

**\*C5 Provost Report**

<b>PURPOSE</b>	To provide an overview of the key initiatives currently being led by the Provost.
<b>PREPARED BY</b>	Senior Advisor, Office of the Provost
<b>REVIEWED BY</b>	Provost
<b>APPROVED BY</b>	Provost
<b>SPONSOR</b>	Provost

**RECOMMENDATION** That Council **note** the report from the Provost.

**ACTION REQUIRED**

- For discussion     For decision     For information

**CONSULTATION**

- Staff     Students     Alumni     Government     Other     Not applicable

**COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION**

The purpose of this report is to provide Council with an overview of the strategic initiatives that the Provost is leading to enhance the University's academic productivity and performance.

**BACKGROUND**

Established in June 2024<sup>1</sup>, the Provost's Portfolio (the Portfolio) carries a strategic mandate to lead the implementation of the University's academic mission and strengthen the integration of education and research activities. Over the past nine months, in addition to establishing the office of the Provost and transitioning senior academic reporting lines from the Vice-Chancellor, the Portfolio has focused on several key priorities aligned to this mandate. This includes academic strategy and planning, academic culture, faculty and leadership development, research and innovation support, and enhancing operational efficiency and financial sustainability.

Building on these priorities and in alignment with the strategic objectives of the Renew ANU program, the Portfolio has led the redesign of the service models for the Deputy Vice-Chancellor Academic (DVCA) and Deputy Vice-Chancellor Research & Innovation (DVCRI) Portfolios in 2024. Additionally, clear performance expectations have been established for College Deans and DVCs.

The Provost is leading an academic reorganisation across the university to improve academic performance, productivity and financial sustainability. This is broadly focussed through key initiatives including (1) Building a platform for Academic performance and productivity insights (2) Redesigning the College operating model and informing the 2026 College Budget allocation and (3) Creating a university wide Workload allocation model.

**SUMMARY OF KEY INITIATIVES**

***Building Academic Performance and Productivity – Executive Insights Dashboard***

Academic excellence is a through-line across each of ANU's strategic objectives. The Executive Insights analysis is a critical initiative, to provide comprehensive, university-wide review and benchmarked analysis linked to strategy and performance across research and education. The

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<sup>1</sup> There was a Provost Portfolio, led by Professor Mike Calford, established in 2017 and dis-established in 2019.

absence of centralized business intelligence, since 2017, has potentially exacerbated the drop in institutional performance and rankings.

The development of the current prototype is resource-intensive and ongoing involving the interrogation, validation, and consolidation of data from numerous disparate databases. This has highlighted both the complexity of existing data systems and the need for a more integrated, streamlined approach to institutional reporting.

In the first instance, Ten outcome focussed themes, which provide a view of academic productivity and performance have been chosen. The themes represent the breadth and depth of university academic performance based on what can be reasonably measured and benchmarked.

The Themes are:

1. **Student Outcomes** - Evaluates a university's success in preparing graduates for careers and life challenges, aligning with its educational mission. Positive outcomes influence enrolment trends and enhance the university's reputation.
2. **Internationalisation** - Measures global engagement and diversity efforts, preparing students for a globalized world. It enriches educational experiences and can enhance financial sustainability through international student recruitment.
3. **Program Performance** – Indicates the quality, effectiveness and attractiveness of university programs, as measured by student satisfaction survey, student completion success rates, and offer to acceptance and acceptance to enrolment rates. High program performance enables student satisfaction and program effectiveness.
4. **Course Performance** – Indicates the profitability and quality of university courses, with quality measured by student satisfaction survey. High course performance enables financial sustainability and student satisfaction.
5. **Teaching Performance** – Assesses the quality of instruction and educational outcomes. High teaching performance can ensure a balance between teaching and research responsibilities, maintaining educational quality and faculty engagement. Effective management of teaching responsibilities improves student learning and supports scholarly inquiry.
6. **Staff Diversity** – Reports on staff diversity across key Equity, Diversity and Inclusion (EDI) metrics. Having a more diverse staffing profile is typically a signal of an inclusive, equitable workplace that is better equipped to meet research, teaching and engagement goals.
7. **Research Income** - Measures a university's ability to secure funding, reflecting the quality and relevance of its research. Higher research income often correlates with better economic outcomes and financial sustainability, allowing investment in infrastructure, faculty, and projects.
8. **Research Publications** - Assesses the quantity and quality of research outputs, influencing global academic reputation and rankings. High-quality publications contribute to knowledge, innovation, and societal progress.
9. **Research Translation** - Assesses the university's ability to apply research findings to real-world challenges, driving societal impact and economic development. Successful translation can attract funding and industry partnerships.
10. **HDR (Higher Degree by Research) On-Time Completions** - Indicates the effectiveness of postgraduate programs, reflecting the university's ability to train future researchers. Timely completions enhance the institution's reputation in research education.

Attachment 1: Draft Executive Insights Report provides additional context around each of the pillars. Please note that this report is provided as a prototype.

***College operating model & 2026 Budget***

As part of the Renew ANU initiative, ANU Colleges will refine their operating models to ensure greater consistency, efficiency, and equity. This process will involve the standardization of leadership roles across Colleges and Schools, the enhancement of strategic academic leadership, the reduction of role duplication, the adoption of data-driven leadership allocations, and the promotion of collaboration between Colleges and the central portfolio.

Through Provost-led engagements with the Deans, a clear framework for academic and professional leadership roles will be established. This framework will define delegations of authority, strengthen university governance mechanisms, and set explicit expectations for College leadership participation.

It is anticipated that this will serve as key guardrails to support College Deans in designing and implementing future College operating models. The 2026 College budgeting process provides an opportune window for this transformation.

### ***Workload allocation model***

The implementation of a workload model varies highly across ANU, ranging from full adoption at the college level to partial application within individual schools, and in some cases, its absence altogether. This inconsistency is not fully aligned with the Enterprise Agreement (EA).

This model will be instrumental in ensuring operational efficiency, financial sustainability, and a fair, fit-for-purpose workload distribution that aligns with the university's strategic objectives

### **ATTACHMENTS**

A - Draft Executive Insights Report Council March 2025

### **COMMUNICATION**

For public release       For internal release       Not for release

# PROVOST REPORT COUNCIL

28<sup>TH</sup> MARCH



Australian  
National  
University

# Key Initiatives

1. Building Academic Performance and Productivity – Executive Insights Dashboard
2. College operating model & informing the 2026 College Budget allocation
3. Workload allocation model













**\*C5. PROVOST'S REPORT**

**PURPOSE** To provide a report on activities undertaken by the Provost

**PREPARED BY** Executive Officer, Office of the Provost

**SPONSOR** Provost

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**RECOMMENDATION** That Council **note** the Provost's Report.

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**ACTION REQUIRED**

For discussion     For decision     For information

**SPEAKER**

Professor Rebekah Brown, Provost

**CONFIDENTIALITY**

Confidential     Not Confidential

**COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION**

<input type="checkbox"/> Finance	<input type="checkbox"/> Audit & Risk	<input type="checkbox"/> Campus Planning
<input type="checkbox"/> Student Safety & Wellbeing	<input type="checkbox"/> Honorary Degrees	<input type="checkbox"/> Academic Board

**GOVERNANCE / MATERIALITY**

The Provost's Report provides Council and its Committees with an understanding of the current status and initiatives, supporting academic productivity and performance.

**RISK**

Decisions or advice developed by Council and its Committee needs reference and consideration to the operating context of the University.

**BACKGROUND**

The Provost's Report provides a summary of activities between Council and Committee cycles. This Report includes a verbal update on academic performance related activities from February to March 2025 - supplemented with reports on QS international rankings and an overview of successful research grants and consultancies.

**SUMMARY OF ISSUES**

**Academic strategy**

The 34 schools at ANU have been assessed for overall academic performance and relative financial margin. A four-part strategy for supporting academic productivity and performance will be presented.

**QS Rankings**

Compared to the Group of Eight (Go8) universities, ANU generally excelled in reputation-based (lag) indicators, including *Academic Reputation* and *Employer Reputation*, as well as a range of education-related performance indicators. However, a significant majority of the research-related indicators—such as Citations per Paper, H-Index and International Research Network—have declined and are now assessed at the lower end of the Go8. It is essential to enhance research performance and strengthen global collaborations.

**COMMUNICATION**

For public release     For internal release     Not for release

**ATTACHMENTS**

5A    2025 QS Subject Ranking Results Report

5B    Grants and Consultancies

TITLE	QS World University Rankings by Subject 2025
PURPOSE	To provide high level insights into QS World University Rankings by Subject 2025 results released on 13 March 2025
DATE RELEASED	21 March 2025
AUTHOR	Research Analytics, Research and Information Services (RIS)

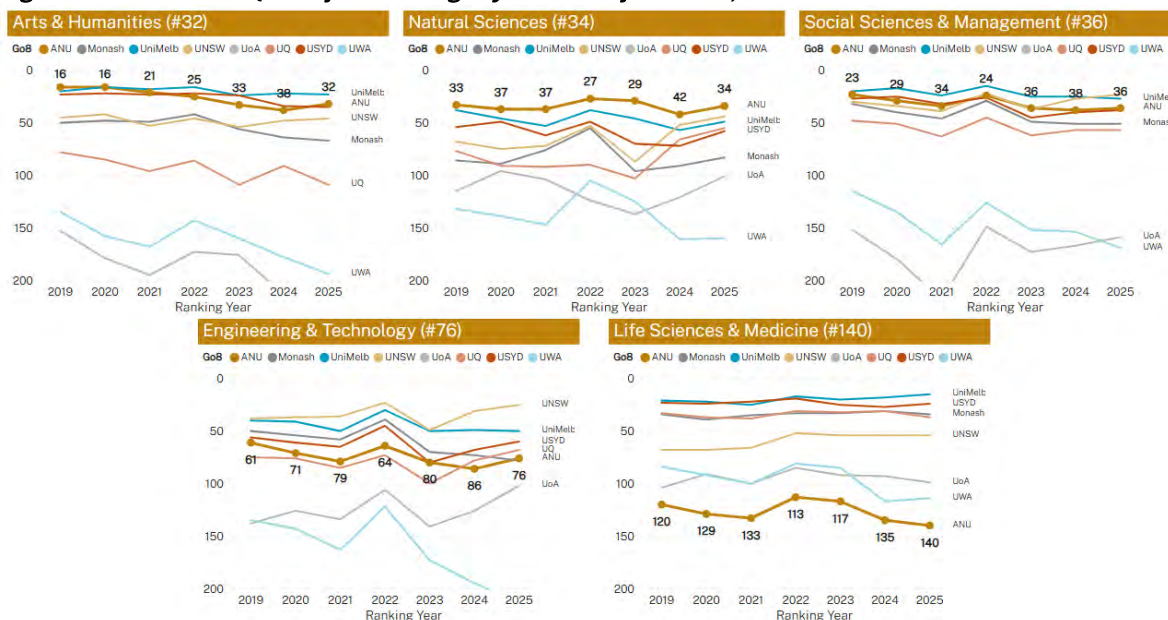
## Executive Summary

The ANU recorded improvements across all broad subject areas, except for Life Sciences and Medicine, in the QS World University Rankings by Subject 2025. Among all Australian universities, the University ranked 1st in Natural Sciences, 2nd in Arts and Humanities, and 3rd in Social Sciences and Management. Notably, in Natural Sciences, the ANU has consistently retained its top position nationally for more than five years.

Compared to the Go8 Universities, the University generally excelled in reputation-based indicators like *Academic Reputation* and *Employer Reputation*, which hold significant weight in overall rankings. On the other hand, its performance in research-related areas was generally below the Go8. ANU ranked lower than other Go8 universities in metrics such as Citations per Paper, H-Index, and International Research Network (See page 4 onwards below for performance of each broad subject).

The results indicate that focused efforts to improve research performance and strengthen global collaborations are essential for improving the University's rankings.

Figure 1. ANU and Go8 QS Subject Rankings by Broad Subject Areas, 2019-2025



### Narrow Subjects

Across five broad subjects, the ANU is ranked in 42 out of 55 narrow subjects, an increase of four (11%) from the previous year's rankings edition. There has also been a slight increase in the number of narrow subjects ranked within the Top 50, Top 100, and Top 200.

Despite this increase, the number of narrow subjects ranked in the Top 10 declined from five to four (-20%), with Politics & International Studies dropping to 11th place. Similarly, the number of subjects ranked in the Top 20 decreased from 12 to six (-50%).

The ANU is ranked in the global Top 20 for the following subjects:

- Philosophy #8
- Anthropology #9
- Archaeology #10
- Development Studies #10
- Politics & International Studies #11
- Geography #20

At the narrow subject level, ANU experienced declines in 23 subjects, while seven recorded improvements (Figure 2).

Subjects that saw improvement include:

- Engineering – Mechanical (#110, up 24 places)
- Agriculture & Forestry (#37, up 19 places)
- Computer Science & Information Systems (#=37, up 18 places)
- Business & Management Studies (#=68, up 2 places)
- Philosophy (#8, up 1 place)
- Art & Design (#101-150, up from #201-240)
- Theology, Divinity & Religious Studies (#36, up from #51-100)

Newly ranked subjects this year:

- Classics & Ancient History (#51-150)
- History of Art (#21-50)
- Performing Arts (#51-100)
- Marketing (#51-100)

Subjects that declined by more than 10 places:

- Geology (#26, down 14 places)
- Social Policy & Administration (#=28, down 14 places)
- History (#=26, down 13 places)
- Medicine (#161, down 11 places)
- Physics & Astronomy (#=55, down 10 places)

### **Global Performance at a Glance**

According to an analysis by QS, East Asia, particularly China, Korea, and Hong Kong, have experienced significant positive shifts in rankings. Specifically, China recorded 60% of upward movements in this ranking edition, substantially higher than the United States (25%), Australia (23%), and United Kingdom (20%).

In addition, according to QS, China has the most of the 171 newly ranked institutions. China's improved performance in rankings is largely boosted by their high investment in research and innovation over the past decade.

*Figure 2. ANU QS Subject Rankings, 2021-2025*

	Global Rank					2025/24	2025/21
	2021	2022	2023	2024	2025	Change	Trend
<b>Arts &amp; Humanities</b>	<b>21</b>	<b>25</b>	<b>33</b>	<b>=38</b>	<b>32</b>	<b>▲ 6</b>	
Archaeology	13	11	8	8	10	▼ -2	
Architecture / Built Environment	NR	NR	NR	NR	NR	NR	
Art & Design	101-150	151-200	151-200	201-240	101-150	▲	
Classics & Ancient History	NR	NR	NR	NR	51-150	▲	
English Language & Literature	43	=39	37	28	37	▼ -9	
History	17	12	=13	13	=26	▼ -13	
History of Art			NR (NEW)	NR	21-50	▲	
Linguistics	22	26	51	=53	57	▼ -4	
Modern Languages	39	37	46	=42	=43	▼ -1	
Music				NR (NEW)	NR	NR	
Performing Arts	51-100	NR	NR	NR	51-100	▲	
Philosophy	5	3	8	9	8	▲ 1	
Theology, Divinity & Religious Studies	NR	NR	NR	51-100	36	▲	
<b>Engineering &amp; Technology</b>	<b>=79</b>	<b>64</b>	<b>=80</b>	<b>=86</b>	<b>=76</b>	<b>▲ 10</b>	
Computer Science & Information Systems	51	51	56	55	=37	▲ 18	
Data Science and Artificial Intelligence			NR (NEW)	=49	51-100	▼	
Engineering - Chemical	NR	NR	NR	NR	NR	NR	
Engineering - Civil & Structural	NR	NR	NR	NR	NR	NR	
Engineering - Electrical & Electronic	63	55	=58	60	=60	▬ 0	
Engineering - Mechanical	=134	=129	=130	=134	110	▲ 24	
Engineering - Mineral & Mining	NR	NR	NR	NR	NR	NR	
Petroleum Engineering	NR	NR	NR	NR	NR	NR	
<b>Life Sciences &amp; Medicine</b>	<b>=133</b>	<b>113</b>	<b>=117</b>	<b>=135</b>	<b>=140</b>	<b>▼ -5</b>	
Agriculture & Forestry	39	39	=57	=56	37	▲ 19	
Anatomy & Physiology	=47	51-100	51-100	51-100	51-100	▬	
Biological Sciences	=59	59	=67	83	=87	▼ -4	
Dentistry	NR	NR	NR	NR	NR	NR	
Medicine	=92	=101	142	=150	=161	▼ -11	
Nursing	NR	NR	NR	NR	NR	NR	
Pharmacy & Pharmacology	NR	NR	NR	NR	NR	NR	
Psychology	38	=39	68	=85	=88	▼ -3	
Veterinary Science	NR	NR	NR	NR	NR	NR	
<b>Natural Sciences</b>	<b>=37</b>	<b>27</b>	<b>29</b>	<b>=42</b>	<b>=34</b>	<b>▲ 8</b>	
Chemistry	=106	=85	=75	91	=99	▼ -8	
Earth & Marine Sciences	23	14	11	12	21	▼ -9	
Environmental Sciences	34	=29	29	=44	52	▼ -8	
Geography	7	7	9	11	20	▼ -9	
Geology	=24	14	11	12	26	▼ -14	
Geophysics	=22	14	11	13	22	▼ -9	
Materials Science	101-150	83	99	101-150	=136	▬	
Mathematics	50	=47	=48	46	=50	▼ -4	
Physics & Astronomy	40	35	42	45	=55	▼ -10	
<b>Social Sciences &amp; Management</b>	<b>=34</b>	<b>24</b>	<b>36</b>	<b>38</b>	<b>=36</b>	<b>▲ 2</b>	
Accounting & Finance	42	=41	44	=42	43	▼ -1	
Anthropology	5	=6	8	9	9	▬ 0	
Business & Management Studies	=63	=83	=97	=70	=68	▲ 2	
Communication & Media Studies	NR	NR	NR	51-100	51-100	▬	
Development Studies	15	=14	14	10	10	▬ 0	
Economics & Econometrics	=33	33	37	35	39	▼ -4	
Education	101-150	151-200	101-150	101-150	101-150	▬	
Hospitality & Leisure Management	NR	NR	NR	NR	NR	NR	
Law	17=	23	24	25	=26	▼ -1	
Library & Information Management	NR	NR	NR	NR	NR	NR	
Marketing			NR (NEW)	NR	51-100	▲	
Politics & International Studies	9	11	10	8	11	▼ -3	
Social Policy & Administration	=12	24	=28	14	=28	▼ -14	
Sociology	=13	15	17	19	23	▼ -4	
Sports-related Subjects	NR	NR	NR	NR	NR	NR	
Statistics & Operational Research	51-100	51-100	51-100	51-100	51-100	▬	

## Performance by Broad Subject Areas

## Arts & Humanities – #32

ANU ranked 32<sup>nd</sup> in Arts & Humanities, rising six places from the previous year and surpassing USYD to the 2<sup>nd</sup> in Australia. Not only is this the University's top-performing broad subject area, but it is also where the University recorded its most significant improvement among the Group of Eight (Go8). Moreover, while ANU advanced, most other Go8 institutions saw declines in this discipline, except for UNSW.

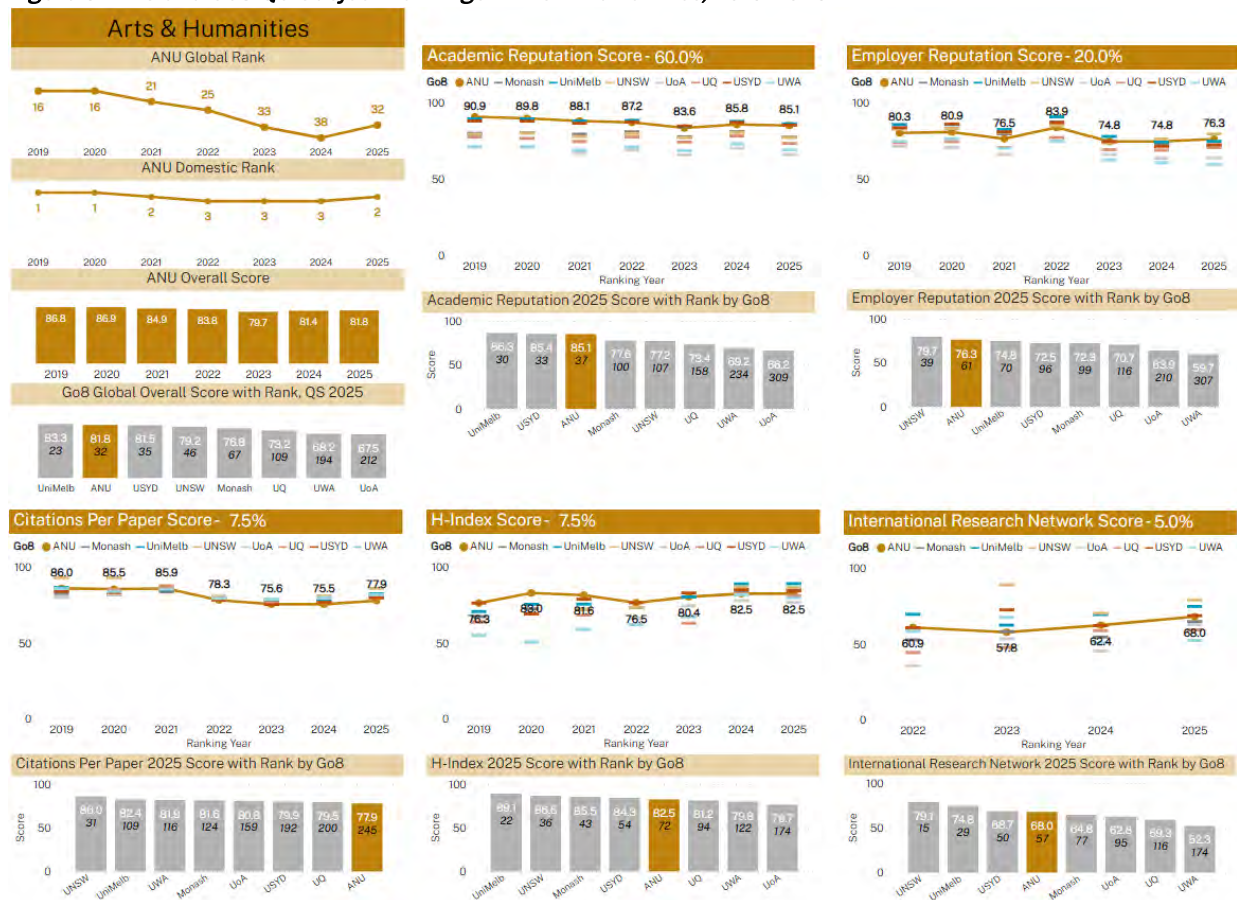
In addition to a slight overall score increase of 0.4 points, the University recorded improvements across all indicators, except *Academic Reputation*.

Furthermore, *Employer Reputation*, which contributed 20% to the overall score, increased by 1.5 points, maintaining its position as the second-highest within the Go8. The International Research Network indicator (5%) saw a significant rise of 5.6 points, while the H-Index (7.5%) remained unchanged.

While ANU recorded a 2.4-point improvement in the *Citations per Paper* indicator (weighted at 7.5%), it still ranks lowest among the Go8, with the performance gap widening relative to the top performer, UNSW. Having held second place in this metric as recently as 2020, the University's continued decline highlights an opportunity for strategic efforts to enhance its research impact and competitiveness.

Moreover, *Academic Reputation*, which carries a 60% weighting in the overall score, declined by 0.7 points to 85.1, which is a far lower score than that in 2019 (90.9).

