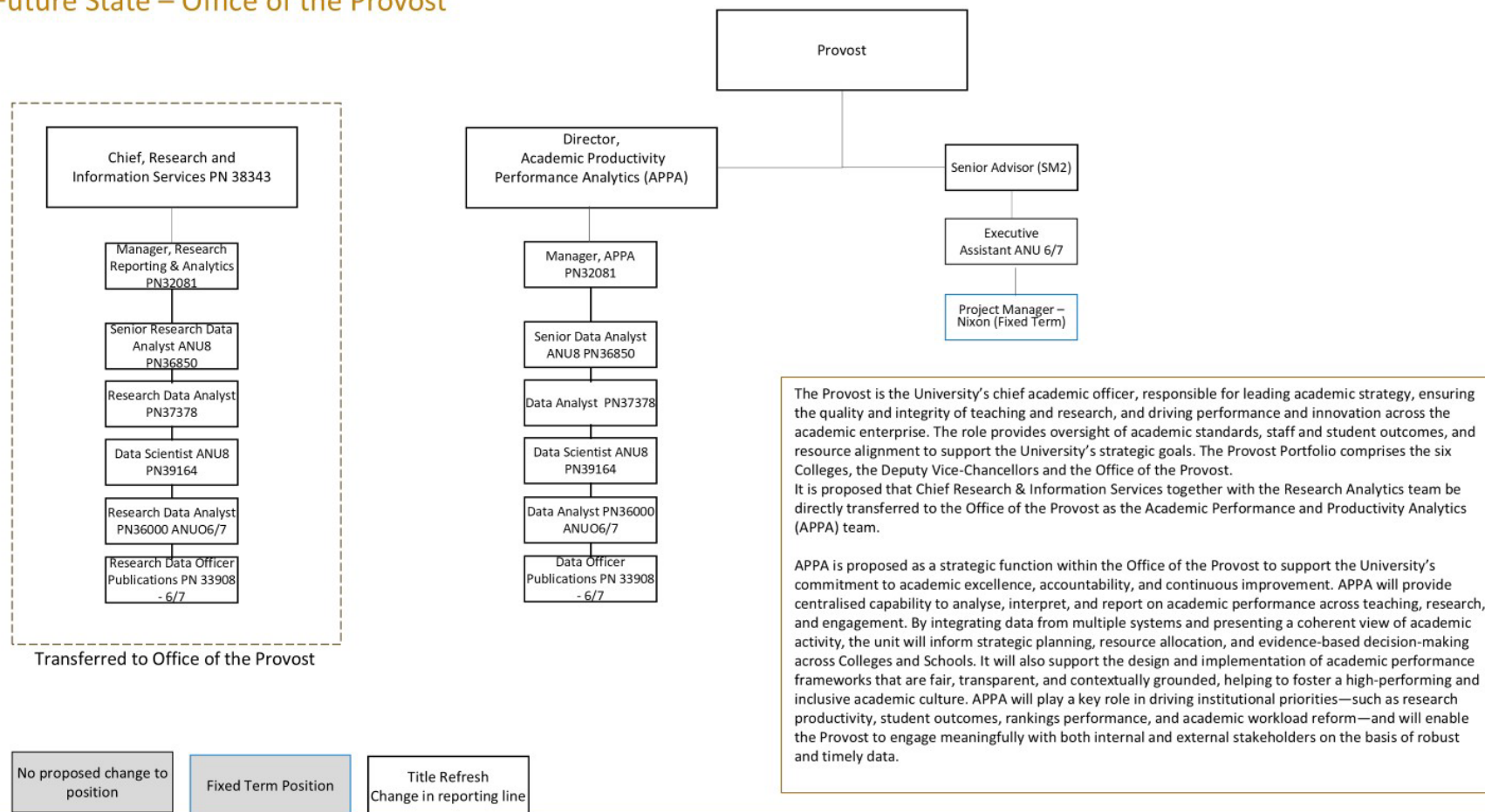
4.4-Research Services – future organisational chart

Future state – Research Services (proposed)



