











## Nixon Review Recommendations Status at a Glance


1 July 2025 (Change since 27/5)



-  6 (2) Well progressed (2, 3, 7, 8, 10, 11)
-  10 (11) Initiated (1, 5, 6, 9, 12, 13, 14, 15, 16)
-  1 (4) Planning underway (4)
-  0 (0) Risk to fulfilment


Recommendation	Initial Owner	Next steps at release	Initial assessment
1. Accountability systems should clearly identify who is responsible for the success of performance measures and there should be consequences for success or failure in achieving them.	VC	<p>The VC will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The VC will provide an initial assessment to</p>	<p> Initiated</p> <p>The Vice-Chancellor has stood up the Nixon Implementation Steering Group (<a href="#">Terms of Reference</a>).</p> <p>Chaired by the Provost and composed of senior leaders, the role of the Steering Group is to engage holistically with the recommendations of the Review and oversee their implementation, ensuring long lasting change, accountability, and</p>

		the community on the status of the possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.	measurable progress across the University. Terms of Reference of Working Groups reporting to the Steering Group are <a href="#">available here</a> , and Expressions of Interest to participate are <a href="#">open now</a> .  Additional input on these matters will be developed by the Nixon Working Group on Accountability, Governance and Data.
2. Ensure accountability by having an external reviewer monitor progress on these recommendations at 9 and 18 months and provide a report to Council and the University community on actions taken, structural issues addressed, and accountability measures enforced.	VC	The University Secretary will ensure that Professor Nixon is invited to ANU Council meetings in February and October of 2026.  Professor Nixon's reports will be shared with the community via On Campus in 2026.	 Well progressed  Professor Nixon has agreed to provide these Progress Reports and will present to Council in February and October 2026.
3. The University acknowledges that it has not always adequately responded when harm has been caused and commits to responding more appropriately.	VC	To carry this work forward, the Provost will establish the Nixon Implementation Steering Group, including formalising the Terms of Reference, the Group's	 Well progressed  The Vice-Chancellor, and her immediate predecessor, have made statements of acknowledgement and apology to the University community.  The Provost has established the Nixon Implementation Steering Group, with membership drawn from senior University


		<p>membership and establishing meetings.</p> <p>The Provost will share an update with the community in June 2025, via On Campus.</p>	<p>leaders and representatives from ANUSA and the ANU Branch of the National Tertiary Education Union. The initial meeting was held on 12 June 2025, the Steering Group will operate until at least 31 December 2026.</p> <p>The Provost shared updates with the community through On Campus on 3 June, 10 June, and 24 June and will continue to regularly update the community.</p>
<p>4. Reconsider how support is provided to Aboriginal and Torres Strait Islander students, particularly where study loads or hours complicate access to support through the Tjabal Centre.</p>	VC	<p>The VC will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The VC will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p> Planning underway</p> <p>The Tjabal Centre provides a real “home away from home” for Indigenous students at ANU, and we want to make sure Aboriginal students at ANU can access support wherever their studies take them, whether that’s in the field or on a remote placement.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Aboriginal and Torres Strait Islander Experience.</p>



<p>5. Provide additional support to international students, particularly HDR students</p>	<p>PVC - IFS</p>	<p>The Pro-Vice Chancellor will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The Pro-Vice Chancellor International and Future Students will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p> Initiated</p> <p>In November 2024, the University realigned the areas reporting to the Pro-Vice Chancellor (International and Future Students) to include admissions functions alongside student recruitment, enabling a more strategic and cohesive approach to supporting international students.</p> <p>A desktop audit is currently underway within the unit to capture comprehensive information from the disparate areas touching on international student support, including Graduate Research administration, University Experience, Residential Experience and Global Programs. Additional research is focused on identifying innovative practice from peer institutions and providing a best-practice mechanism for consultation with international students.</p> <p>It is anticipated that the Student Discipline Framework Review currently underway will also provide relevant information, particularly around improving communication with students.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Workplace Culture.</p>
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6. Introduce an integrated program of targeted skills development that equips academic and professional staff to successfully manage staff, culture and budgets.	CPO	<p>The CPO will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The CPO will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p> Initiated</p> <p>The People and Culture Division has commenced identifying the University's current state and existing future plans against relevant recommendations and actions of the Nixon Review, beginning with the Talent &amp; Capability team and rolling out to other teams including Equity and Diversity, Staff Health and Wellness, Recruitment, and Safety and Wellbeing. This work will be completed by the end of July in order to support the informed consideration by Working Groups of recommendations and actions touching on employment practices.</p> <p>Within the Division, an internal working group is being stood up to provide subject matter expertise with a cross-functional perspective in order to support the activities of the Working Groups and Steering Group.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Leadership and Management Skills</p>
7. Review academic performance measurement to ensure unbiased assessment and	Provost	The Provost will meet with the Nixon Implementation Steering Group to seek	<p> Well Progressed</p> <p>Within the overarching change principles ANU has developed are principles for academic and research activities.</p>