Figure 3. ANU and Go8 QS Subject Rankings - Arts & Humanities, 2019-2025



## Natural Sciences – #34

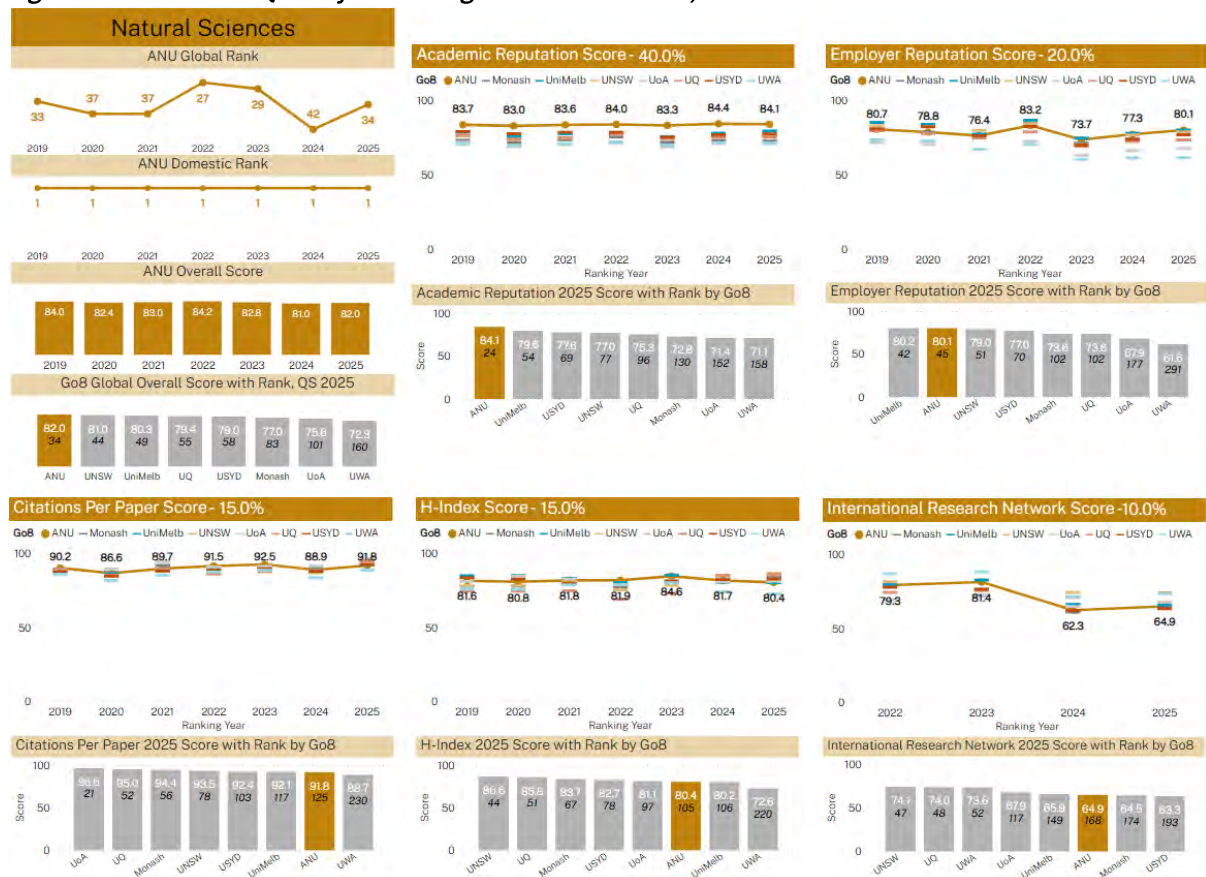
ANU ranked 34th globally in Natural Sciences, rising eight places and maintaining its position as the top-ranked university in Australia. Similarly, other Go8 universities also experienced notable improvements in their rankings within this field.

The University's overall score increased marginally by 1.0 points, driven by gains in Employer Reputation (+2.8 points), Citations per Paper (+2.9 points), and International Research Network (+2.6 points), which together account for 45% of the total score. On the other hand, there was a slight decline in *Academic Reputation* (-0.3 points), which contributes 40% of the total score, and a 1.3-point decrease in H-Index (15% weighting).

The University holds a competitive advantage in reputation-related metrics, leading the Go8 in Academic Reputation with a significant margin over the second-ranked university and ranking 2<sup>nd</sup> in Employer Reputation.

In contrast, performance in research-related indicators remains a concern. ANU now ranks second last in the Go8 for Citations per Paper despite having been the top-ranked Go8 university in 2021. Additionally, both the *H-Index* and *International Research Network* indicators are ranked 6th within the Go8, highlighting vital areas for improvement.

Figure 4. ANU and Go8 QS Subject Rankings - Natural Sciences, 2019-2025



## Social Sciences & Management – #36

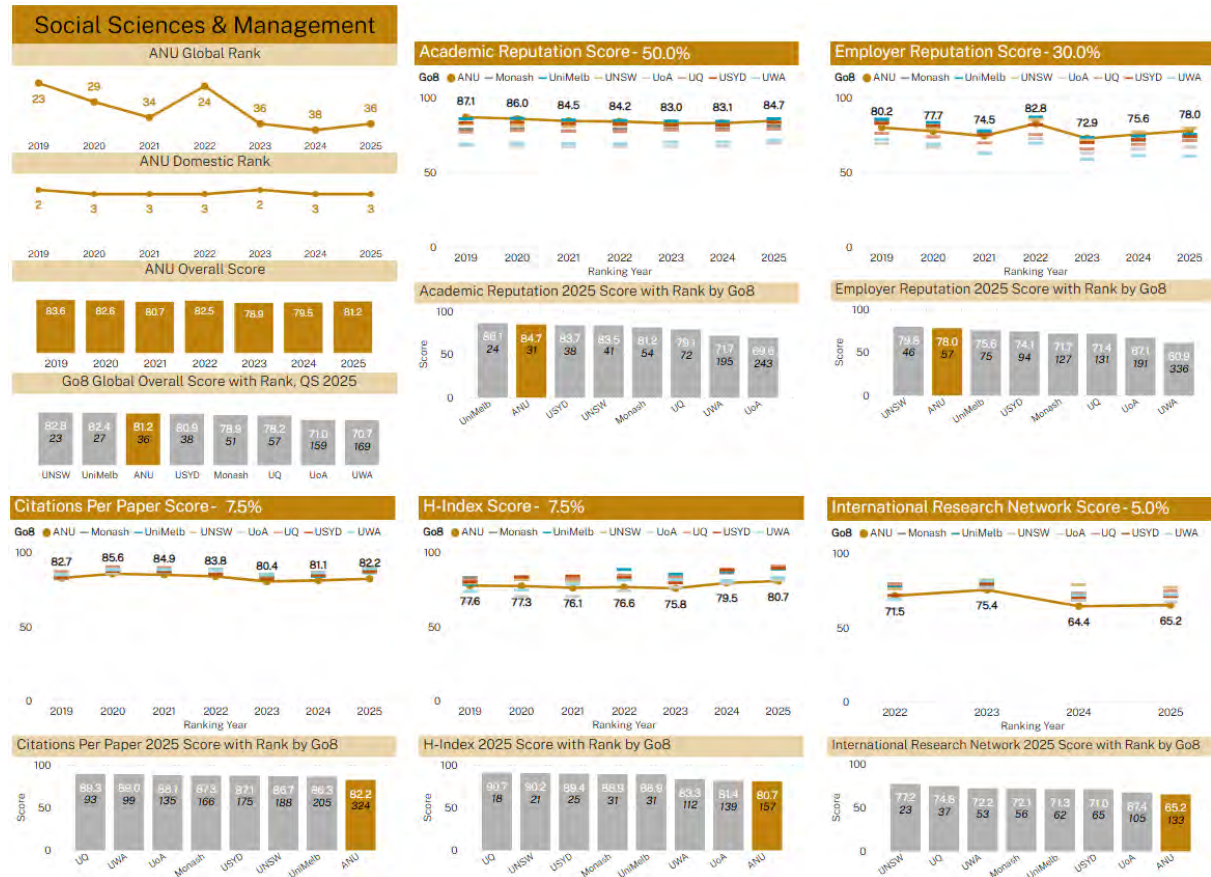
ANU ranked 36<sup>th</sup> in Social Sciences & Management, rising two places and maintaining its position as the third-ranked university in Australia in this field.

The University recorded improvements across all indicators with a moderate increase in overall score by 1.7 points. Notably, reputation-related metrics saw strong gains: *Academic Reputation* (+1.6 points, 50% weighting) and *Employer Reputation* (+2.4 points, 30% weighting). ANU gained the second-highest scores within the Go8 for both indicators.

Unlike its performance in reputation-related metrics, the ANU recorded the lowest scores in all three research-related indicators within Go8. The gap between ANU and the top-performing institutions in these areas continues to widen, highlighting the importance of further improvement in these areas.

Another strong performer among the Go8 was UNSW, which climbed four places to surpass the University of Melbourne, down two places, and become the top-ranked university in Australia in this subject area.

Figure 5. ANU and Go8 QS Subject Rankings - Social Sciences & Management, 2019-2025



## Engineering & Technology - #76

ANU ranked 76<sup>th</sup> in Engineering & Technology, improved by 10 places globally and rose one place domestically to 5<sup>th</sup> in Australia. Half of the Go8 - namely UNSW, USYD, UQ, and UoA showed upward trends, while UniMelb, Monash, and UWA experienced declines of varying levels. The UNSW retains its place as the top-ranked University in Australia for Engineering & Technology.

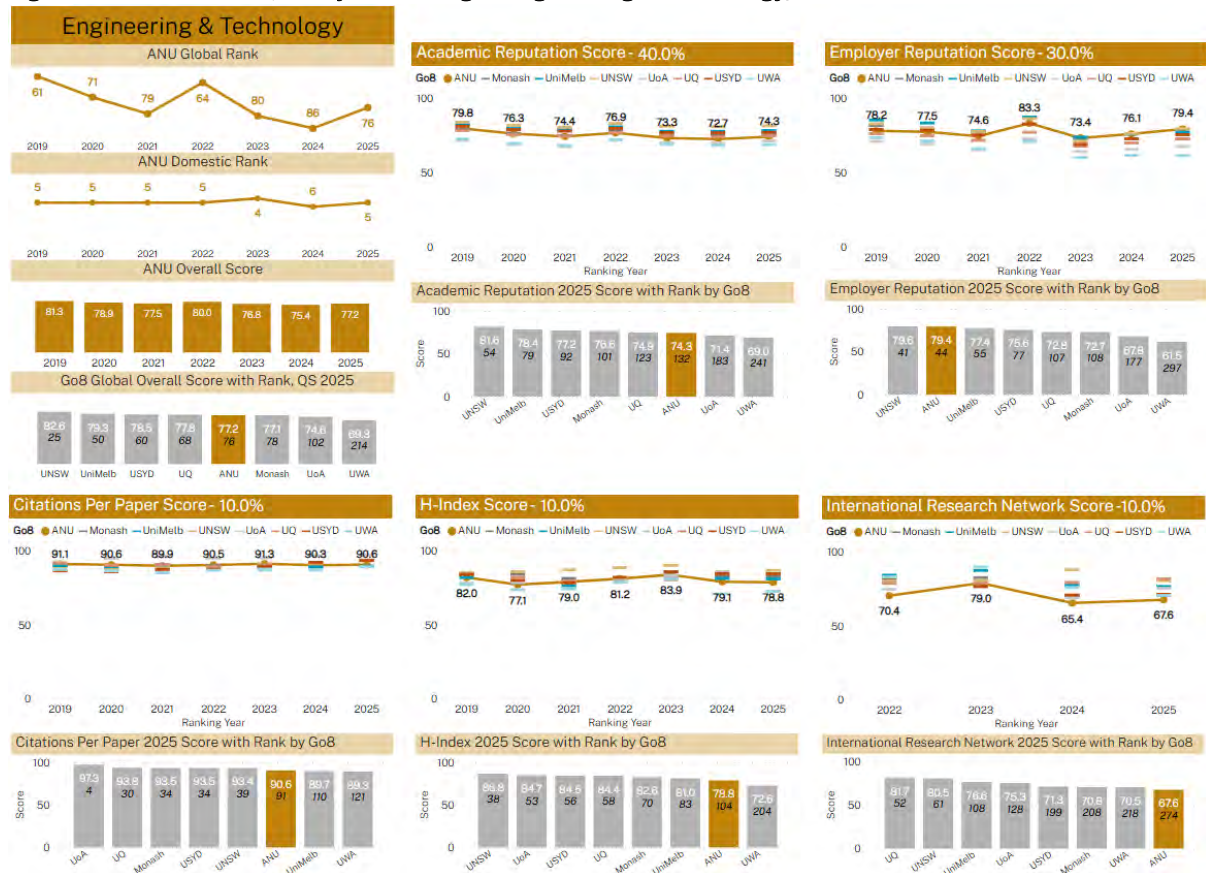
The University recorded improvements across the vast majority of all indicators, with its overall score growing by 1.8 points. H-Index was the only metric to show a slight decline (-0.3 points).

The most significant gain came from *Employer Reputation*, which contributes 30% of the total score, where the University's score rose by 3.3 points, placing it as the second-highest ranked among the Go8 in this category.

Showing comparable improvement, *Academic Reputation*, which accounts for 40% of the total score, recorded a modest increase of 1.6 points, leading to ANU ranking as sixth among the Go8 in this indicator.

However, it is important to note that all of the University's research-related indicators in this subject area were ranked in the bottom two of the Go8, underscoring a vital area for strategic attention.

Figure 6. ANU and Go8 QS Subject Rankings - Engineering & Technology, 2019-2025



## Life Sciences & Medicine - #140

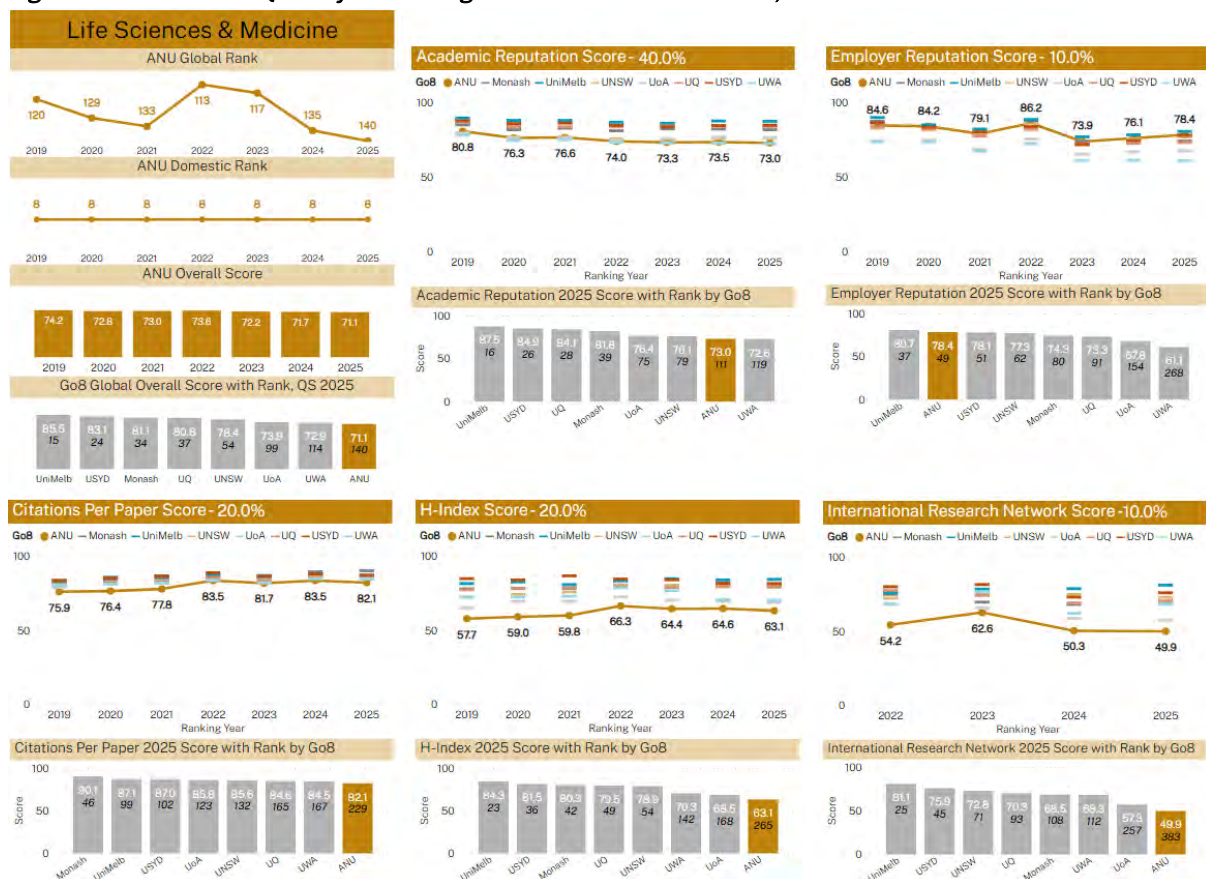
The University's *Life Sciences & Medicine* was ranked 140<sup>th</sup>, resulting in it becoming the lowest-ranked broad subject area in ANU and the only one to decline. It is now positioned 8<sup>th</sup> in Australia. Meanwhile, UniMelb continued to climb, reaching 15<sup>th</sup> globally and maintaining its position as the top-ranked institution in Australia for this broad subject.

The ANU saw decreases across all indicators except for *Employer Reputation*. The overall score declined by 0.6 points in this area, where *Academic Reputation*, which accounts for 40% of the score, recorded a slight decline of 0.5 points, leading to it being ranked second within the Go8 in this metric.

In addition, for research-related indicators, ANU ranked the lowest among the Go8 across all metrics. There was a substantial gap in performance compared to other Go8 universities, particularly in the *H-Index* and *International Research Network*, in which ANU scored around 20 and 30 points lower than the top performer, respectively.

More favorably, the *Employer Reputation* score, contributing 10% to the overall score, saw a significant increase of 2.3 points, ranked second within the Go8.

Figure 7. ANU and Go8 QS Subject Rankings - Life Sciences & Medicine, 2019-2025

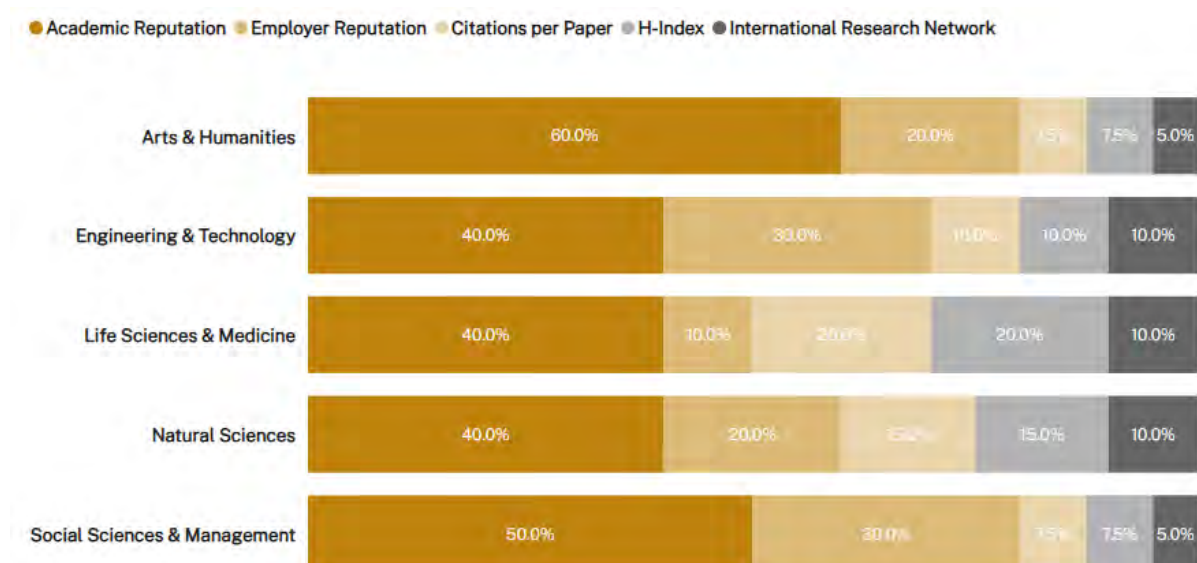


## Appendix A. Methodology and Weights

Table A1 Indicators and Definitions

Indicators	Definition
<u>Academic Reputation</u>	The indicator measures the reputation of institutions and their programs by asking academic experts to nominate universities based on their subject area of expertise. The number of nominations is normalised and weighted based on the source of respondents (international or domestic), response year, respondents' regional familiarity, and country representation.
<u>Employer Reputation</u>	The indicator measures the reputation of institutions and their programmes among employers by collecting the views of employers from around the world via our Employer Survey. The number of nominations is normalised and weighted based on the source of respondents (international or domestic), response year, respondents' regional familiarity, and country representation.
<u>Citations per Paper</u>	The indicator reflects the research impact and quality of institutions, based on a five-year publication and six-year citation window. For Subject Rankings, citations from specialized journals are doubly weighted, while institutions with fewer publications face adjusted citation counts to maintain equitable outcomes.
<u>H-Index</u>	The indicator quantifies a researcher's scholarly output and influence by tallying their most-cited works and the corresponding citation count. This index can extend to collective bodies like institutions which is the indicator's focus.
<u>International Research Network (IRN)</u>	The indicator assesses an institution's global engagement by tracking its international research partnerships across countries and institutions, as well as the resulting co-authored publications. Leveraging the Margalef Index, the IRN reflects the diversity and scope of an institution's research connections and the effectiveness of establishing these global networks.

