



Australian
National
University



ANU by 2030

Gurruburrigu ANU

(Ngambri-Kamberri Walgalu)

Acknowledgement of Country

The Australian National University (ANU) acknowledges the Ngunnawal and Ngambri-Kamberri peoples as the Traditional Custodians of the lands on which the Acton campus stands.

We also acknowledge the Traditional Custodians of the lands on which we work and learn across Australia, and the Indigenous Peoples of the lands from which our colleagues and partners join us around the world.

We recognise this Country has sustained generations of Aboriginal peoples and continues to support the ANU community today. It will remain a place where current and future generations can come together to learn from Country and from one another.

We pay our deepest respects to all Aboriginal and Torres Strait Islander peoples and acknowledge the enduring strength of the world's oldest continuing cultures. We recognise the lands from which we all benefit hold histories, knowledges and traditions that are ancient, rich and sacred.

As a community, ANU is committed to respecting the Country on which we live, work and learn. We honour the voices, knowledge and leadership of Indigenous peoples and strive to foster a future built on truth, cooperation, understanding and mutual respect.



Marramarra murru is a local Ngambri-Kamberri Walgalu and Wiradyuri term that describes the 'creation of pathways'.

The pathways were created by Biyaami, the creator and protector, who gifted and shared them with the ancestors. Passed on from generation to generation, these pathways serve to ensure survival and wellbeing through the maintenance and transfer of knowledge, lore, custom and cultural authority.

Artwork designed by Ngambri-Kamberri Walgalu-Wiradyuri Custodian Paul Girrawah House

ANU Tree Carvings by Paul Girrawah House, Ngambri-Kamberri Walgalu-Wiradyuri Custodian

Part of Paul Girrawah House's work at ANU is to provide everyone with the opportunity to connect with Indigenous culture. His tree carving is a form of truth-telling, a cultural practice he describes as the legacy of "his Old People and Elders".

The carved trees on campus are a reminder to listen to and reflect on Indigenous provenance and histories on our campus.

"The spirit of our Ngambri-Kamberri Walgalu ancestors and old people is in the trees. The old trees on ANU campus help keep the peace. Trees help anchor our identity and belonging to Country, they hold knowledge, nurture and maintain the wellbeing of our people, plants, animals and stories. Trees help maintain lore and custom. They are our physical and spiritual guardians. They inform us how to be on Country. It's a story that is part of the truth-telling/listening of our ancestors and Country. The contemporary marking of trees on Country and on ANU campus is about many things, including a 'right over might' approach – a right for our ancestors, elders and families to be acknowledged, respected and honoured.

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

Ngambri-Kamberri Walgalu-Wiradyuri Custodian Paul Girrawah House

Foreword

We are the national university, and we belong to the people of Australia.

We hold the nation's investment in trust, and we return it in discovery, in graduates ready to lead, and in advice that can be relied upon. Our ongoing obligations reach further: to Indigenous peoples, whose knowledge belongs at the centre of our understanding of the nation; to Asia and the Pacific, where our expertise is held for the nation; and to Canberra, the city that shaped us and that we help sustain.

Our people are central to our success. This includes our students, staff, alumni, donors, collaborators and partners.

In 1946, Australia founded a new kind of university charged with pursuing the knowledge that mattered most to our nation's future.

Then Prime Minister J.B. (Ben) Chifley made a simple and powerful case that research about, and for, Australia was necessary for the nation's future prosperity and security. Robert Menzies, then Leader of the Opposition, endorsed the proposal. The Australian National University was thus created by the Parliament of Australia.

The proposition was that Australia should generate its own understanding of the world, rather than receive it second-hand. That is the purpose we were given, and it continues to define us.

We serve the Australian people by building capability the nation cannot secure elsewhere, by advising governments with the candour that only academic independence permits, and by helping Australia understand itself, our region, and our place in the world.

Eighty years on, our historic mission remains unchanged: to serve the nation with knowledge, and to give back more than we receive.

Holding such a responsibility demands integrity. It demands scrutiny. We acknowledge that some decisions in our recent past have not met the high standards expected.

The conclusion of the *ANU by 2025* strategic cycle marked an opportunity to chart our next horizon. The strategy presented here is not a corporate roadmap; it is a shared agenda. It is the direct result of a co-design process that unites our staff, students and alumni in defining our shared future.

ANU by 2030 is a commitment to our foundations and prioritises institutional stability and resilience, the restoration of trust and the embedding of

a culture of care for our people. It defines our immediate trajectory and lays the groundwork for the university's longer-term strategy in coming years.

As we mark the historic milestone of our 80th anniversary and welcome the return of University House, I extend my deepest gratitude to the ANU community.

Together, we stand united in our dedication to the future promise and enduring legacy of The Australian National University.

Professor Rebekah Brown FASSA
Interim Vice-Chancellor and President

Our purpose

ANU exists to know the nature of things, so that our nation can understand itself and its place in the world.

Through our global excellence and independence, we advance the nation's sovereign capability to navigate the intergenerational and global forces that continue to redefine our future prosperity, sustainability and security.

Three principles anchor everything we do:

- ▶ Academic freedom, because the advice we owe the nation is worth nothing unless we are free to give it.
- ▶ Excellence pursued with openness, because knowledge made for the nation must be shared, contested and given away.
- ▶ Public good, because our success is measured by the contribution we make to the nation.



Students at Union Building Bush Week, 1969



2026 Commencement address University Avenue

Our distinction

ANU delivers research of consequence, education that opens the best of the country to the widest range of students, and the convening power that the nation cannot secure elsewhere.