compliance with ANU policies and procedures and relevant laws		<p>their input on this recommendation.</p> <p>The Provost will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p>These principles embed regular program and delivery review alongside data-informed allocation of resources, funding and academic workforce planning.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Bias and Discrimination</p>
8 Create a single accountability mechanism for strategic oversight of interconnected equity and wellbeing challenges	VC	<p>The outcome of the Council deliberations regarding the creation of the Committee will be shared via On Campus on June 2<sup>nd</sup>.</p> <p>The VC will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p>	<p> Well Progressed</p> <p>The ANU Student Safety and Wellbeing Committee was the first in an Australian University, and its evolution has been under active consideration by ANU Council as part of a routine review of the Council Committee structure and charters. The matter will next be considered by Council at its August meeting.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Accountability, Governance and Data.</p>


		<p>The VC provide an initial assessment to the community on the status of this recommendation and its possible actions, including who the appropriate accountable owner is, in On Campus on July 1<sup>st</sup>, including, where necessary, additional appropriate accountable owners.</p>	
<p>9. Make structural adjustments to help prevent bias</p>	<p>CPO</p>	<p>The CPO will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The CPO will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1<sup>st</sup>,</p>	<p>● Initiated</p> <p>The People and Culture Division has commenced identifying the University's current state and existing future plans against relevant recommendations and actions of the Nixon Review, beginning with the Talent &amp; Capability team and rolling out to other teams including Equity and Diversity, Staff Health and Wellness, Recruitment, and Safety and Wellbeing. This work will be completed by the end of July in order to support the informed consideration by Working Groups of recommendations and actions touching on employment practices.</p>


		including, where necessary, appropriate accountable owners.	<p>Within the Division, an internal working group is being stood up to provide subject matter expertise with a cross-functional perspective in order to support the activities of the Working Groups and Steering Group.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Bias and Discrimination</p>
10. Service commitments and administrative support should be allocated fairly and transparently	Provost	<p>The Provost will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The Provost will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p> Well Progressed</p> <p>ANU has developed change principles to inform development of an improved operating model which embeds data-informed allocation of resources, funding and academic workforce planning.</p> <p>Additional input on these matters will be developed by the Nixon Working Groups on Accountability, Governance and Data and Workplace Culture.</p>


11. Increase satisfaction with academic supervision by improving supervision panels and practices.	PVC - GR	The PVC- Graduate Research will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.	<p> Well progressed</p> <p>The PVC-Graduate Research has commenced work addressing recommendation 11 through a series of actions including the following steps:</p> <ul style="list-style-type: none"> <li>• Identifying where policy, procedures and guidelines need to be amended to end the practice of spouses or people with close personal relationships sitting together on supervisory panels</li> <li>• Considering how the Confirmation of Candidature process initiated in 2024 can provide an avenue for candidates to ask questions of an independent person and raise early concerns about supervision</li> <li>• Incorporating the matters raised in the recommendations into the five yearly HDR Supervisor Development Framework review which will be conducted in Q3 2025</li> </ul> <p>Additional input on these matters will be developed by the Nixon Working Group on Workplace Culture.</p>
12. Require and enforce compliance with fair recruitment practices	CPO	The CPO will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.	<p> Initiated</p> <p>The People and Culture Division has commenced a comprehensive analysis of the University's current state and existing future plans against relevant recommendations and actions of the</p>

		<p>The CPO will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p>Nixon Review, beginning with the Talent &amp; Capability team and rolling out to other teams including Equity and Diversity, Staff Health and Wellness, Recruitment, and Safety and Wellbeing. This work will be completed by the end of July in order to support the informed consideration by Working Groups of recommendations and actions touching on employment practices.</p> <p>Within the Division, an internal working group is being stood up to provide subject matter expertise with a cross-functional perspective in order to support the activities of the Working Groups and Steering Group.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Bias and Discrimination</p>
<p>13. Increase transparency and accountability of performance on key IDEA objectives and build a strong culture of accepting and acting on results</p>	CPO	<p>The CPO will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The CPO will provide an initial assessment to the community on the</p>	<p> Initiated</p> <p>The People and Culture Division has commenced a comprehensive analysis of the University's current state and existing future plans against relevant recommendations and actions of the Nixon Review, beginning with the Talent &amp; Capability team and rolling out to other teams including Equity and Diversity, Staff Health and Wellness, Recruitment, and Safety and Wellbeing. This work will be completed by the</p>