Table A2 QS Subject Rankings 2025 Indicator Weightings by Broad Subject Area



## Appendix B. ANU Ranked Narrow Subjects Performance

Note: Indicators used by QS for different disciplines may vary depending on the nature of the subject

Table B1 Arts & Humanities - Archaeology

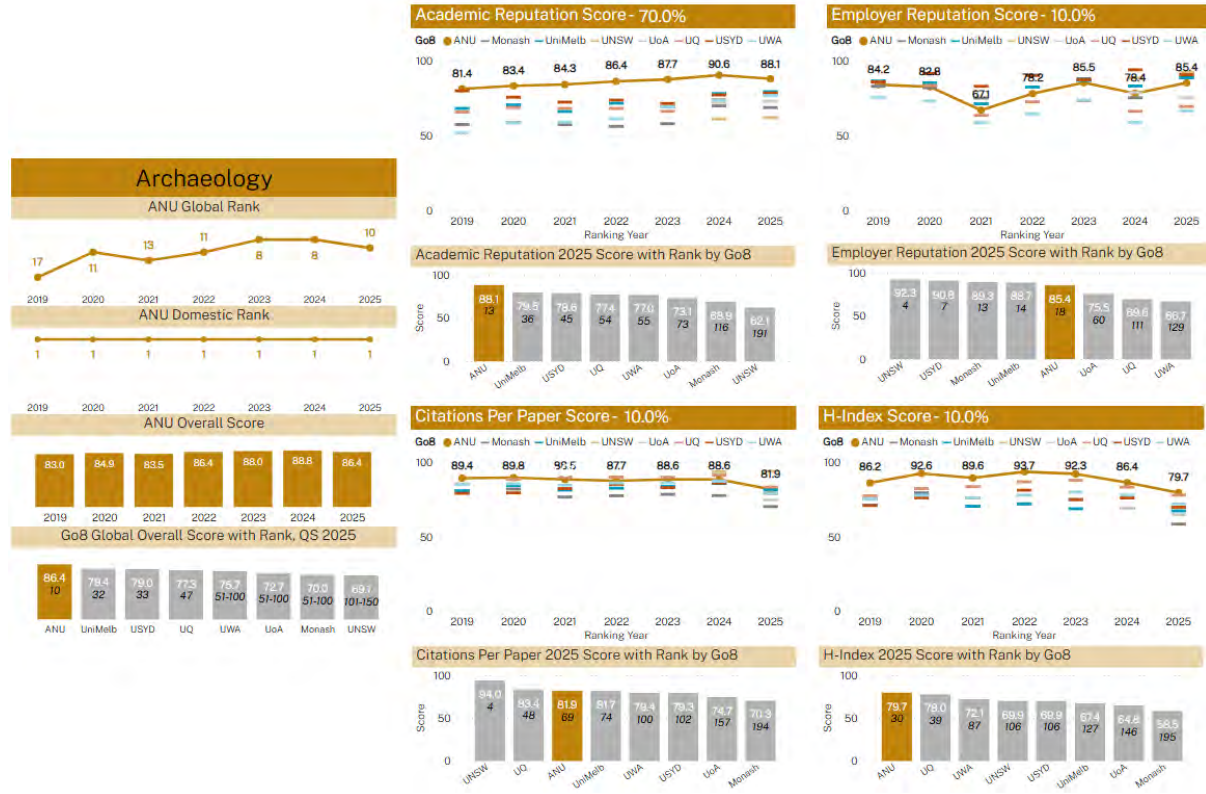


Table B2 Arts & Humanities - Art & Design

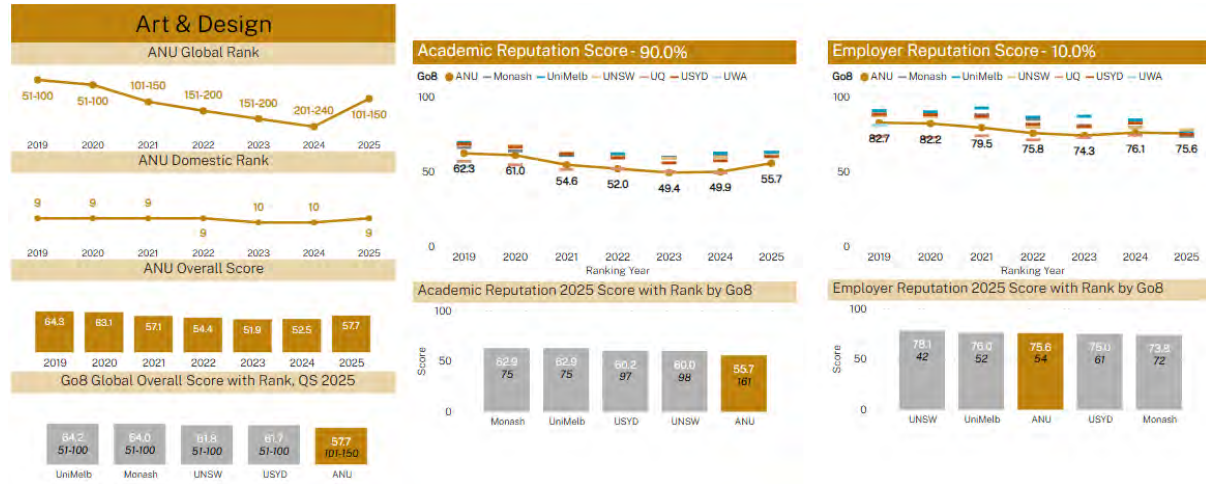


Table B3 Arts & Humanities - Classics & Ancient History

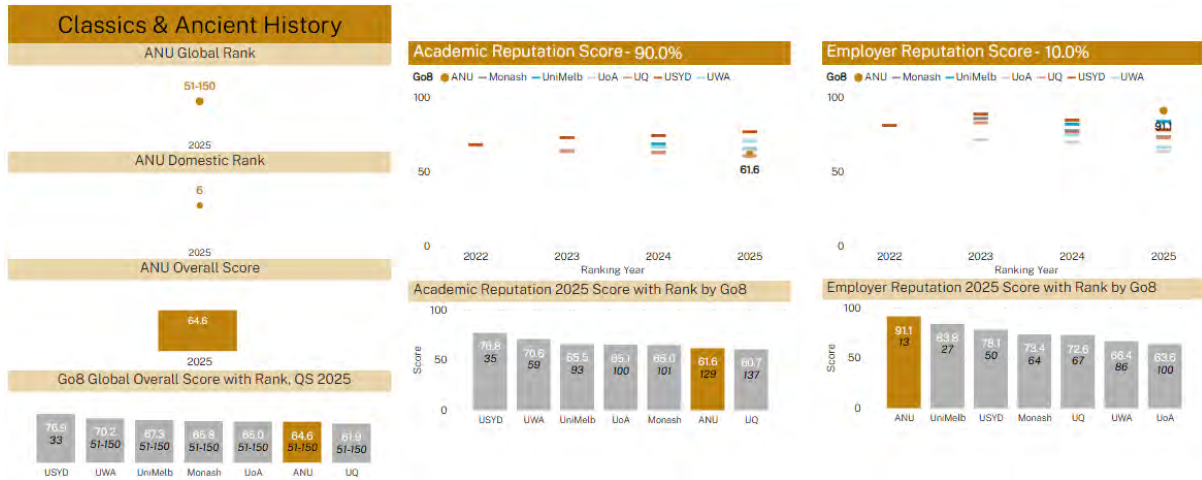


Table B4 Arts & Humanities - English Language & Literature

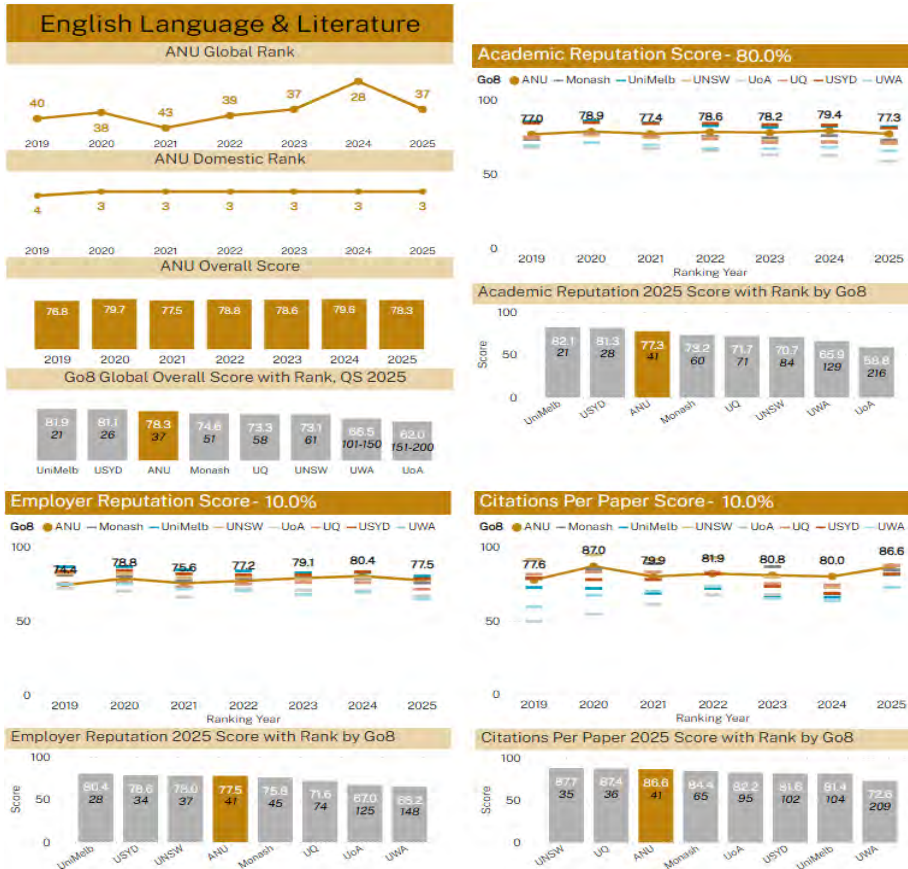


Table B5 Arts & Humanities - History



Table B6 Arts & Humanities - History of Art

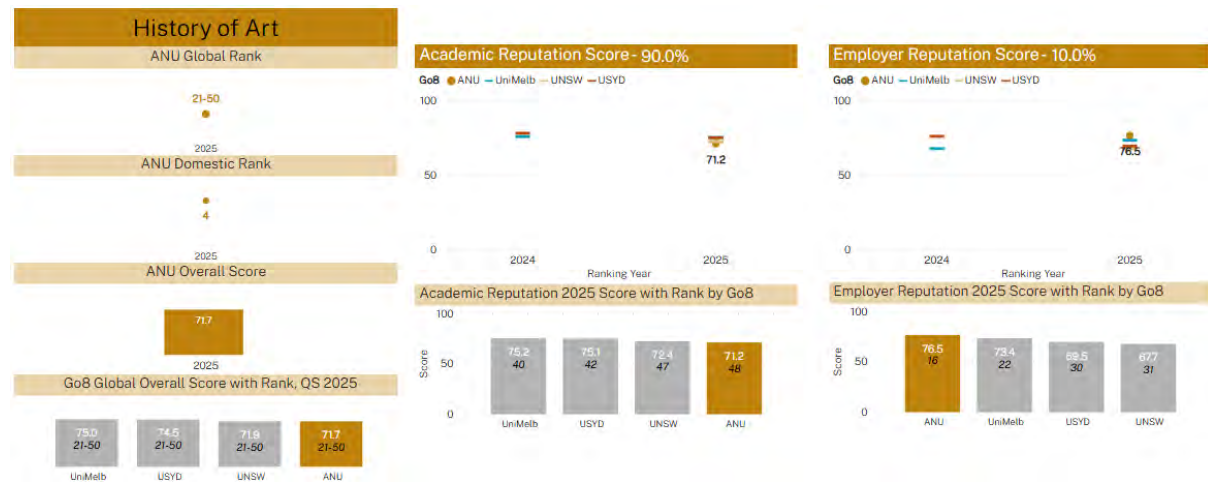


Table B7 Arts & Humanities - Modern Languages

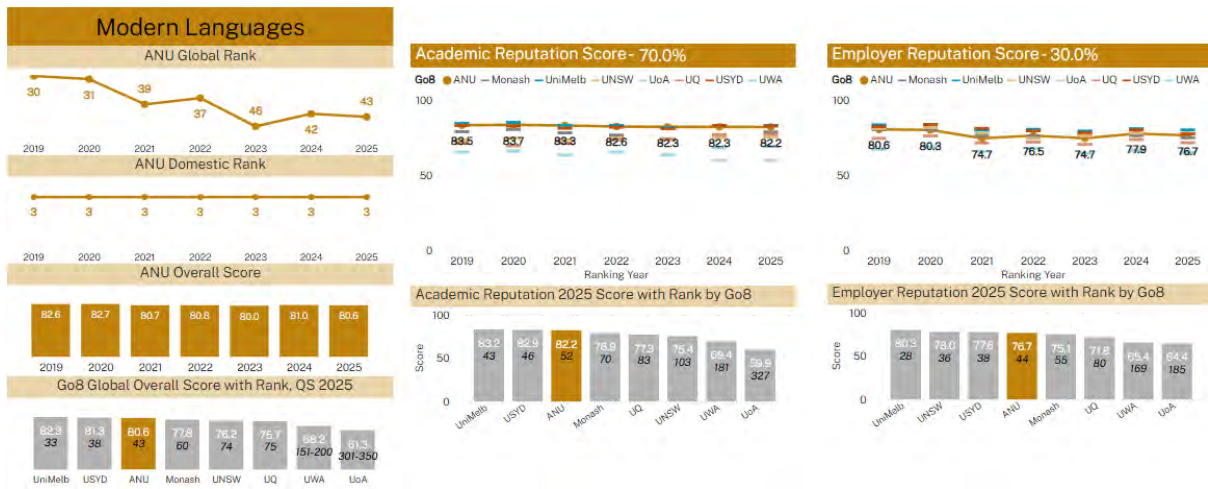


Table B8 Arts & Humanities - Linguistics

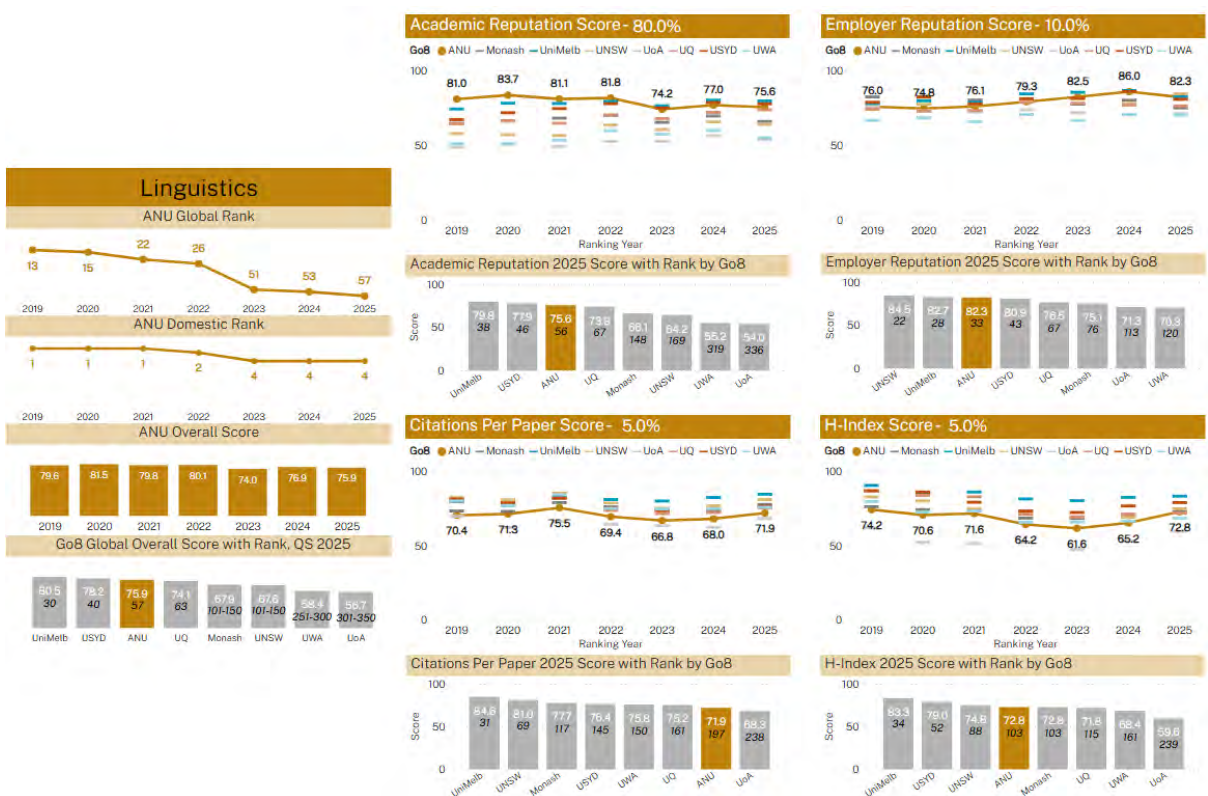


Table B9 Arts & Humanities - Performing Arts

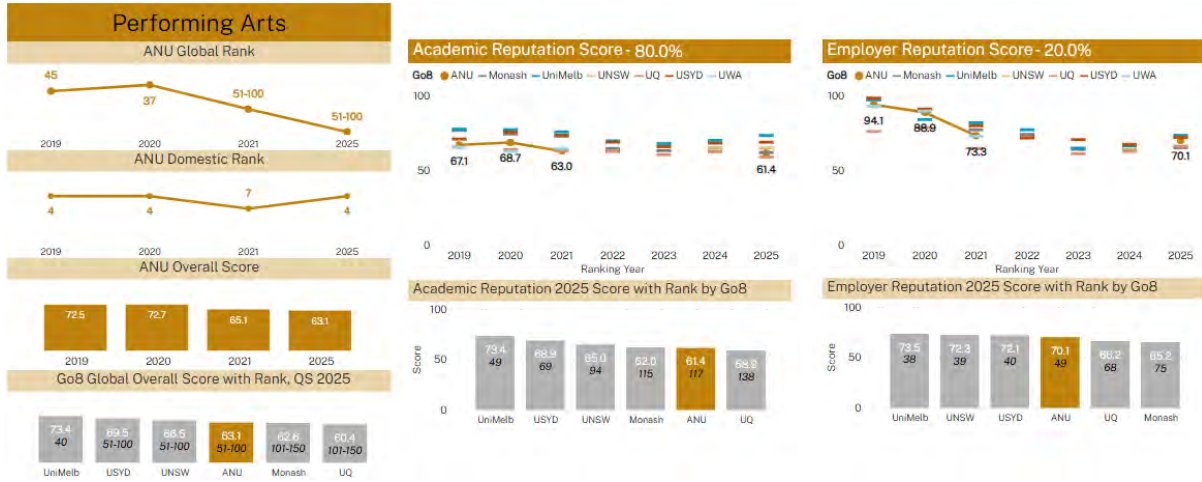


Table B10 Arts & Humanities - Philosophy

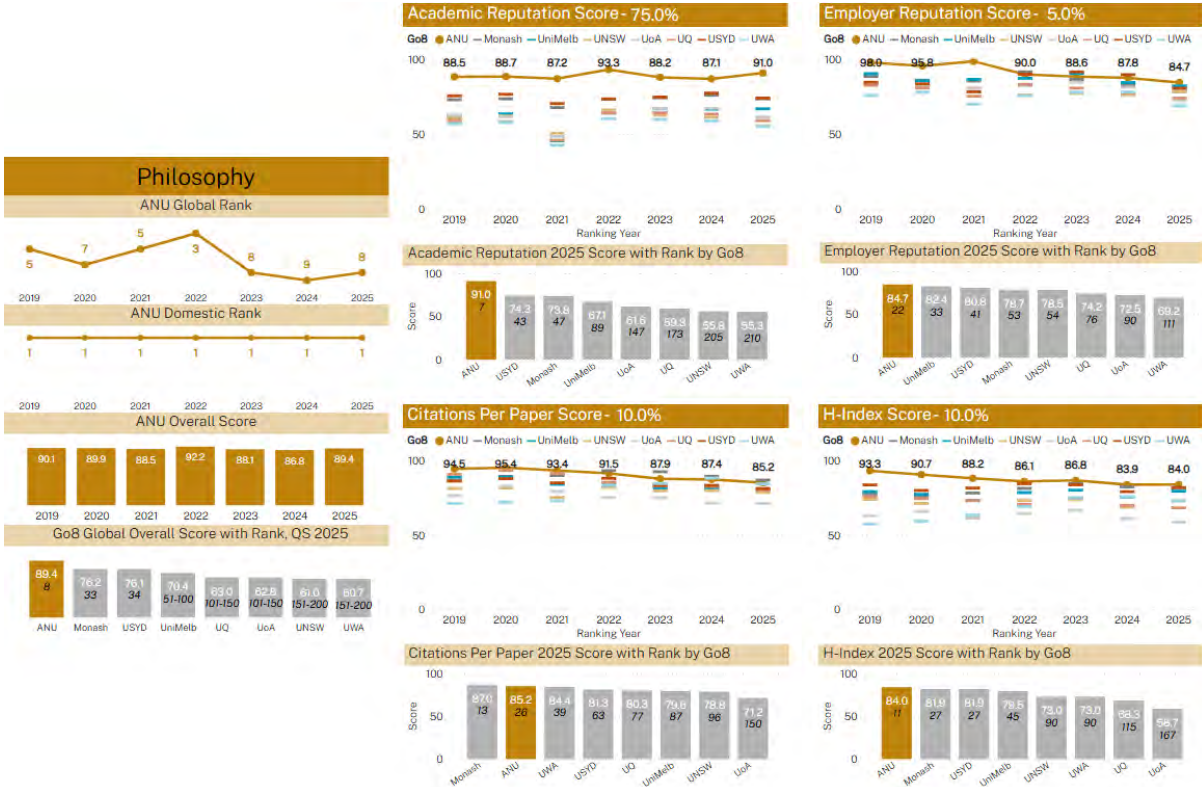
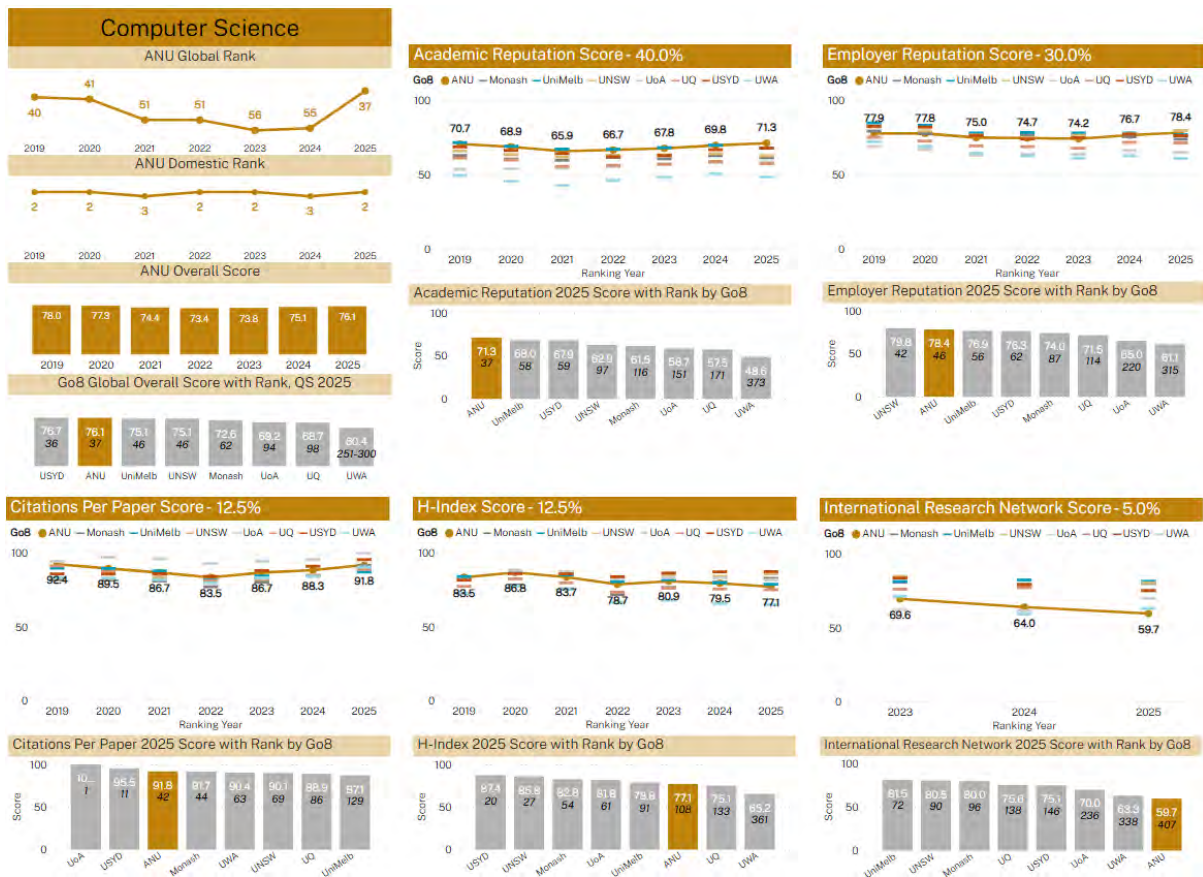


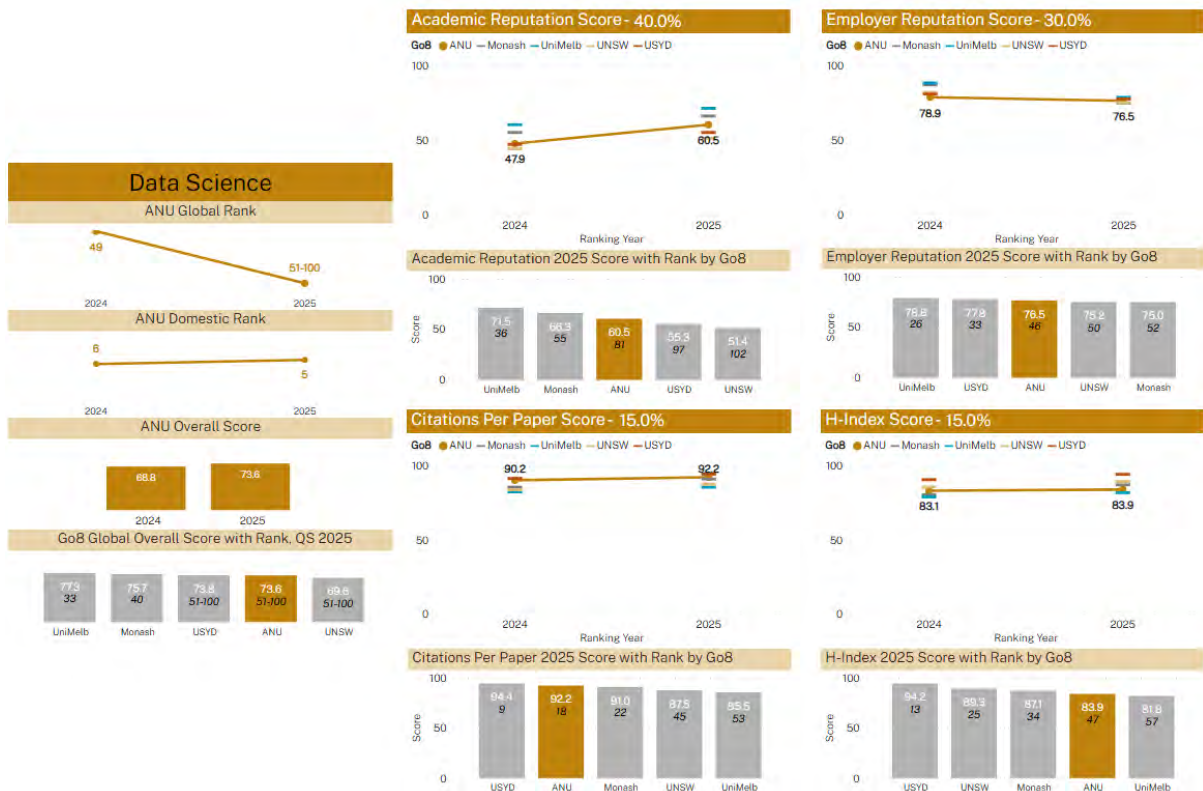
Table B11 Arts & Humanities - Theology, Divinity & Religious Studies