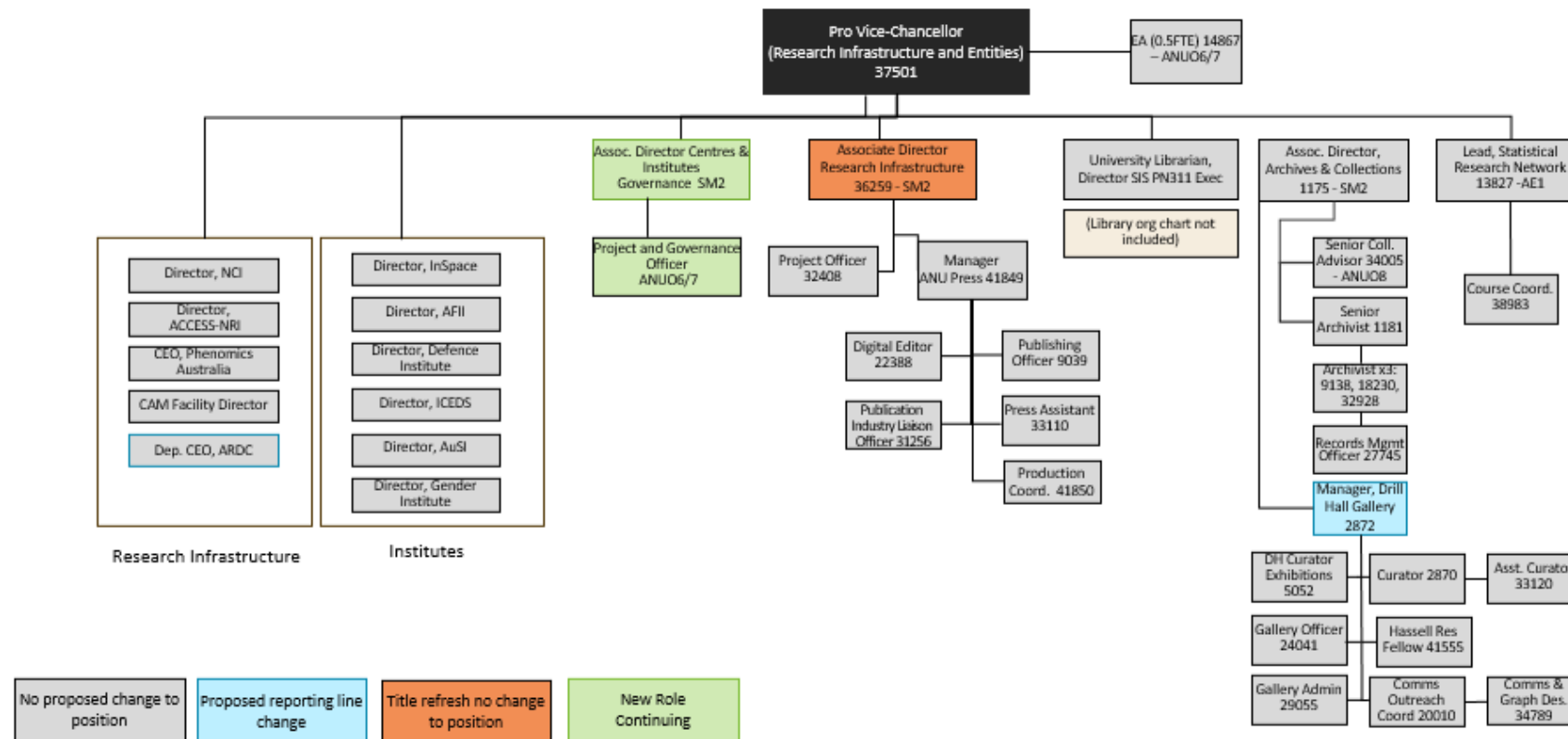
4.4.1–Provost Office- future organisational chart

Future State – Office of the Provost



4.5-RIE - future organisational chart

Future state – Research Infrastructure & Entities (proposed)



TEQSA PROVIDER ID: PRV120032 (AUSTRALIAN UNIVERSITY) CRICOS PROVIDER CODE: 00122DC