		status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.	<p>end of July in order to support the informed consideration by Working Groups of recommendations and actions touching on employment practices.</p> <p>Within the Division, an internal working group is being stood up to provide subject matter expertise with a cross-functional perspective in order to support the activities of the Working Groups and Steering Group.</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Bias and Discrimination.</p>
14. Adopt a whole-of-organisation approach to community safety	CPO	<p>The CPO will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The CPO will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where</p>	<p> Initiated</p> <p>The People and Culture Division has commenced a comprehensive analysis of the University's current state and existing future plans against relevant recommendations and actions of the Nixon Review, beginning with the Talent &amp; Capability team and rolling out to other teams including Equity and Diversity, Staff Health and Wellness, Recruitment, and Safety and Wellbeing. This work will be completed by the end of July in order to support the informed consideration by Working Groups of recommendations and actions touching on employment practices.</p>

		necessary, additional appropriate accountable owners.	<p>Within the Division, an internal working group is being stood up to provide subject matter expertise with a cross-functional perspective in order to support the activities of the Working Groups and Steering Group.</p> <p>Additional input on these matters will be developed by the Nixon Working Groups on Complaint Handling and Wellbeing and Mental Health.</p>
15. Adopt a co-ordinated case management approach to disclosures and complaints which delivers actionable institutional intelligence	CPO	<p>The CPO will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p> <p>The CPO will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p> Initiated</p> <p>The People and Culture Division has commenced a comprehensive analysis of the University's current state and existing future plans against relevant recommendations and actions of the Nixon Review, beginning with the Talent &amp; Capability team and rolling out to other teams including Equity and Diversity, Staff Health and Wellness, Recruitment, and Safety and Wellbeing. This work will be completed by the end of July in order to support the informed consideration by Working Groups of recommendations and actions touching on employment practices.</p> <p>Within the People and Culture Division, an internal working group is being stood up to</p>

			<p>provide subject matter expertise with a cross-functional perspective in order to support the activities of the Working Groups and Steering Group.</p> <p>There are two key pieces of work underway in relation to student complaints. The first concerns preparation for the proposed National Higher Education Code to Prevent and Respond to Gender-based Violence, and the second is a special project committee performing a review of the Student Disciplinary framework.</p> <p>Additional accountable owner: Interim Registrar</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Complaint Handling.</p>
16. Improve transparency and consistency of complaint investigations and outcomes	CPO	<p>The CPO will meet with the Nixon Implementation Steering Group<sup>3</sup> to seek their input on this recommendation.</p> <p>The CPO will provide an initial assessment to the community on the status of this</p>	<p> Initiated</p> <p>The People and Culture Division has commenced a comprehensive analysis of the University's current state and existing future plans against relevant recommendations and actions of the Nixon Review, beginning with the Talent &amp; Capability team and rolling out to other teams including Equity and Diversity, Staff Health and Wellness, Recruitment, and Safety and Wellbeing. This work will be completed by the end of July in order to support the informed consideration by Working Groups of</p>

		<p>recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	<p>recommendations and actions touching on employment practices.</p> <p>Within the People and Culture Division, an internal working group is being stood up to provide subject matter expertise with a cross-functional perspective in order to support the activities of the Working Groups and Steering Group.</p> <p>There are two key pieces of work underway in relation to student complaints. The first concerns preparation for the proposed National Higher Education Code to Prevent and Respond to Gender-based Violence, and the second is a special project committee performing a review of the Student Disciplinary framework.</p> <p>Additional accountable owner: Interim Registrar</p> <p>Additional input on these matters will be developed by the Nixon Working Group on Complaint Handling.</p>
<p>17. Consider re-establishing Psychology as an independent research school within the College of Science</p>	<p>Dean of CoSM</p>	<p>The Dean of Science and Medicine will meet with the Nixon Implementation Steering Group to seek their input on this recommendation.</p>	<p> Initiated</p> <p>The Dean of CoSM has been tasked by the Vice-Chancellor with considering the re-establishment of Psychology as an independent research school.</p>

		<p>The Dean of Science and Medicine will provide an initial assessment to the community on the status of this recommendation and its possible actions in On Campus on July 1st, including, where necessary, additional appropriate accountable owners.</p>	
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