## Table B12 Engineering & Technology - Computer Science & Information Systems

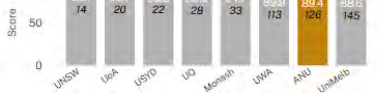
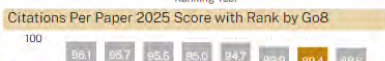
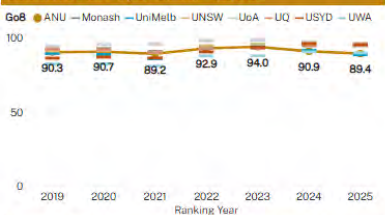
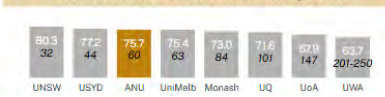
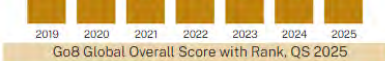
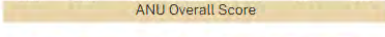


## Table B13 Engineering & Technology - Data Science and Artificial Intelligence



# Table B14 Engineering & Technology - Engineering - Electrical & Electronic

## Engineering - Electrical & Electro...



# Table B15 Engineering & Technology - Engineering - Mechanical, Aeronautical & Manufacturing

## Engineering - Mechanical, Aeron...

ANU Global Rank



ANU Domestic Rank



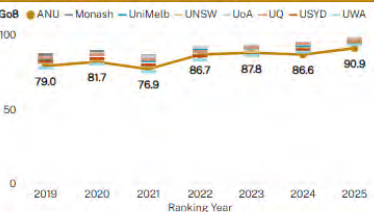
ANU Overall Score



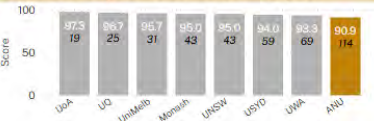
Go8 Global Overall Score with Rank, QS 2025



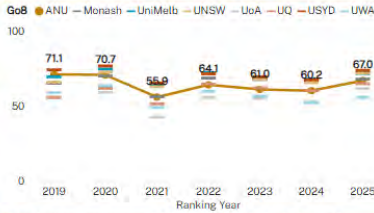
Citations Per Paper Score - 12.5%



Citations Per Paper 2025 Score with Rank by Go8



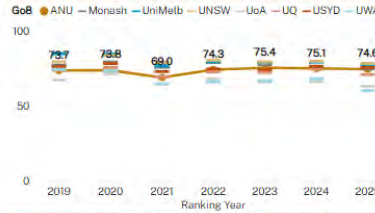
Academic Reputation Score - 40.0%



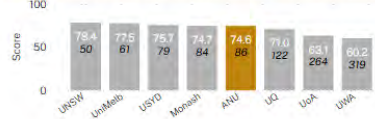
Academic Reputation 2025 Score with Rank by Go8



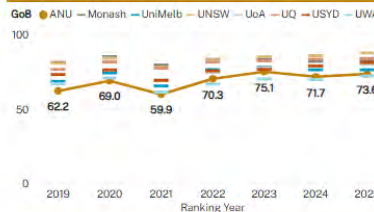
Employer Reputation Score - 30.0%



Employer Reputation 2025 Score with Rank by Go8



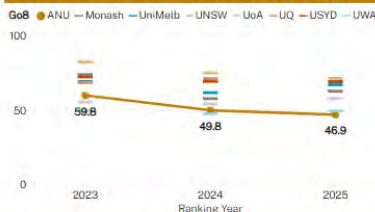
H-Index Score - 12.5%



H-Index 2025 Score with Rank by Go8



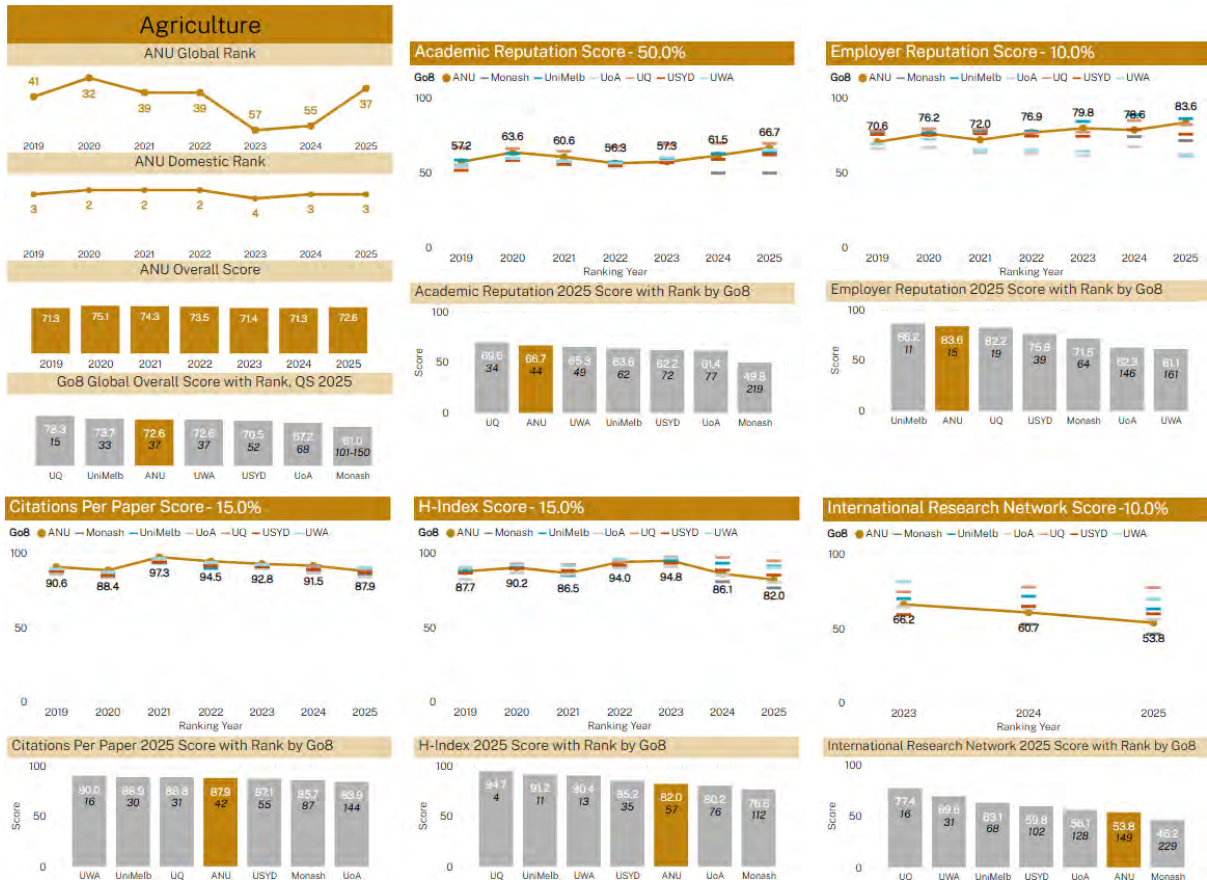
International Research Network Score - 5.0%



International Research Network 2025 Score with Rank by Go8



## Table B16 Life Sciences & Medicine - Agriculture & Forestry



## Table B17 Life Sciences & Medicine - Anatomy & Physiology

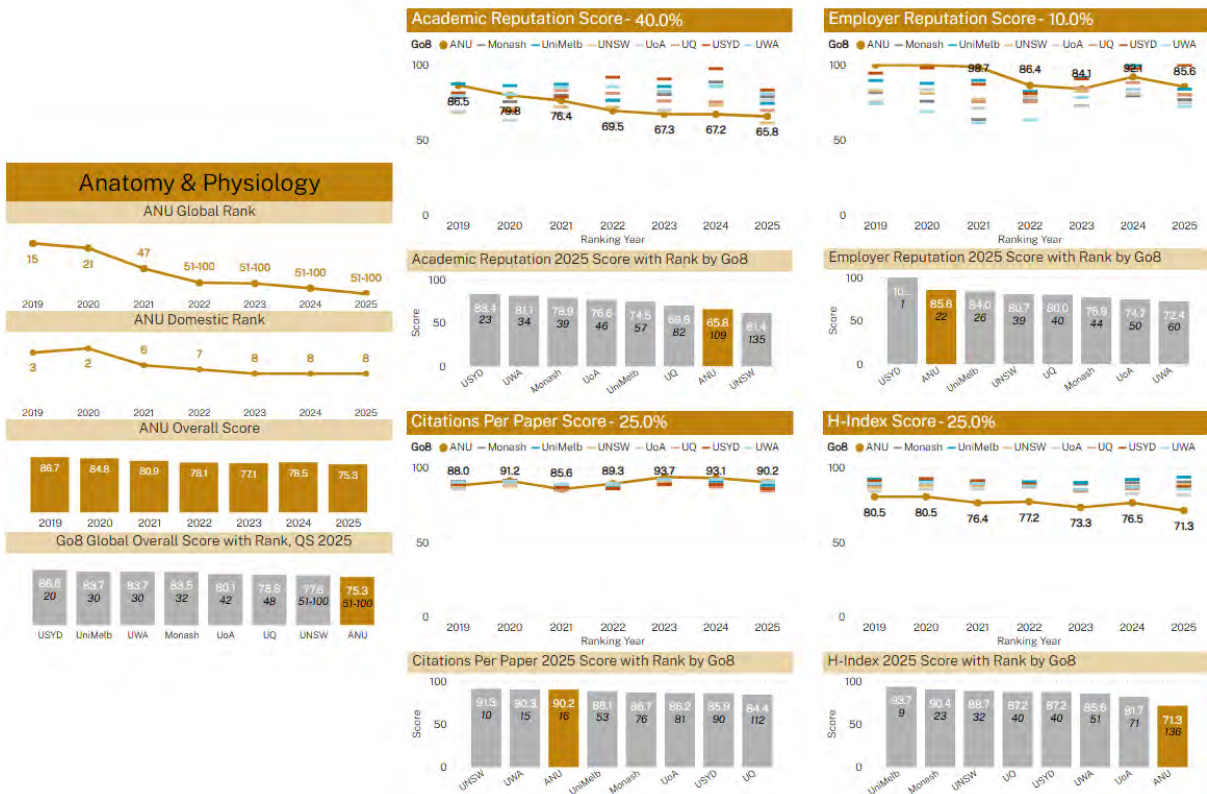
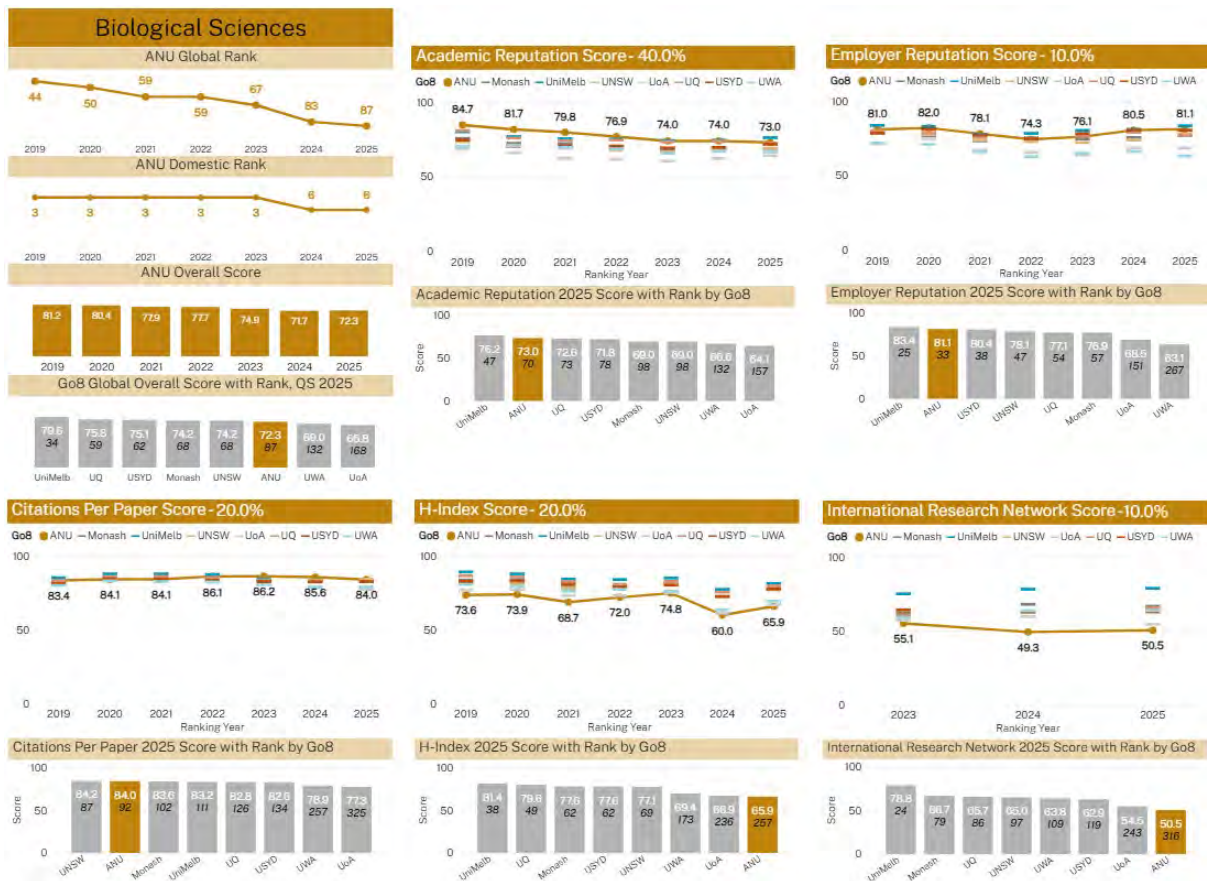
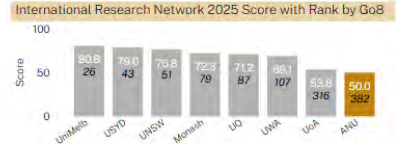
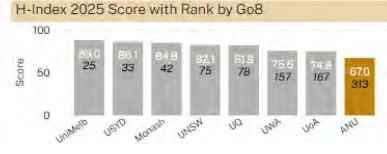
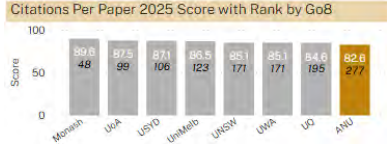
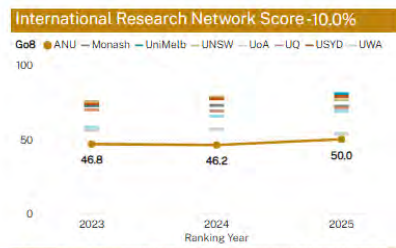
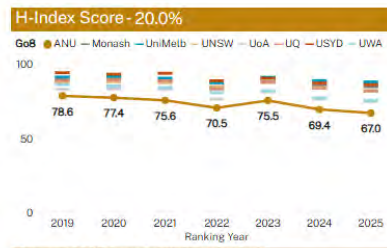
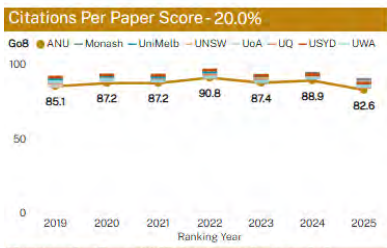
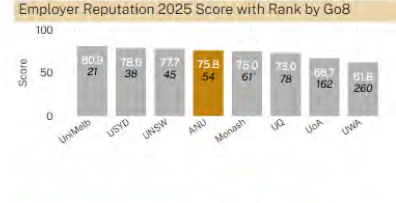
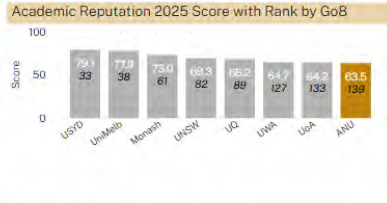
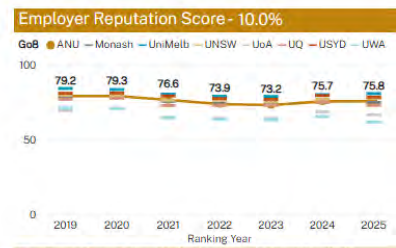
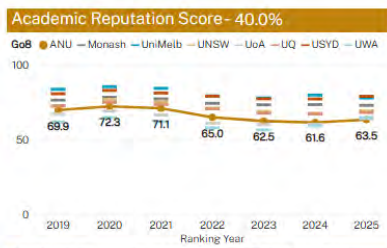


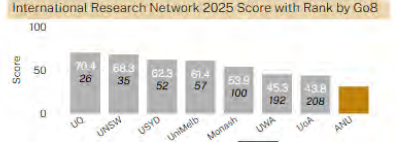
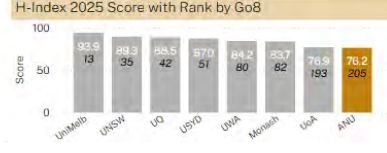
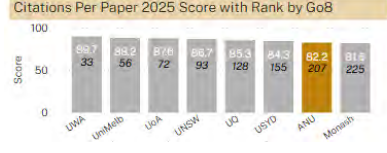
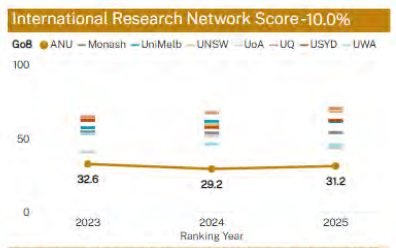
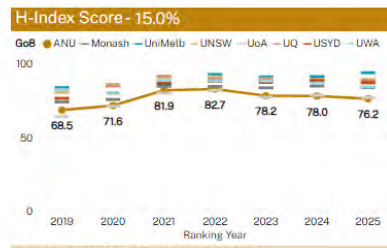
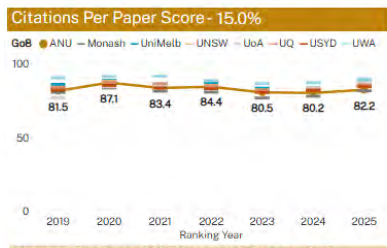
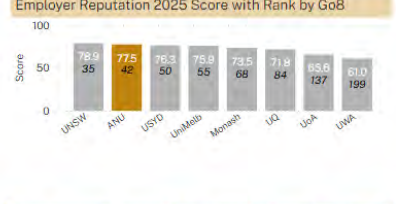
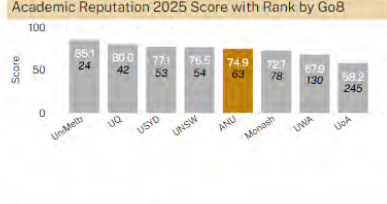
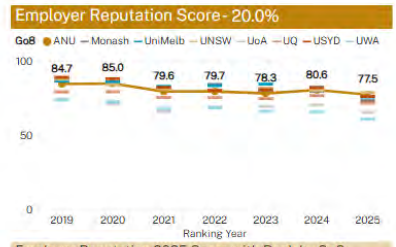
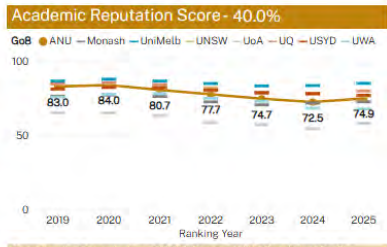
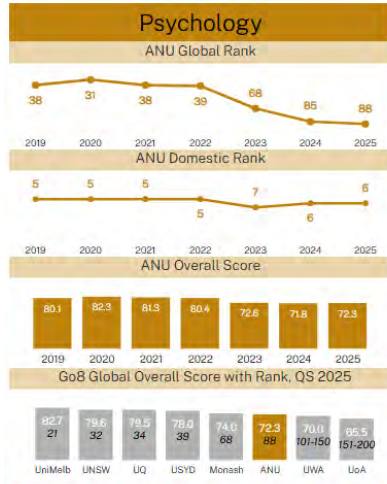
Table B18 Life Sciences & Medicine - Biological Sciences



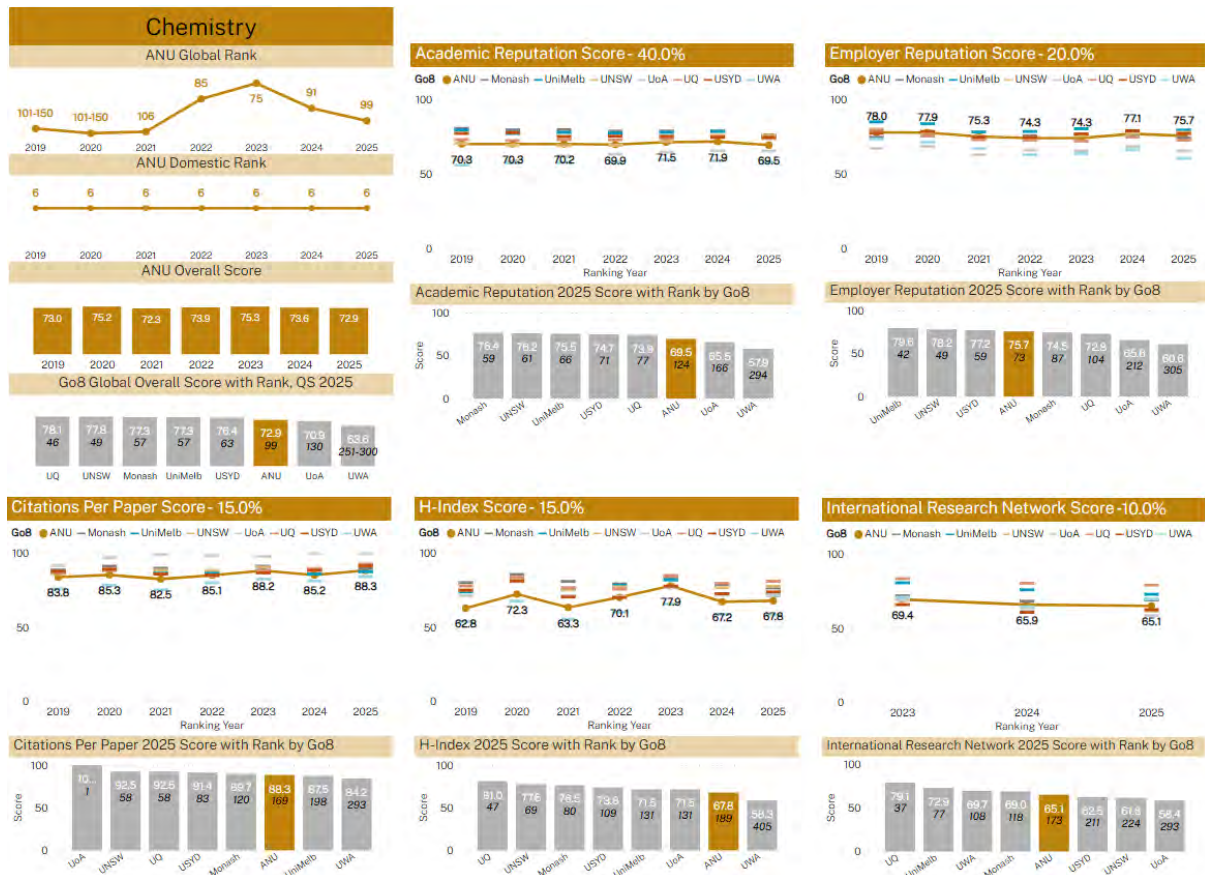
# Table B19 Life Sciences & Medicine - Medicine



# Table B20 Life Sciences & Medicine - Psychology



## Table B21 Natural Sciences - Chemistry



## Table B22 Natural Sciences - Earth & Marine Sciences

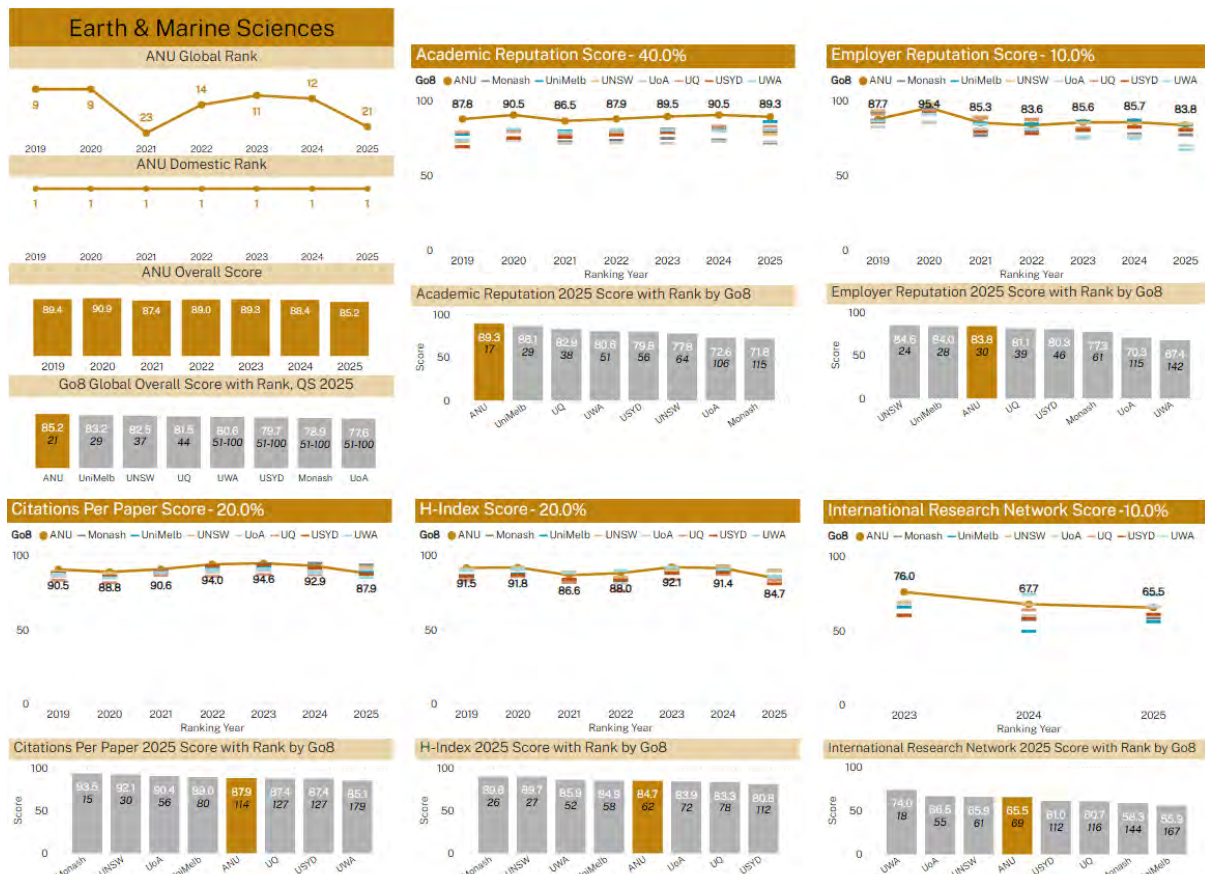


Table B23 Natural Sciences - Environmental Sciences

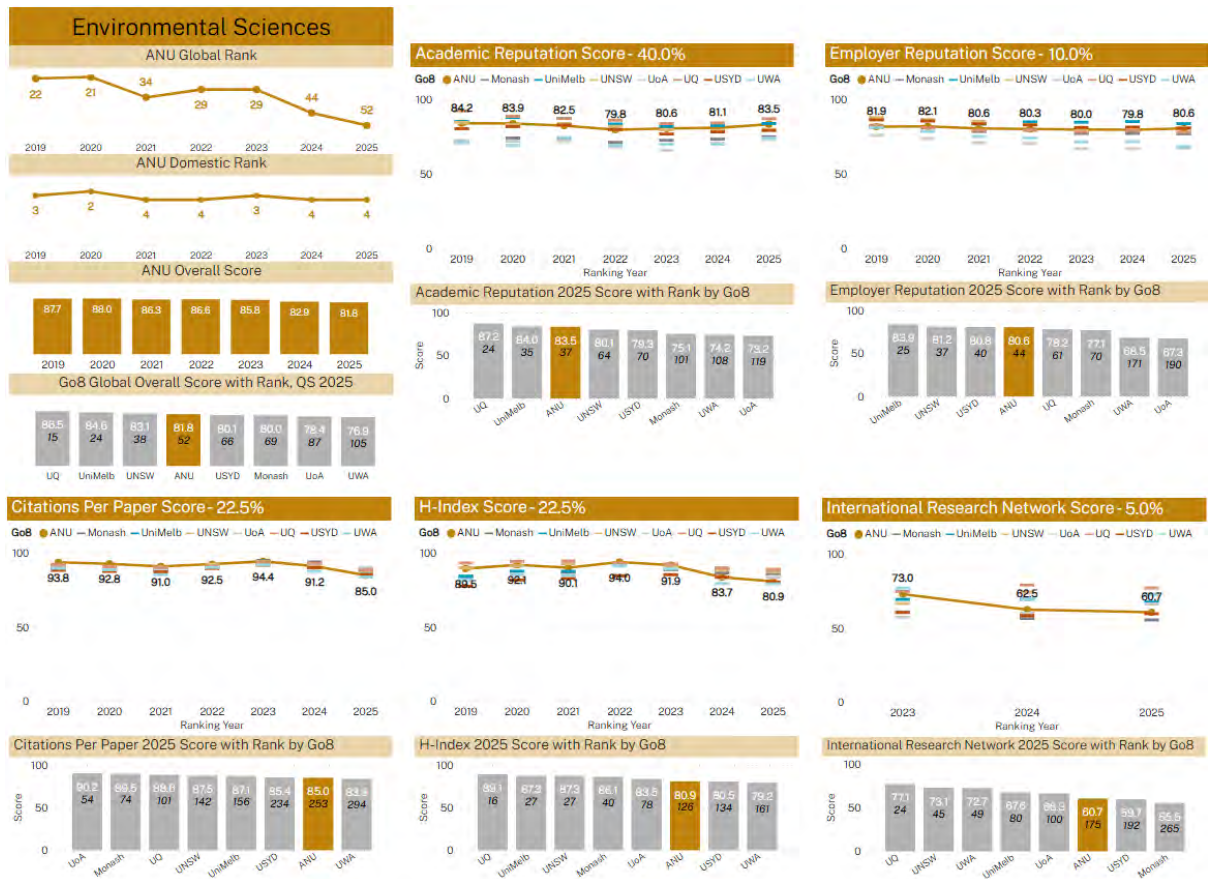


Table B24 Natural Sciences - Geography

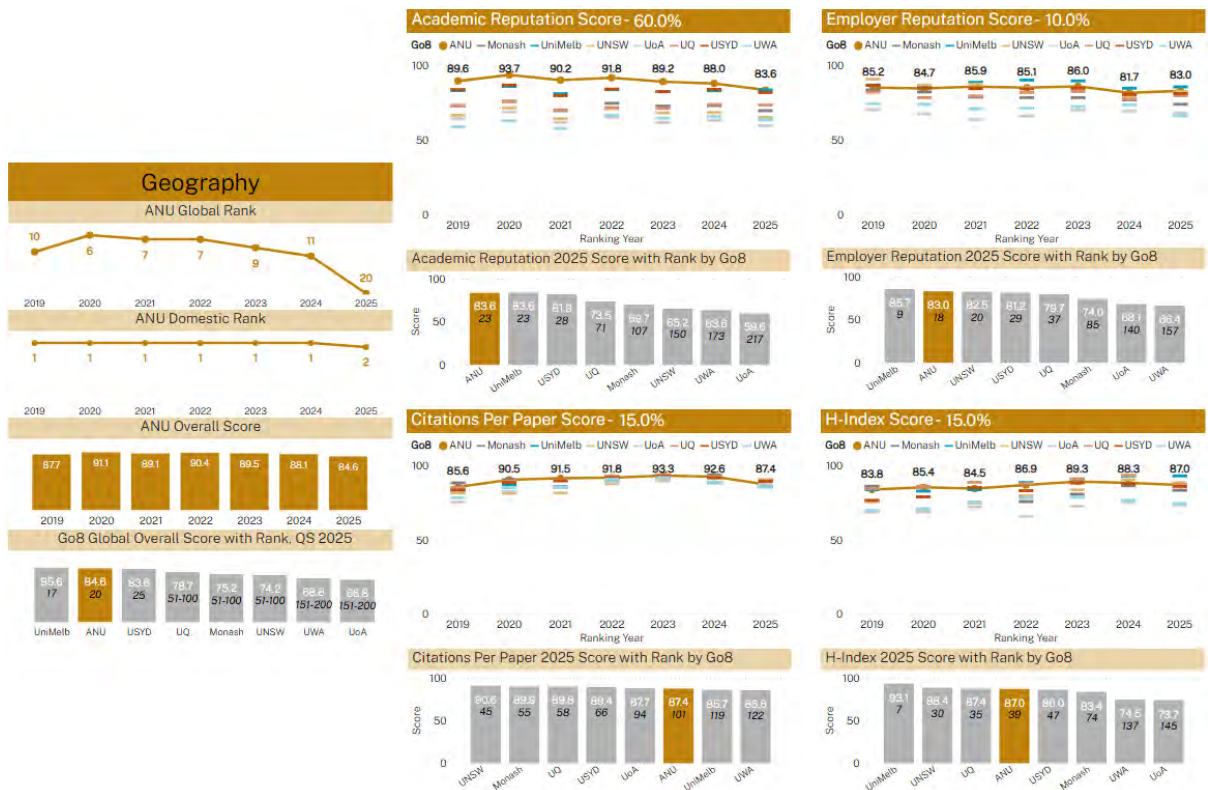


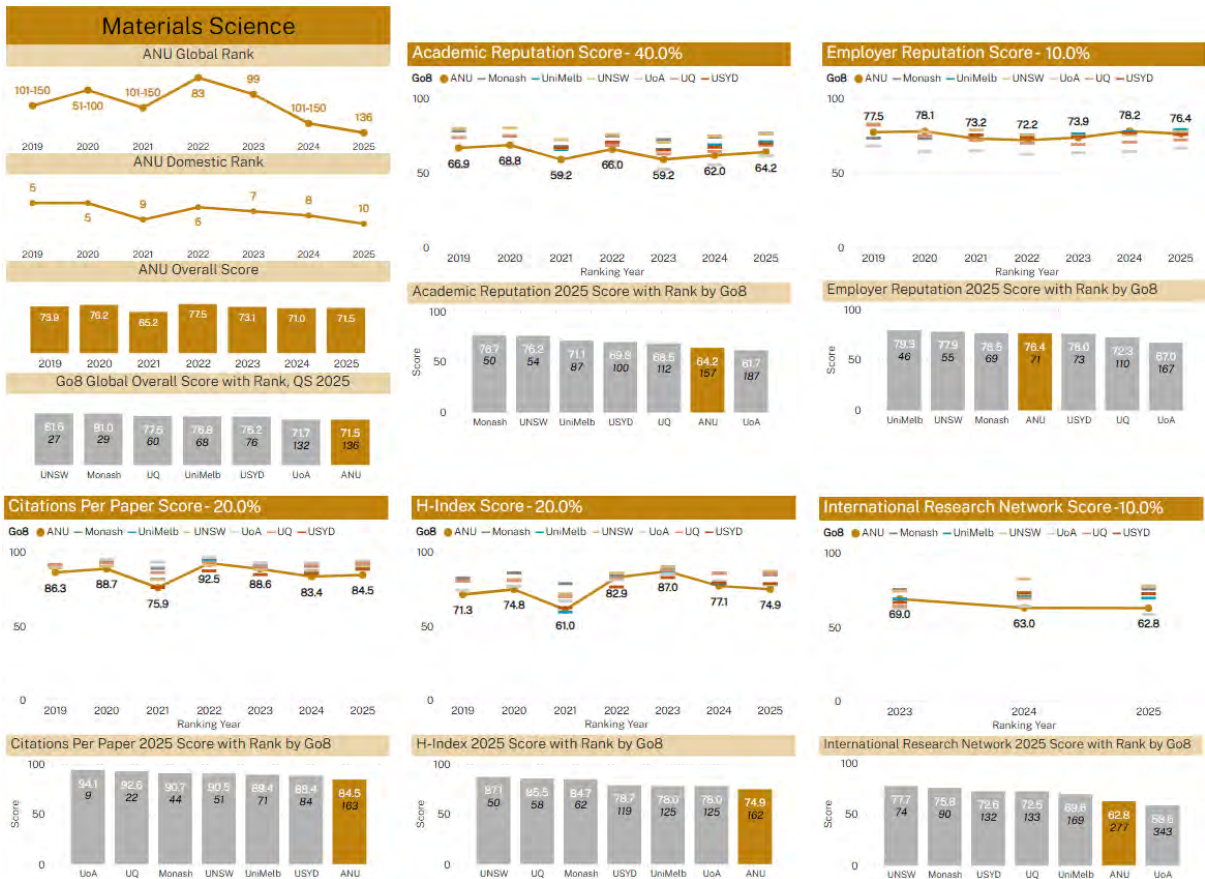
Table B25 Natural Sciences - Geology



Table B26 Natural Sciences - Geophysics



## Table B27 Natural Sciences - Materials Science



## Table B28 Natural Sciences - Mathematics

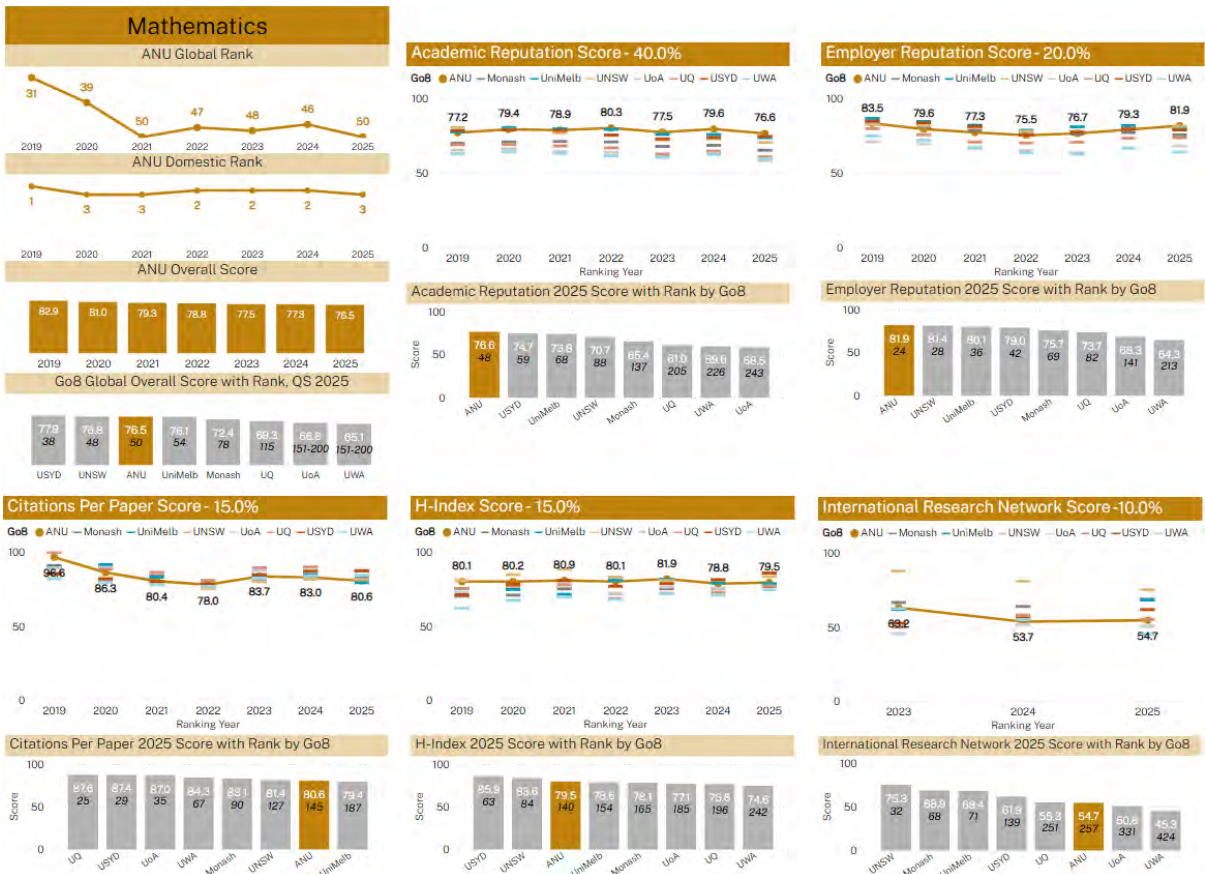


Table B29 Natural Sciences - Physics & Astronomy

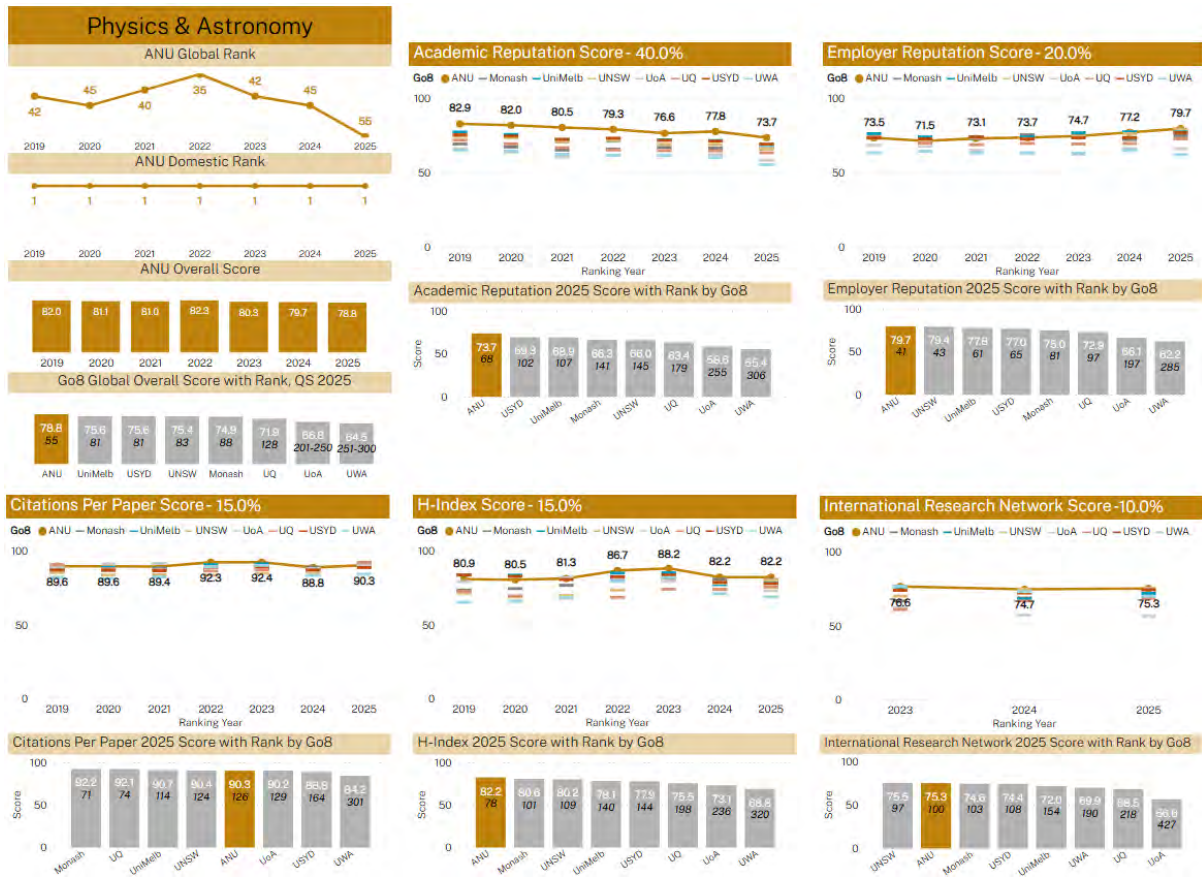


Table B30 Social Sciences & Management - Accounting & Finance



Table B31 Social Sciences & Management - Anthropology

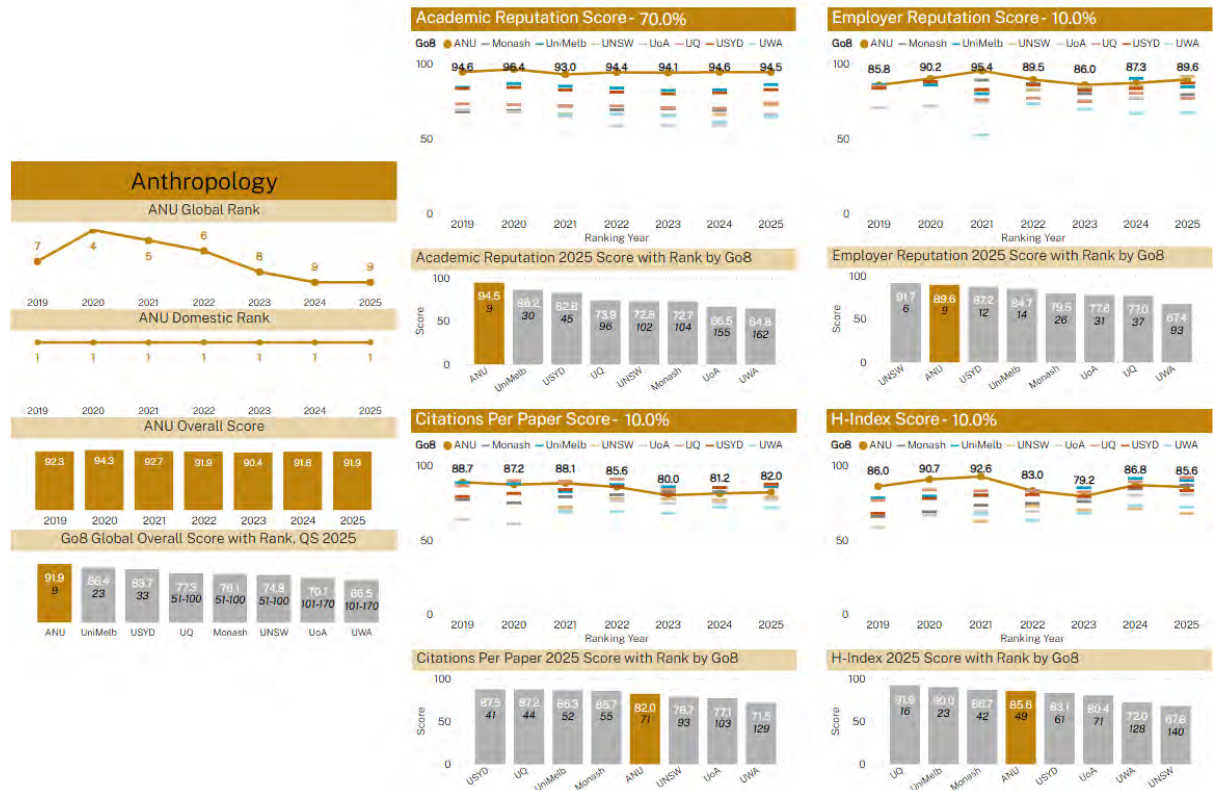


Table B32 Social Sciences & Management - Business & Management Studies

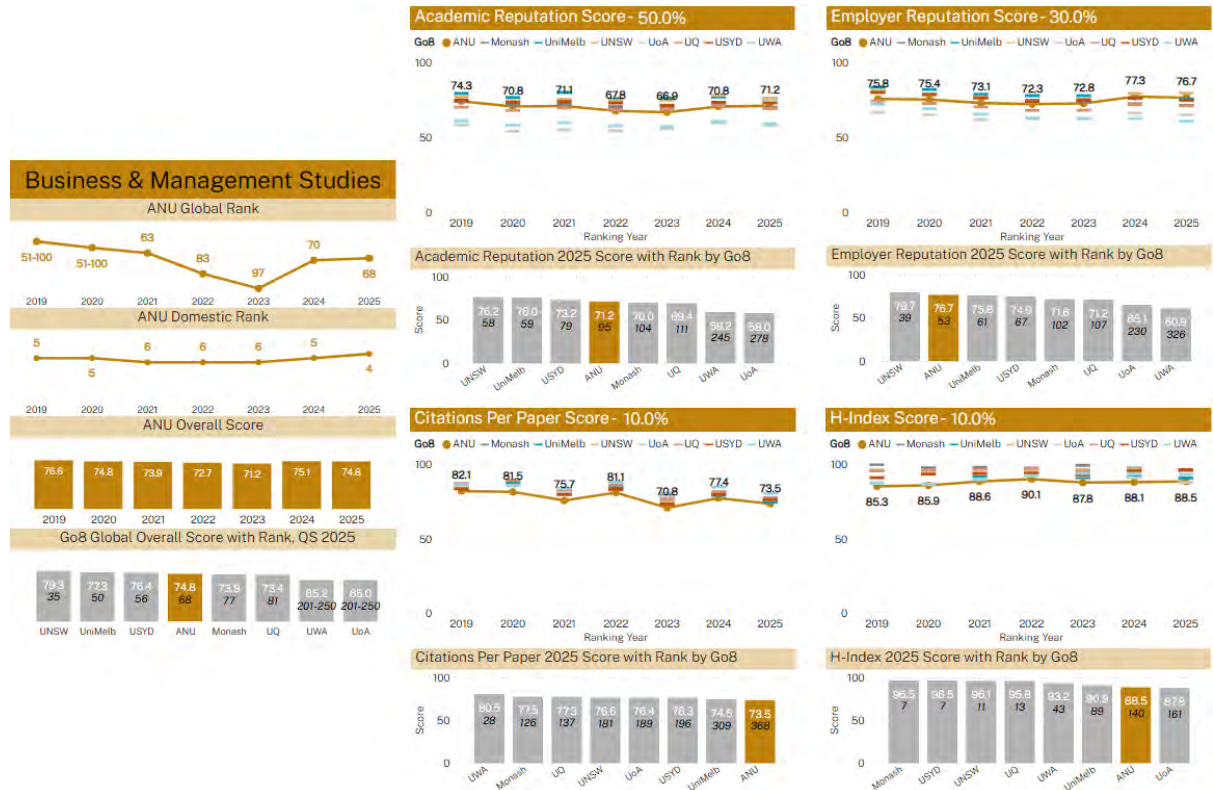


Table B33 Social Sciences & Management - Communication & Media Studies



Table B34 Social Sciences & Management - Development Studies

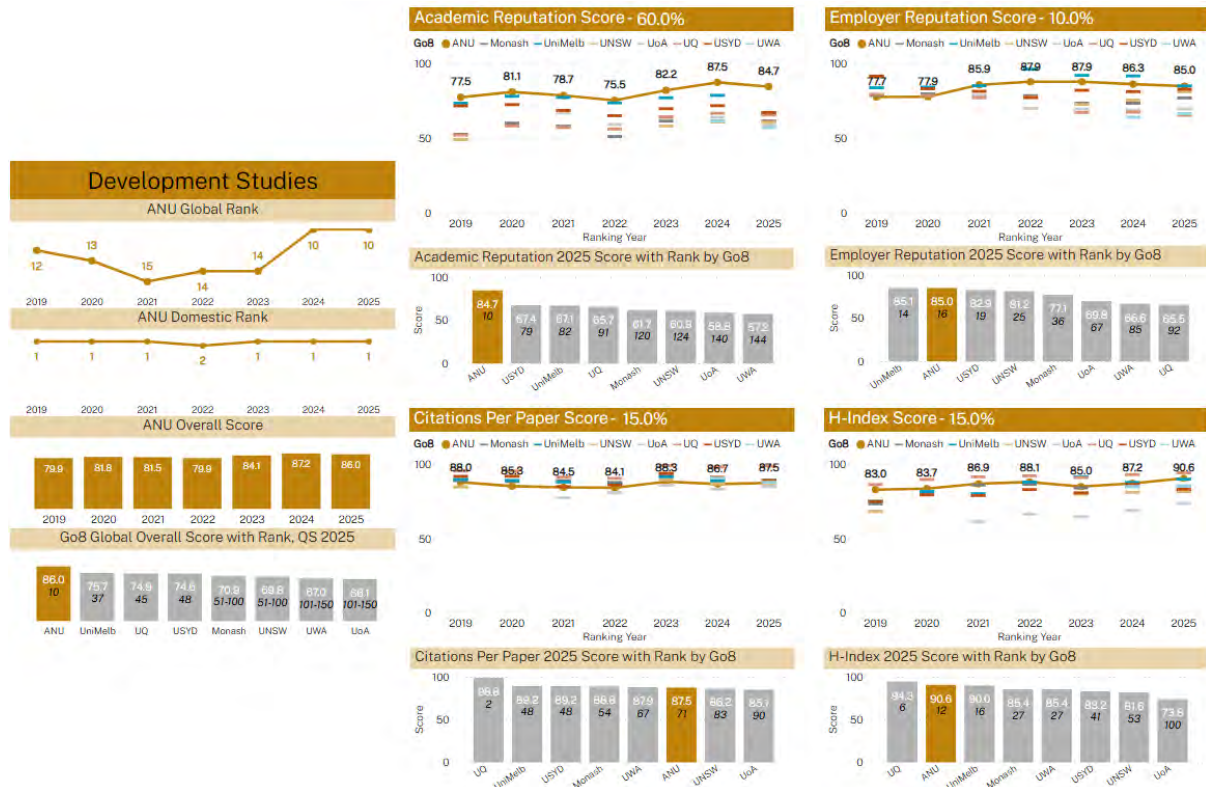


Table B35 Social Sciences & Management - Economics & Econometrics

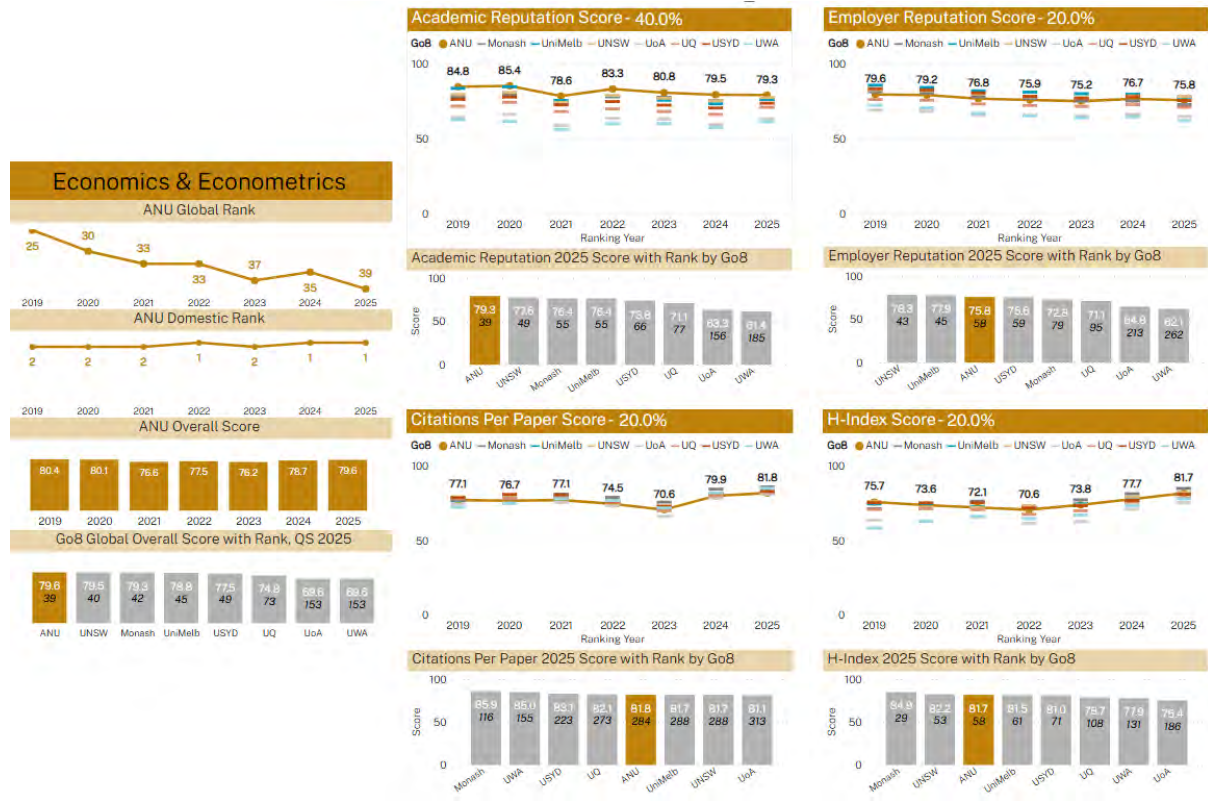


Table B36 Social Sciences & Management - Education

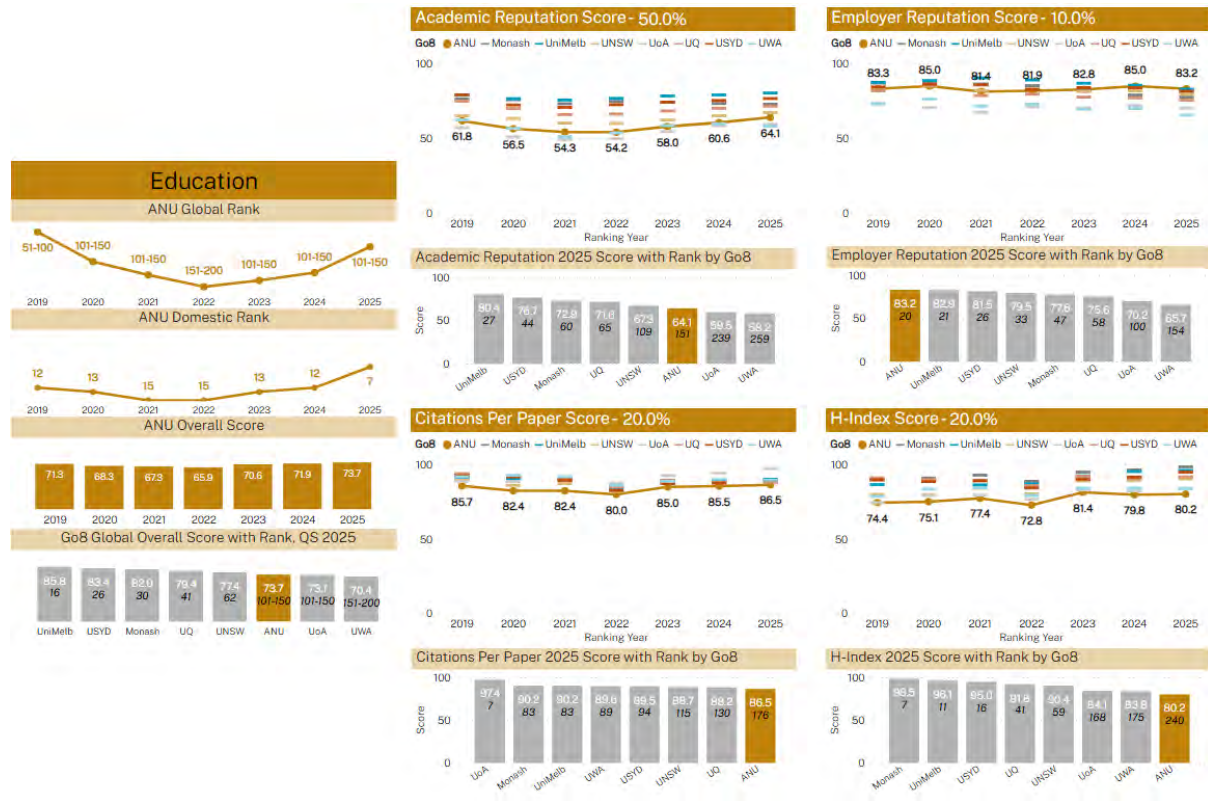


Table B37 Social Sciences & Management - Law

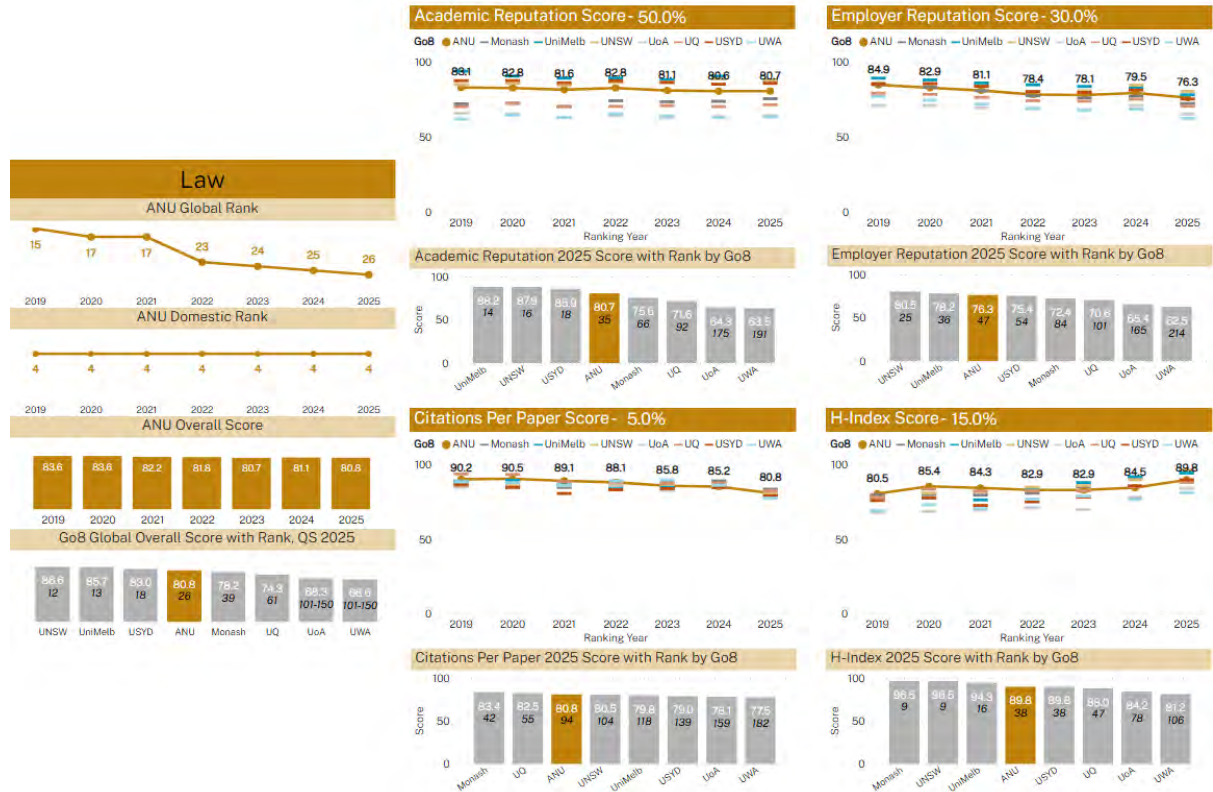


Table B38 Social Sciences & Management - Marketing



Table B39 Social Sciences & Management - Politics & International Studies

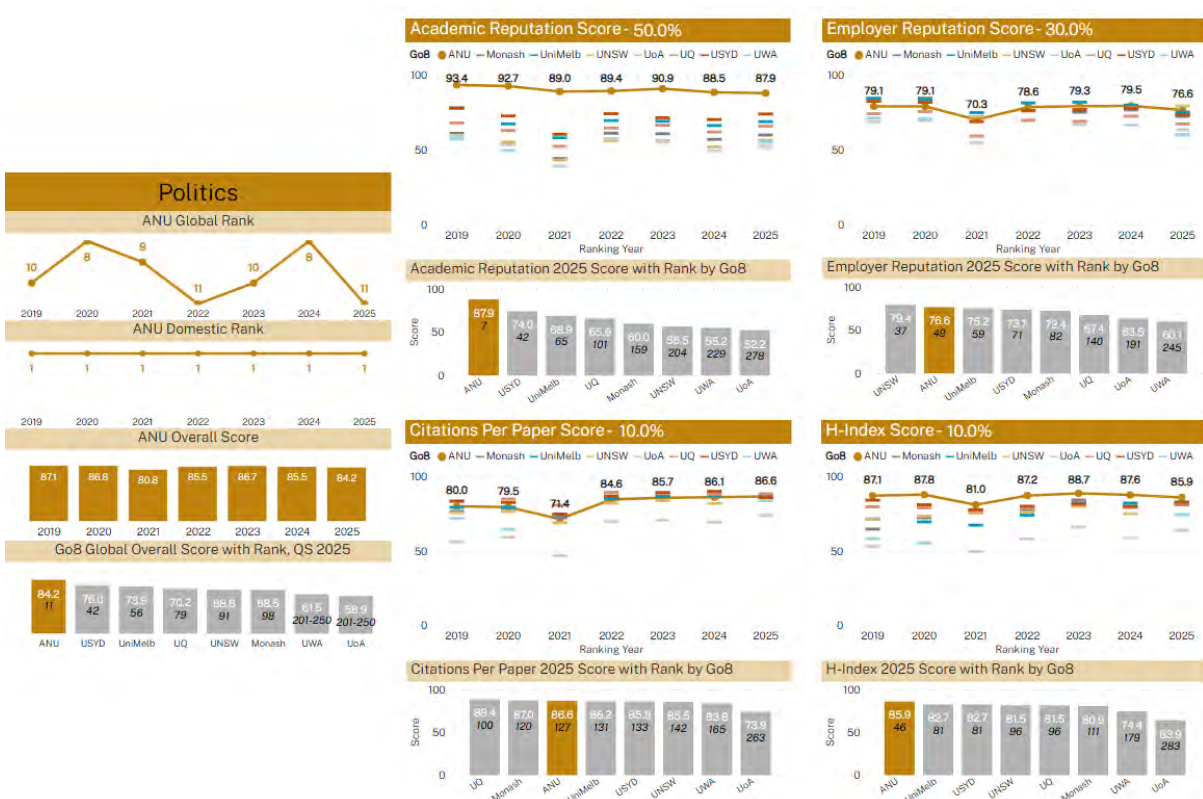


Table B40 Social Sciences & Management - Social Policy & Administration

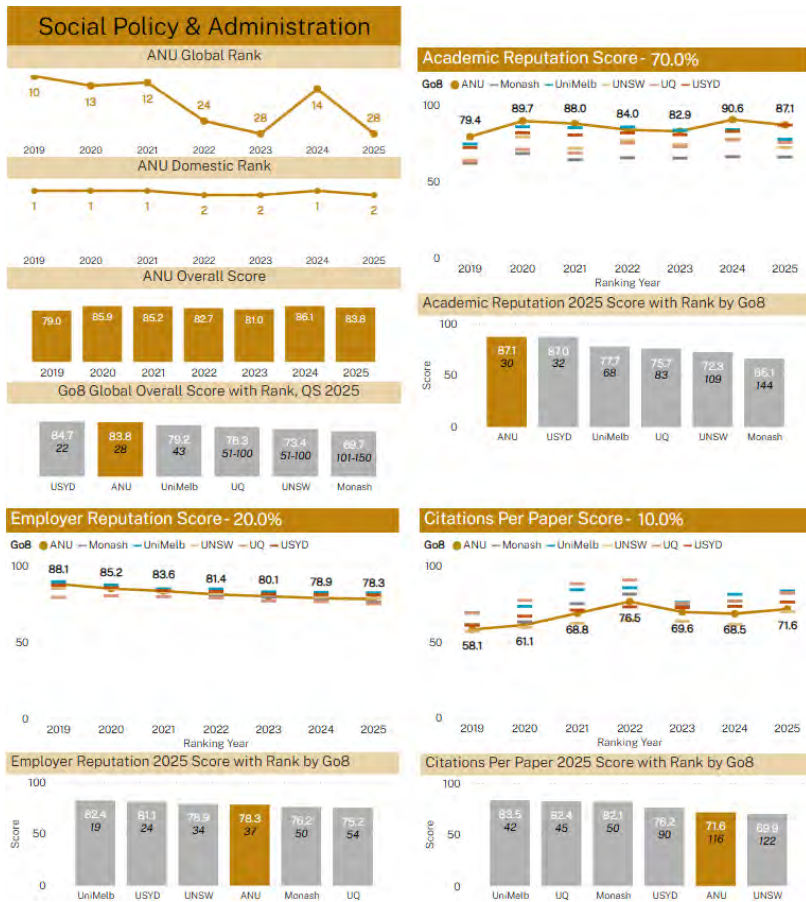


Table B41 Social Sciences & Management - Sociology

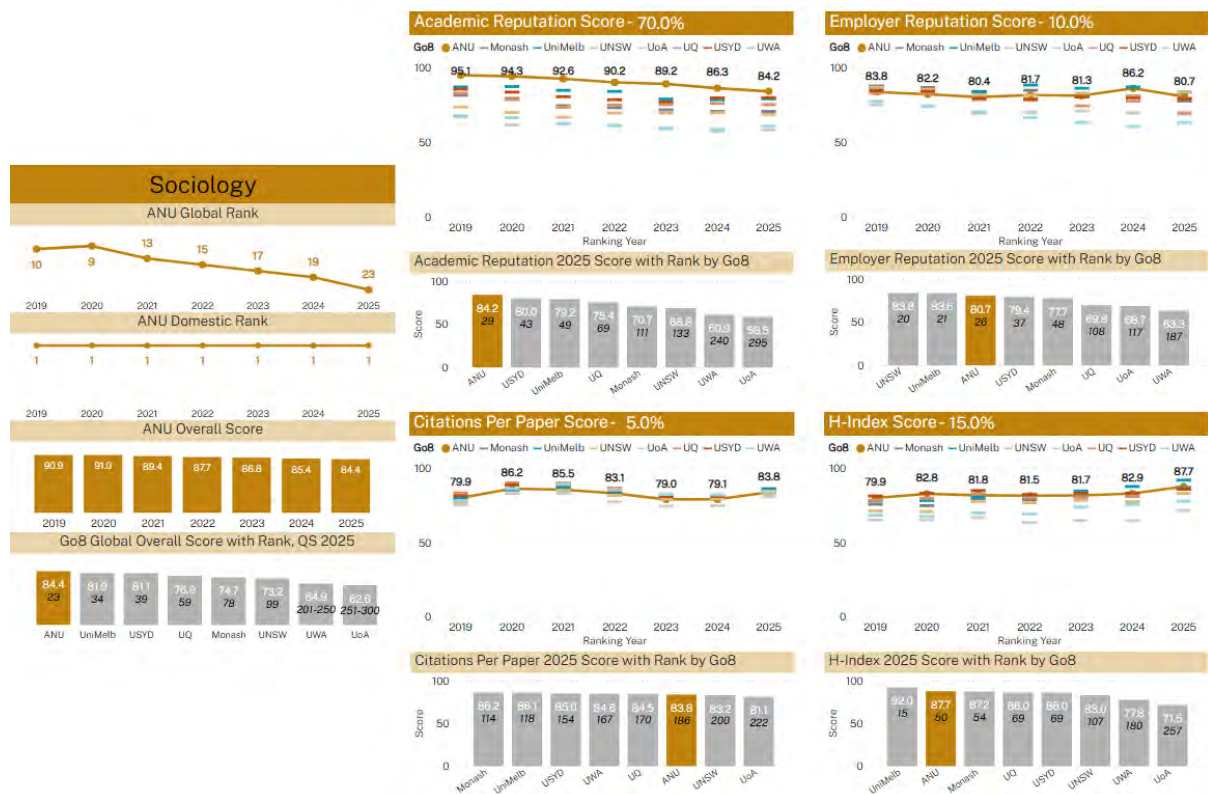
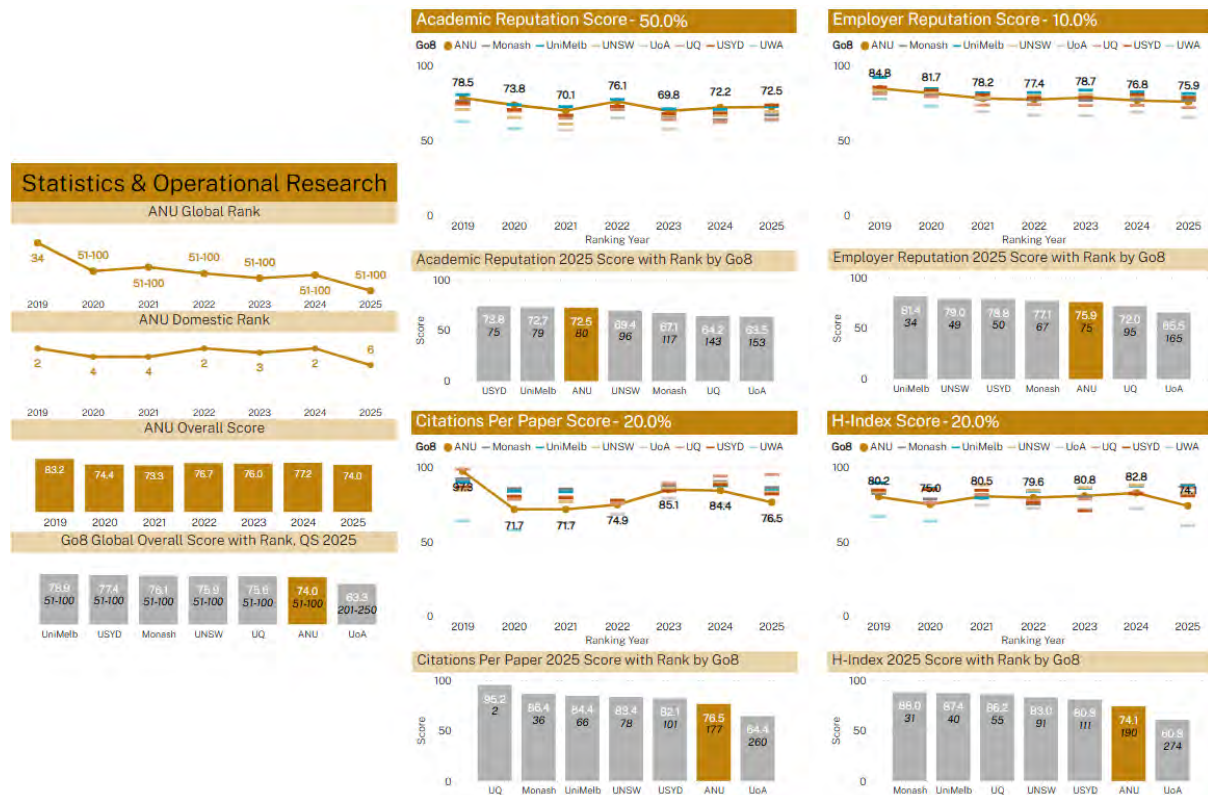


Table B42 Social Sciences & Management - Statistics & Operational Research



**Australian National University – Research and Information Services (RIS)**

**Grants and Consultancies  
Awarded between 7 March and 8 May 2025**

University Grants Overview .....	2
College of Arts and Social Science.....	5
College of Business and Economics .....	5
College of Law, Governance and Policy.....	5
College of Science and Medicine.....	6
College of Systems and Society.....	7

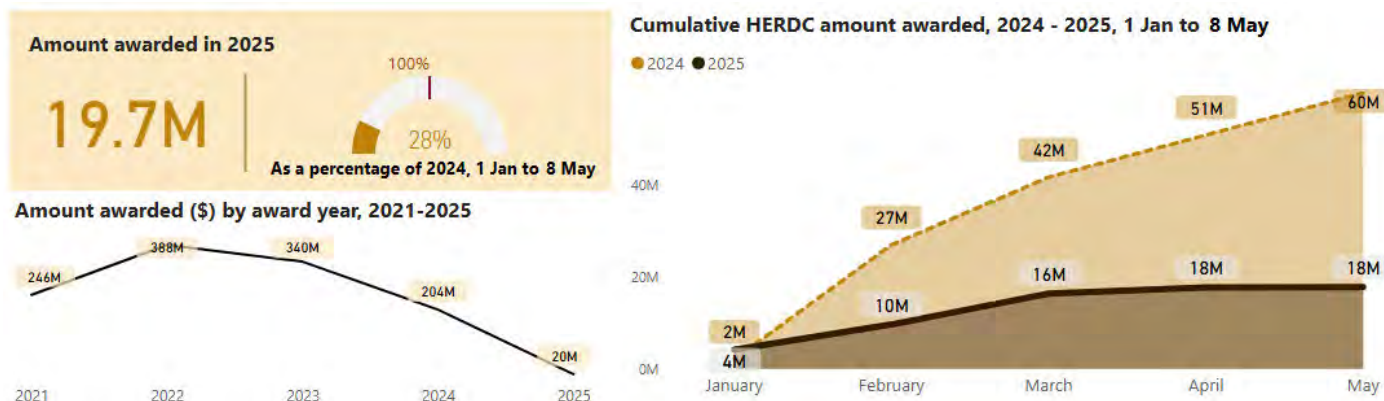
Caveats:

1. The amount shown reflects the funds awarded for the entire grant/consultancy, grouped against the primary funds provider.
2. Although many grants/consultancies are collaborative efforts involving more than one area of the ANU, they are reported under the college of the primary department.
3. All amounts reported are in Australian dollars.
4. In a few cases, the amount reported is shown as “*Funding amount TBC*”. This can be for a variety of reasons, such as the contract is still under negotiation.

## University Grants Overview

The graphs shown on Chart 1 below are drawn from the University Research Performance Dashboard. To view the live, up-to-date data, please visit our dashboards via this [link](#).

Chart 1: Grants Amount Awarded Over Time as at 8 May 2025



Note: Amount awarded (\$) is calculated based on ARIES data.

## Highlights

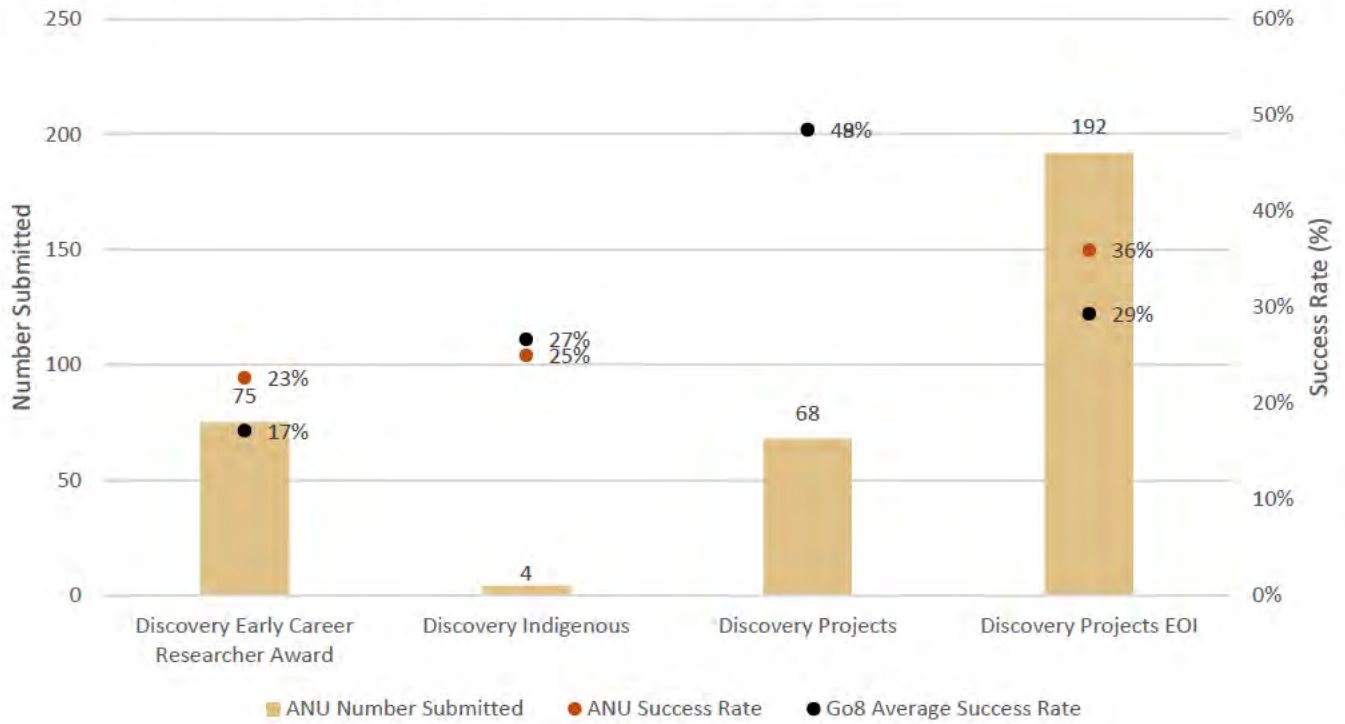
- As of year-to-date 2025, the HERDC-eligible grant awarded amount totals \$18 million—a significant decline from the \$60 million recorded during the same period in 2024. While the shortfall is primarily due to ongoing data entry delays in the University’s research management system, it may also signal an emerging downward trend in research income. These recurring data lags continue to hinder the University’s ability to accurately track and interpret revenue trends in a timely and informed manner.
- There were no ARC and NHMRC grant outcomes announced during the reporting period from 7 March to 8 May. NHMRC 2024 outcomes are to be released, while the next upcoming ARC outcomes in May are Linkage Projects Round 2 (LP24R2) and Laureate Fellowships (FL).
- The Medical Research Future Fund (MRFF) announced outcomes during this reporting period, with three grants awarded to ANU—all from the College of Science and Medicine. ANU received one grant of \$3.0M under the *Clinical Trials Activity initiative*, one grant of \$1.0M under the *Dementia, Ageing and Aged Care Mission*, and one grant of \$0.6M under the *Early to Mid-Career Researchers initiative*.

## ARC and NHMRC Success Rates

The success rates of ARC and NHMRC grant applications are calculated based on publicly available sector data. The success rates for other grants are unavailable due to insufficient data entries in ARIES, where unsuccessful grant records are not consistently recorded.

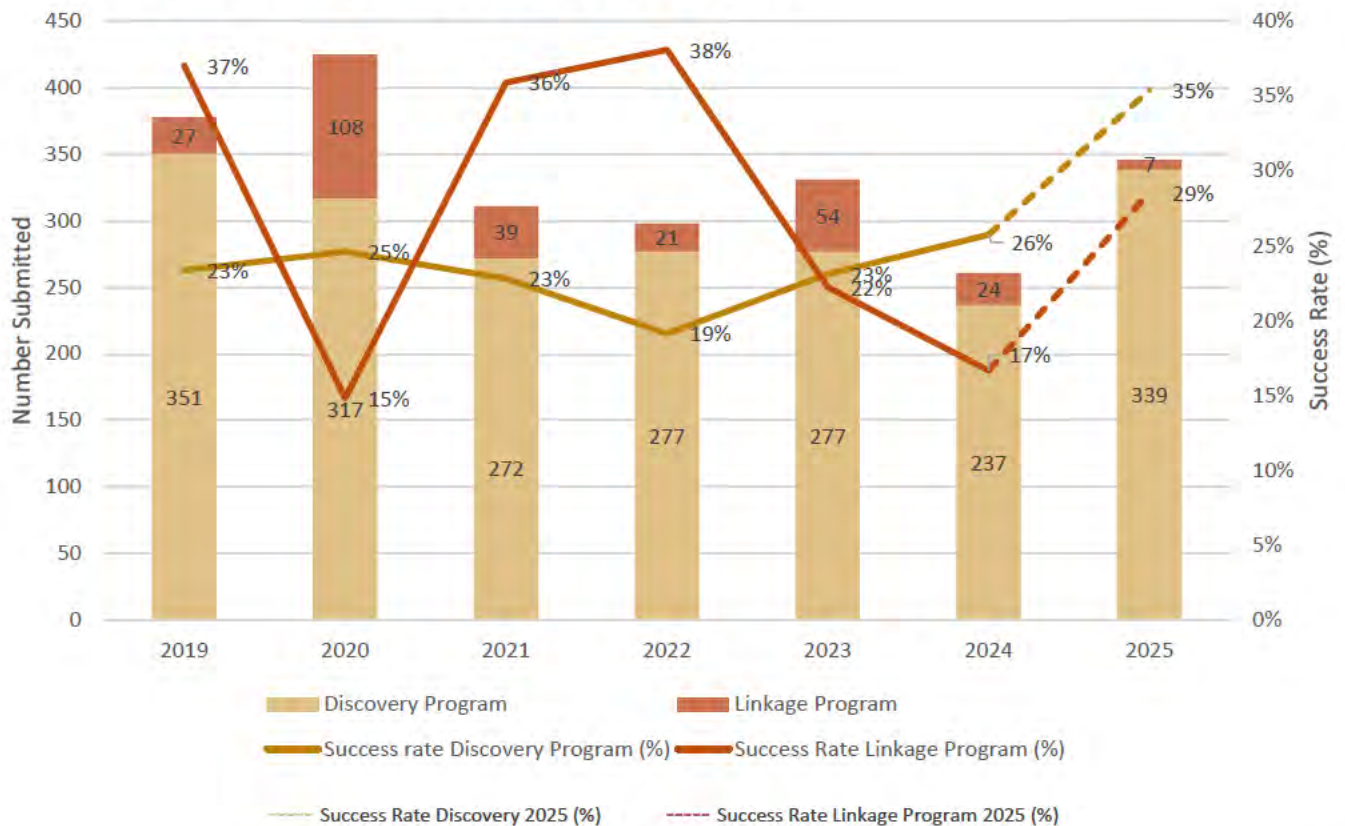
For more details on the performance of ANU ARC and NHMRC grants, please visit our related dashboards (links: [ARC](#) & [NHMRC](#)).

**Chart 2: ARC Success Rate and Number Submitted by Scheme, 2025**



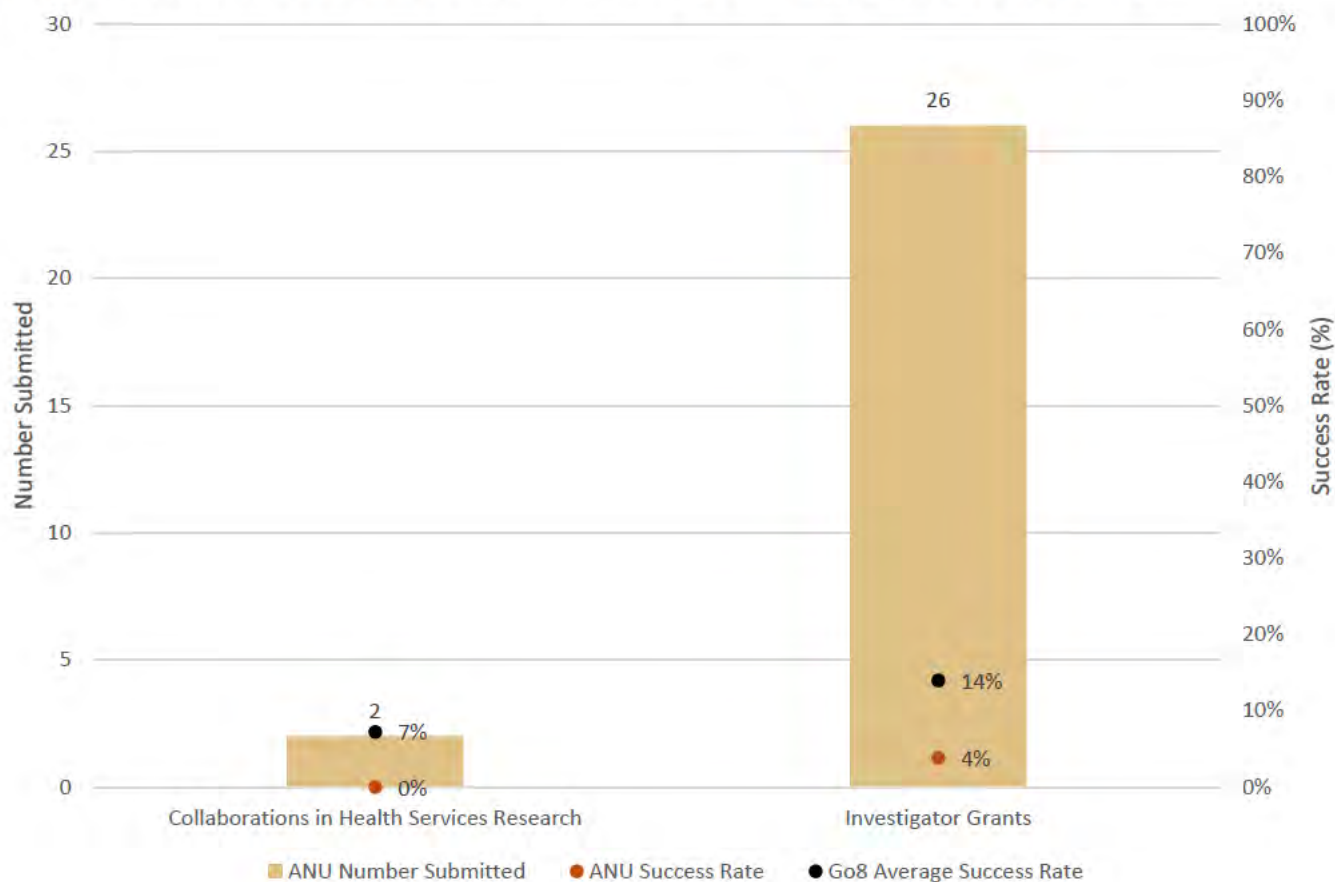
*Note: Success Rates for ANU and Go8 were both 48% for Discovery Projects.*

**Chart 3: ARC Time Series of Success Rate (%) by ARC Program**

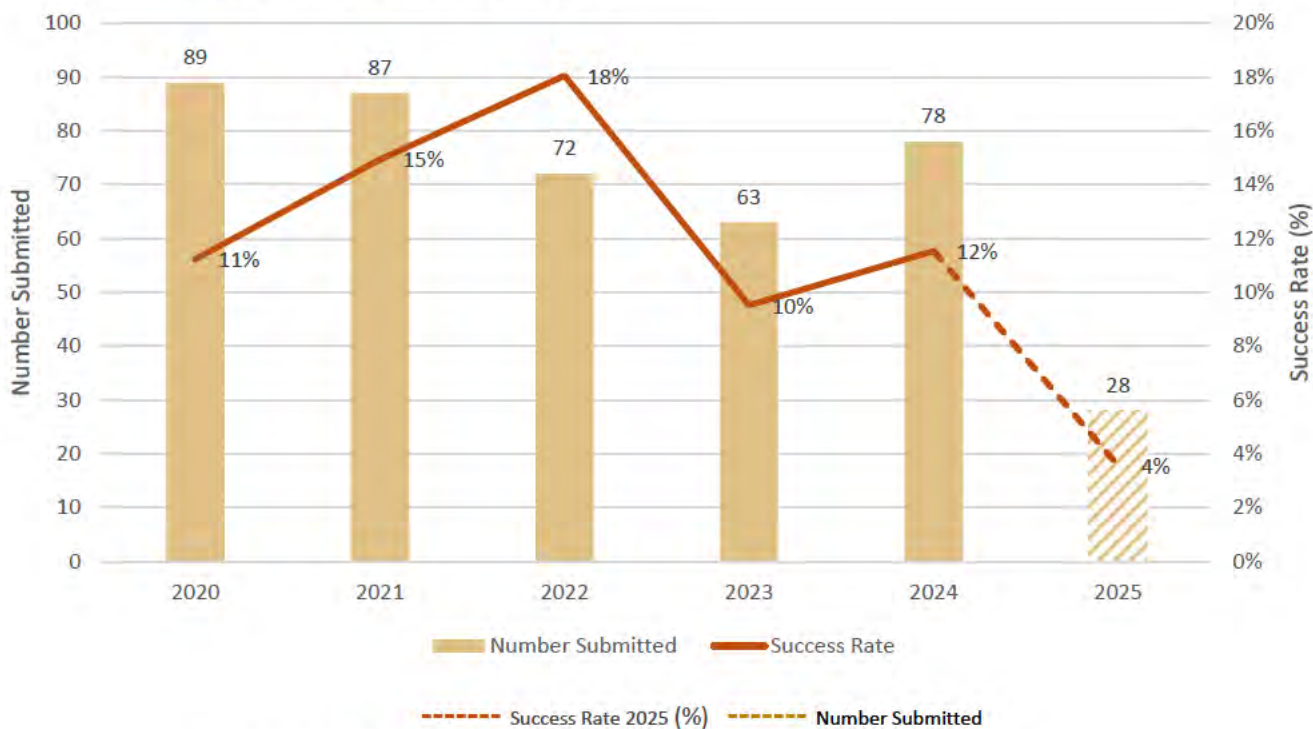


\*More 2025 ARC grants outcomes to be released in 2025. Therefore, 2025 success rate and Number Submitted are not finalised.

**Chart 4: NHMRC Success Rate and Number Submitted by Grant Type, 2025 (Awarded year)**



**Chart 4: NHMRC Time Series of Success Rate (%).**



\*More 2025 NHMRC grants outcomes to be released throughout 2025, therefore 2025 success rate and Number Submitted are not finalised.

Please note that the lists below exclude Philanthropy and Scholarships.

**College of Arts and  
Social Science**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Commonwealth Attorney-Generals Department	§22	Survey data collection: Family Law Amendment Act 2023 (Cth)	\$765,140
Australian Research Data Commons (subsidiary of NCRIS)		Language Data Commons of Australia (LDA) ARDC project code: HIR024 PARADISEC	\$624,500
Charles Sturt University		Engaging with Wetlands through Multi-modal Capture	\$26,825
RMIT University		Weaving Repair: Restorative Justice Program for Young People Impacted by Harmful Sexual Behaviours	<i>Funding amount TBC</i>

**College of Business and  
Economics**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Commonwealth Department of Defence	§22	Resilience Team Building Training	\$41,235

**College of Law,  
Governance and Policy**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Commonwealth Department of Home Affairs	§22	CAPABILITY NEEDS ASSESSMENT ON BANGLADESH COAST GUARD 2025	\$200,000
Climate Social Science Network		Assessing organized interests on climate change in Indonesia	<i>Funding amount TBC</i>
Climate Social Science Network		Trade Associations and Agents of Climate Obstruction	<i>Funding amount TBC</i>

**College of Science and  
Medicine**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Medical Research Future Fund (MRFF)	s22	Targeting undruggable MYC to transform cancer outcomes: the TARGET-MYC trial, an adaptive phase 2 basket trial of RNA polymerase 1 inhibition in MYCdriven solid and haematological tumours	\$2,967,125
Medical Research Future Fund (MRFF)		Improving person-centred care in hospitals: Transitioning the Volunteer Dementia and Delirium Care Program training online	\$990,448
Medibank Private Ltd		Study Of the Outcomes and Cost-Effectiveness of MDMA- and Psilocybin-assisted PsychoTHERapy (SOOTHE)	\$749,833
Medical Research Future Fund (MRFF)		Molecular and cellular landscapes of congenital intestinal defects and inflammation	\$628,423
Australian Plant Phenomics Network (subsidiary of NCRIS)		Thinking outside the (rhizo)box Developing a novel image processing tool for high-throughput root phenotyping	\$104,125
Australian Grape and Wine Authority (Wine Australia)		Grapevine scale biology and monitoring in Australian vineyards	\$96,531
Relationships Australia Canberra & Region Inc		Implementation trial of eConnect in Relationships Australia Canberra Region	\$49,900
American Society of Naturalists		Does Coevolution Drives Cospeciation in Bronze-Cuckoos ( <i>Chalcites</i> spp.) and Their Hosts?	\$3,152
Canberra Health Services		KidneyVision, a nephro-pathology virtual assistant	<i>Funding amount TBC</i>
Grains Research and Development Corporation (GRDC)		Creating novel fungal disease resistance in barley and wheat	<i>Funding amount TBC</i>
Grains Research and Development Corporation (GRDC)		GRDC Early/Mid-career Research Fellow Call 2024/25	<i>Funding amount TBC</i>
Grains Research and Development Corporation (GRDC)		Using Phytosterols to fight grain-parasitic nematodes	<i>Funding amount TBC</i>
Grains Research and Development Corporation (GRDC)		Resurrecting defeated resistance genes to Septoria tritici blotch	<i>Funding amount TBC</i>
Humboldt-Universitat zu Berlin (HUB)		Medicinal Chemistry for Malaria (MeChMal)	<i>Funding amount TBC</i>

NSW Smart Sensing Network (NSSN)	s22	Remediation of PFAS Contaminated Water by Vacuum Ultraviolet Irradiation	<i>Funding amount TBC</i>
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**College of Systems and Society**

<b>Primary Funds Provider</b>	<b>Primary Investigator</b>	<b>Title</b>	<b>Total Amount Awarded</b>
Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW)	s22	Threatened glider regulatory guidance project	\$323,326
Commonwealth Department of Industry, Science and Resources (DISR)	s22	IPCC Seventh Assessment Cycle Experts Grant	\$119,971
ACT Environment, Planning and Sustainable Development Directorate	s22	Mulligans Flat Goorooyaroo Woodland Experiment - Monitoring of the Eastern Quoll and Eastern Bettong	\$108,169
Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW)	s22	Defining a Core Set of National Environmental-Economic Accounts	\$98,150
ACT Government, Office of Nature Conservation	s22	Seed experiments post cultural burning	\$24,500
ACT Government, Office of Nature Conservation	s22	Soil analysis post cultural burning	\$24,040

# Provost Presentation to Council

Professor Rebekah Brown  
30th May 2025



Australian  
National  
University

# The Good News

## ANU Performance – QS World University Rankings by Subject 2025

- The ANU is ranked in the global Top 20 for the following subjects:
  - Philosophy #8
  - Anthropology #9
  - Archaeology #10
  - Development Studies #10
  - Politics & International Studies #11
  - Geography #20
- Top rankings among Australian universities:
  - 1st in Natural Sciences (maintained top position for 5+ years)
  - 2nd in Arts & Humanities
  - 3rd in Social Sciences & Management

### Strong performance in reputation-based indicators:

- Academic Reputation
- Employer Reputation



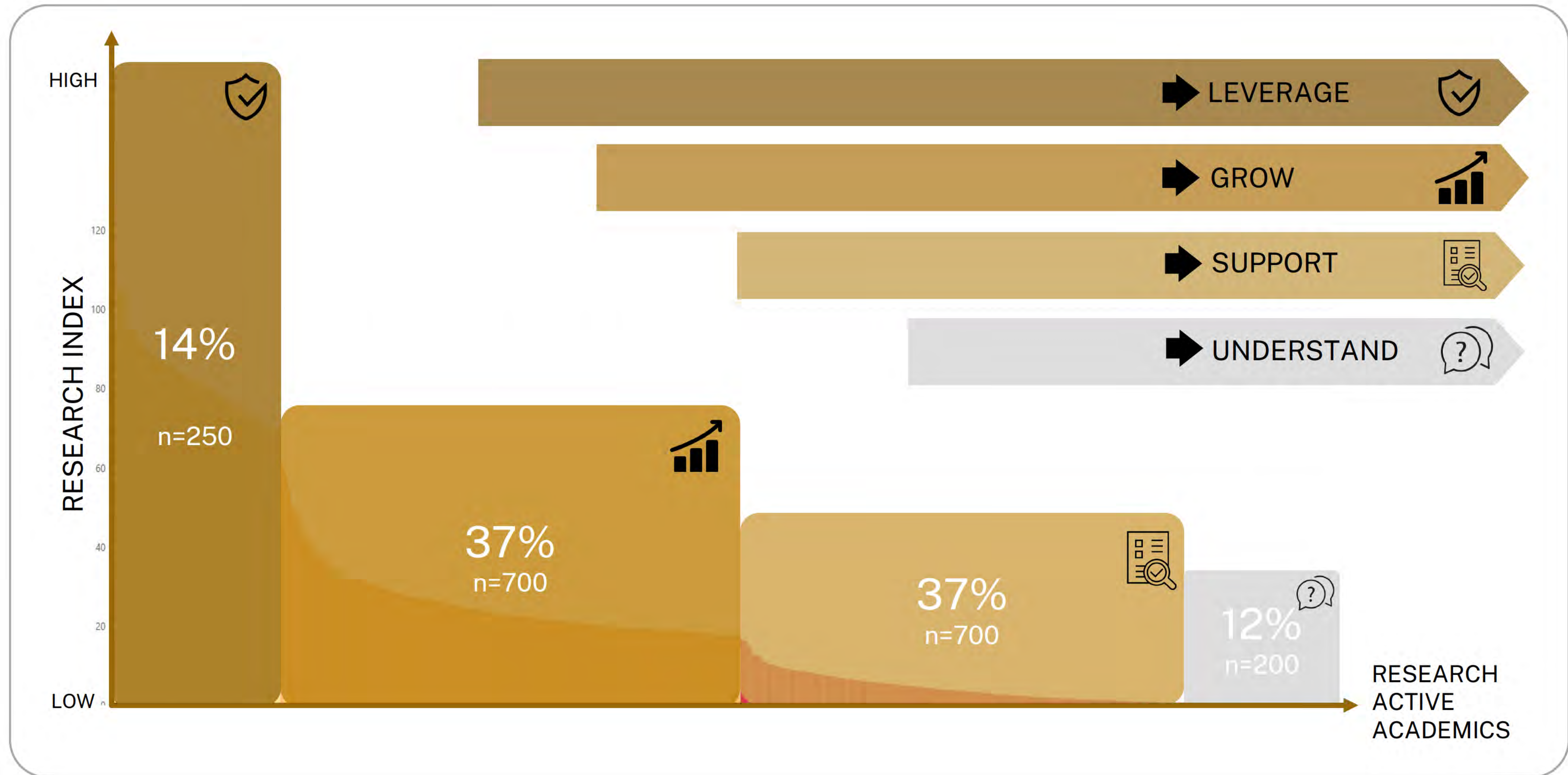
# The Not So Good News

- Improvements recorded across all broad subject areas except Life Sciences & Medicine
- Generally below Go8 in research-related metrics:
  - Citations per Faculty
  - H-Index
  - International Research Network

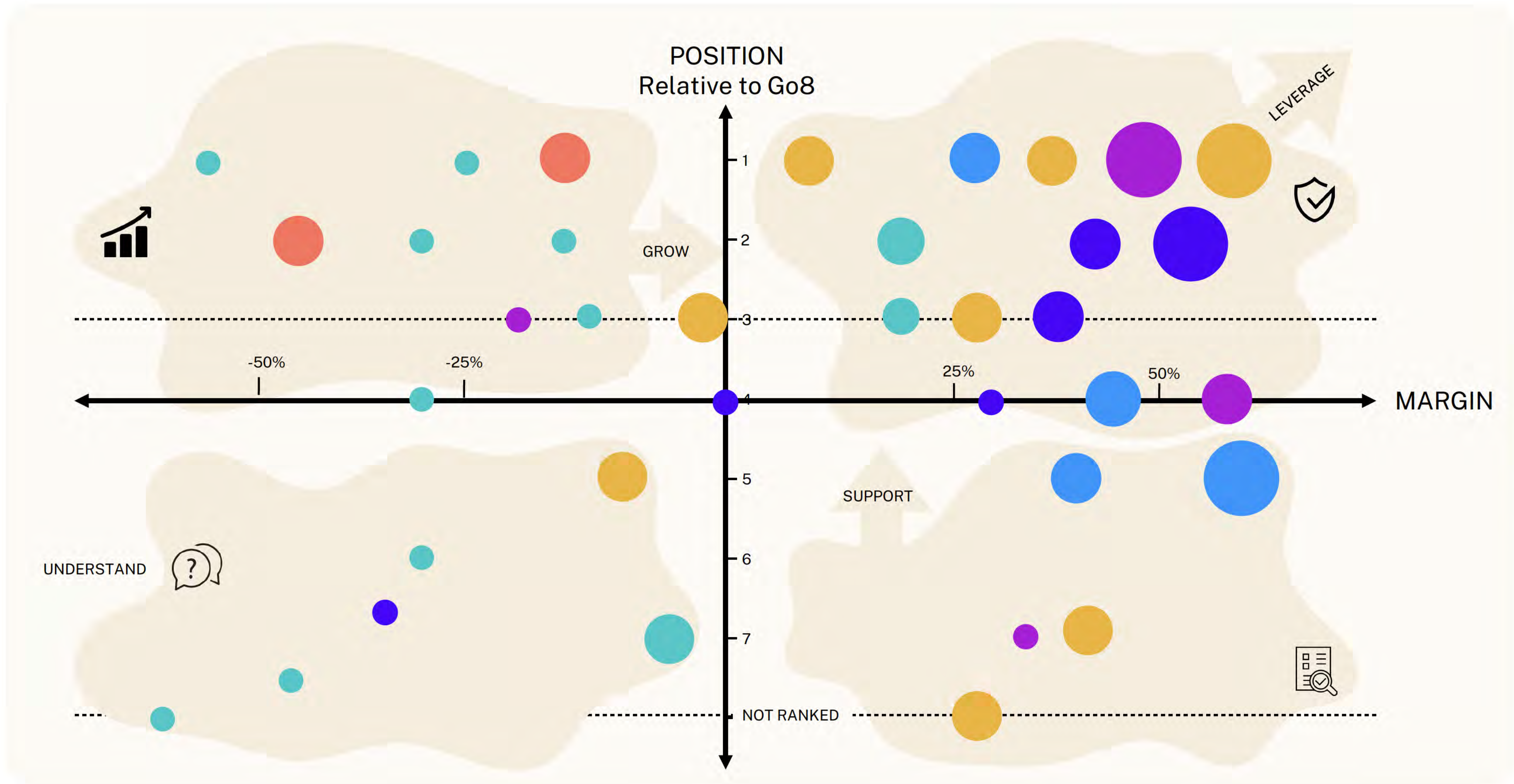
**Key takeaway:** Improving research performance and global collaboration is essential to advance ANU's rankings



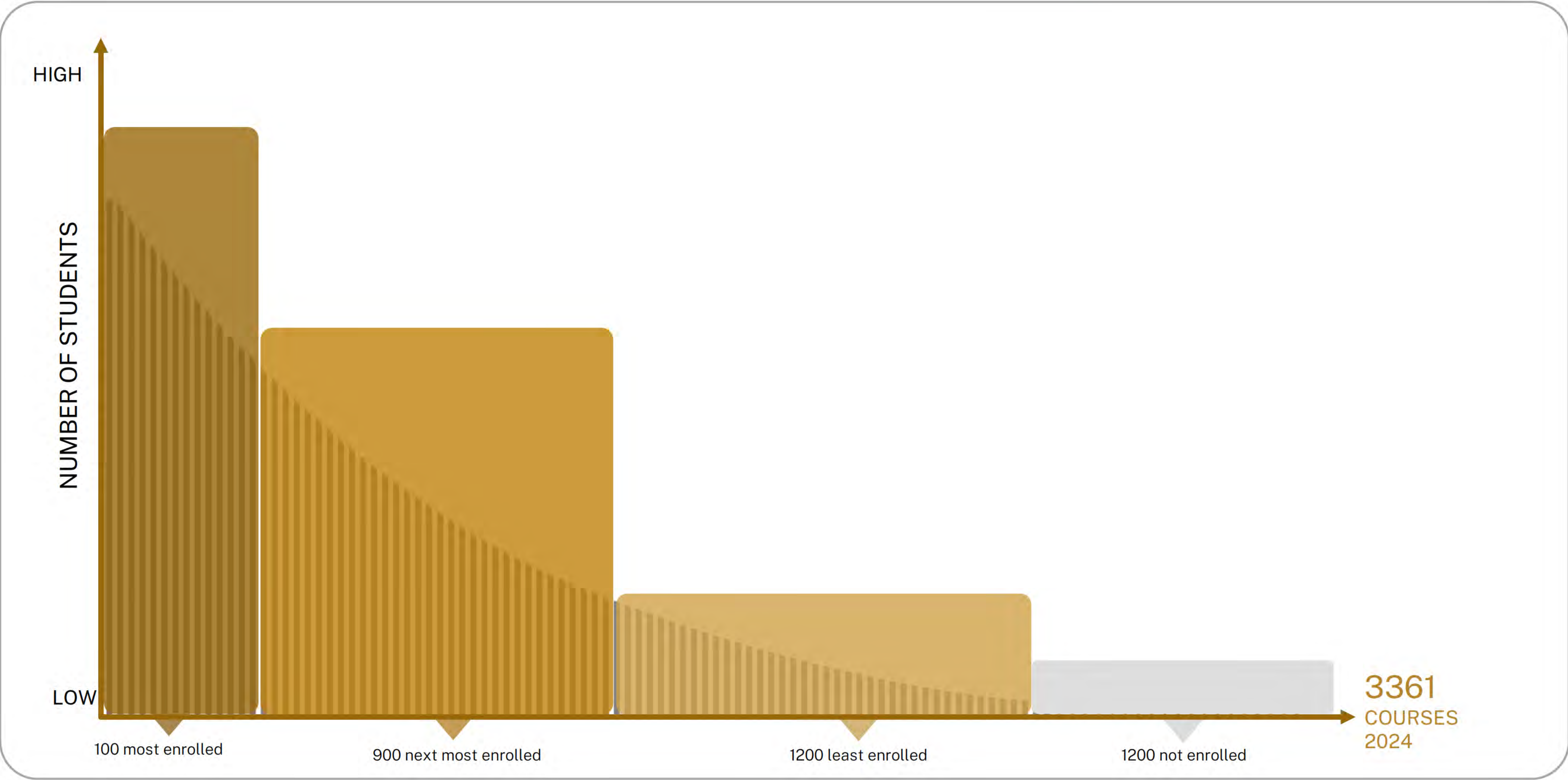
# What we know about Research Performance



# What we know about School Performance



# What we know about Course Offerings + Enrolment



# Today's seismic disruptions

## The Future of Higher Education: Vision 2035

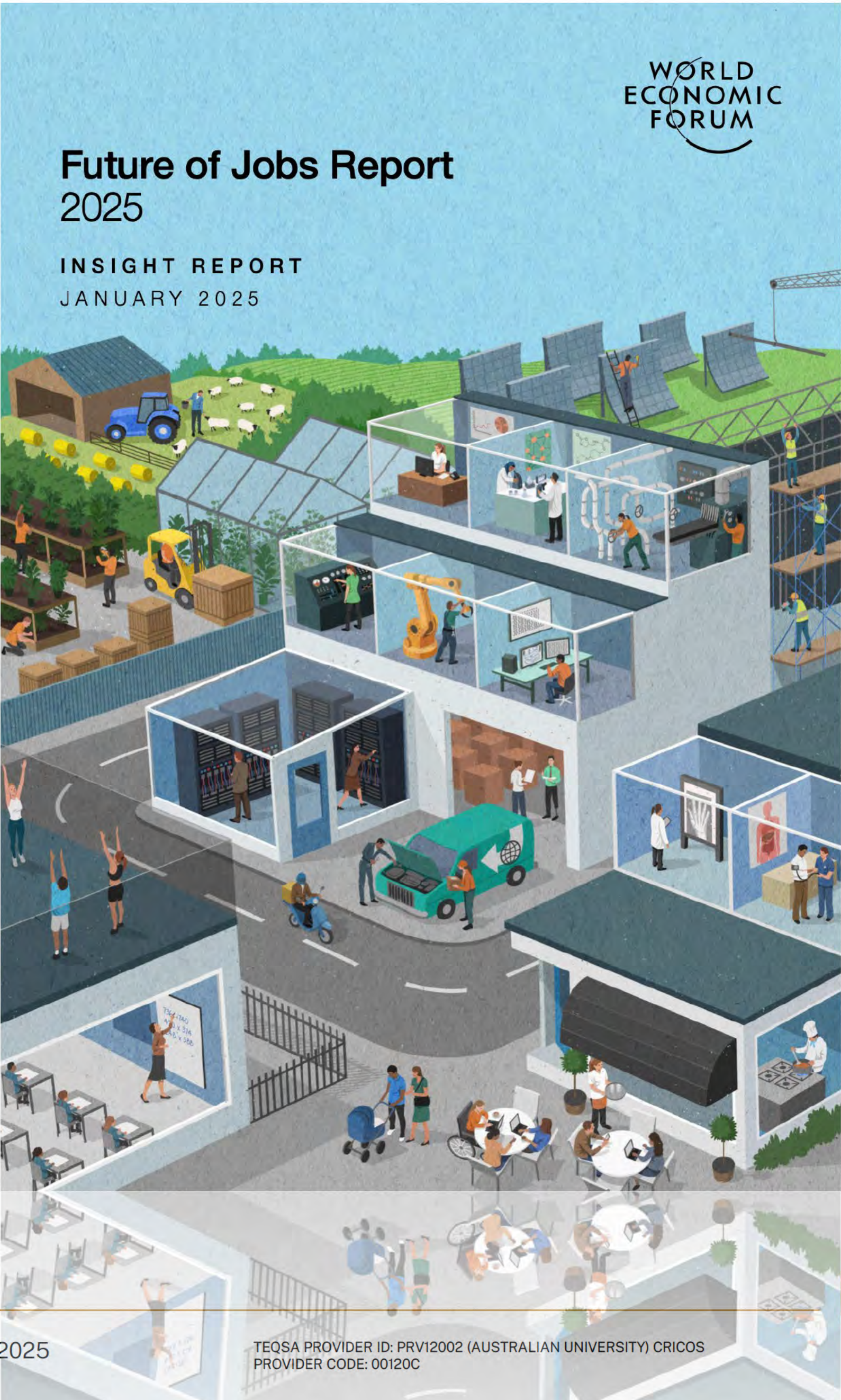
Tony Sheehan

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# Today's seismic disruptions

## Gartner

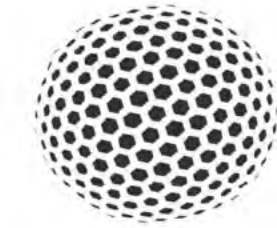
Reinvention for higher education into the 2030s:

- democratisation of university brands
- students demand mass personalisation
- AI redefines teaching & research value

## World Economic Forum

Employer-demanded skills of the 2030s:

- adaptability
- AI fluency
- emotional intelligence
- impact-driven leadership
- complex problem-solving
- AI redefines teaching & research value



Dragonfly  
Thinking



Australian  
National  
University

## Disruption Demands Resilience

Absorptive Capacity

The ability to absorb or protect against a shock or stressor without suffering significant negative consequences.

Adaptive Capacity

The ability to respond to changes by making adjustments that allow the actor or system to continue functioning although in a different way.

Transformative Capacity

The ability to transform the structures and incentives of the actor or system not only to recover from major shocks or tipping points but to capture future rewards. democratisation of university brands



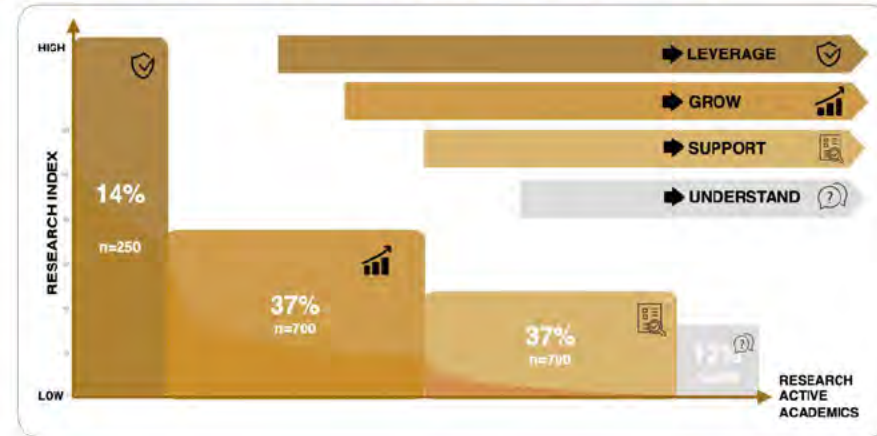
# The future of knowledge synthesis

## Provost Presentation to Council

Professor Rebekah Brown  
30th May 2025



### What we know about Research Performance



### Today's seismic disruptions

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- Reinvention for higher education into the 2030s:
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- Dragonfly Thinking ANU**
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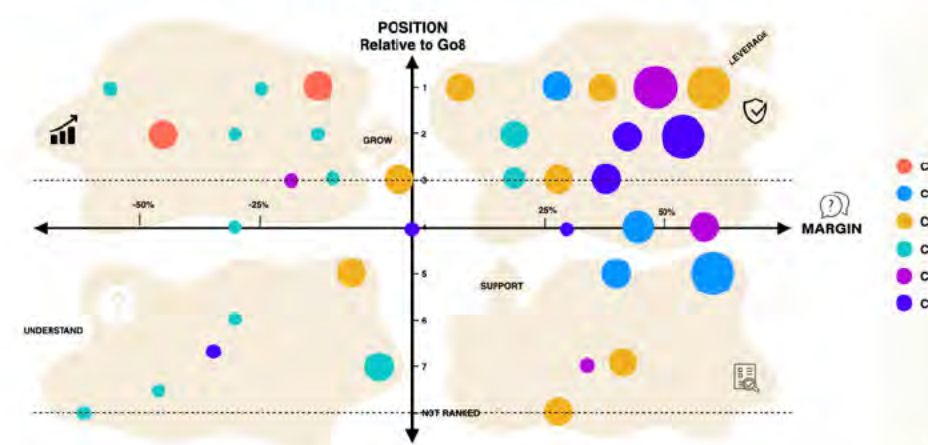
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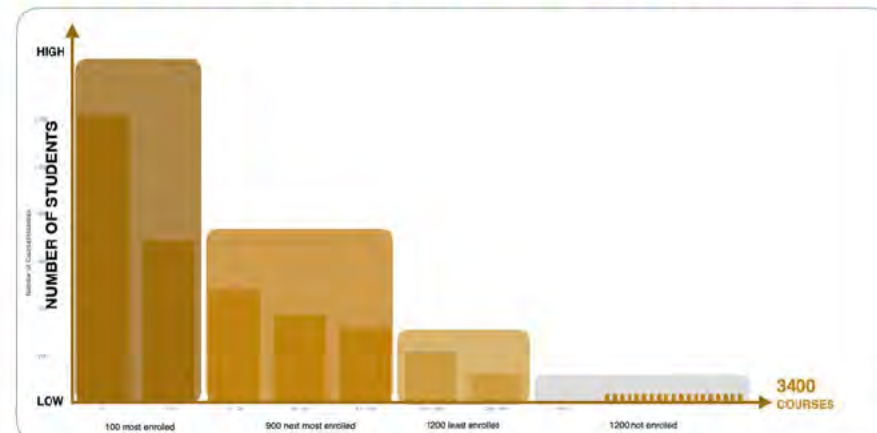


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### What we know about Course Offerings + Enrolment



NotebookLM



# Thank You



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