Our founding legislation and National Institute status give us responsibilities that are national, international and owed to the Territory in which we stand – a threefold duty that we alone carry.

We are embedded in the working machinery of the country, alongside the Australian Parliament, the nation's cultural and scientific institutions and academies through which Australia governs and understands itself.

Our enduring engagement with Asia and the Pacific shapes the governance, public policy and security of the region. We are privileged to hold that position and challenged to meet that responsibility.

Our human-scale and residential campus offers the country's best staff-to-student ratio and an unmatched student experience. Talented students and staff from across Australia and the world can live, work and study together, and form lifelong connections and friendships.

We are a proud engine of economic and cultural growth for the Australian Capital Territory and its region. We are woven into the city of Canberra – one of its largest employers, keeper of public space, and stage for its intellectual and cultural life – and open to the community around us.



ANU students at Australian Parliament House 2026

ANU commitment to Indigenous peoples

ANU has an ongoing responsibility to Indigenous peoples.

We acknowledge and respect the Traditional Knowledge in the academy, and the enduring connection and care of Country. Our work never reaches completion and is the continued expression of who we are as Australia's national university.

To live out this commitment, we will:

- ▶ Ensure that Traditional Knowledge, principles of self-determination, and respect for Traditional Owners are enacted across the ANU
- ▶ Embed the *United Nations Declaration on the Rights of Indigenous Peoples* as a guiding institutional framework, and implement its principles across research practice, education and community engagement
- ▶ Value Indigenous leadership across ANU to ensure Indigenous voice at all levels of governance
- ▶ Support Indigenous students to thrive at all stages of learning with outstanding graduate outcomes
- ▶ Enable Indigenous academic and professional staff to thrive at ANU through culturally safe and equitable recruitment, retention and development
- ▶ Deliver Indigenous research and education led by the needs of, and through partnership with, Indigenous communities throughout Australia
- ▶ Measure and be accountable for the commitments that we make and the change that we seek to achieve



Tree carved on ANU Acton campus by Ngambri-Kamberri Walgalu-Wiradyuri Custodian Paul Girrawah House



Ngambri-Kamberri Elder Dr Auntie Matilda House-Williams OAM during a smoking ceremony at Kambri, 2022

Our reach

Our students

- ▶ are from over 100 countries and every state and territory in Australia
- ▶ engage in international learning programs across 38 countries, and with 162 partner institutions, 50 embassies and diplomatic missions
- ▶ undertake coveted internships with Australian parliamentarians
- ▶ are guaranteed accommodation on Australia's largest residential campus

Our staff and alumni

- ▶ reflect the world, with more than half of our staff born outside of Australia
- ▶ 155,000 alumni located across 163 countries
- ▶ include six Nobel Laureates and two former Australian Prime Ministers

Our footprint

- ▶ Acton and Mount Stromlo Campuses – Australian Capital Territory, Australia
- ▶ Kioloa Coastal Campus and Siding Spring Observatory – New South Wales, Australia
- ▶ North Australia Research Unit and the Warramunga Seismic and Infrasound Research Station – Northern Territory, Australia
- ▶ North American Liaison Office – Washington, D.C., United States of America
- ▶ China Liaison Office – Beijing, China



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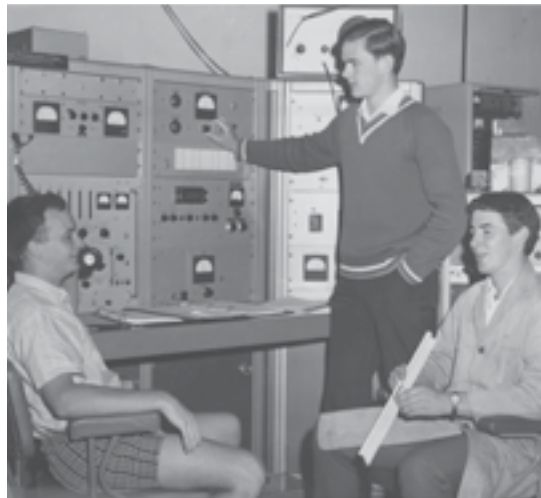
Yale University

Our excellence, relevance and impact

Research

ANU is a global research powerhouse and delivers Australian national sovereign capability. We enable our globally competitive people to do their best work.

We are a National Institute for world-class research to advance the understanding of ourselves as a nation, our role in Asia and the Pacific, and the world. We have a unique mandate to focus our research effort in areas of strategic importance to the nation and to shape, support and to contribute to the development of Australian public policy.



Vacation scholars of Research School of Physical Sciences, 1965

ANU excels at foundational inquiry with a globally competitive profile across the Humanities, Arts and Social Sciences; the Science, Technology, Engineering and Mathematics disciplines; and the Medical and Health Sciences.

By 2030

We will continue to deepen our research excellence with our curation of national research infrastructure, archives and collections to support our thriving research culture and scholarship. We are the stewards of Indigenous collections and data, and work in partnership with Indigenous researchers and communities.

We will translate our scholarship, support policy development and deliver our transdisciplinary problem-solving agenda through our multi-sectoral collaborations. Partnerships will underpin our reach and impact, focused on the complex intergenerational forces facing the planet and the human condition.

Achieving research excellence depends on our people. We will develop our people through higher degree training and from early in their careers, recognise and nurture their contribution, and invest in processes and systems that enable our people to do their best work. We will continue to support and value diverse research approaches to ensure our global research excellence.

We will measure our success by:

- ▶ the international standing of our research quality and impact
- ▶ the quality and utilisation of our national research infrastructure and collections
- ▶ the development of world-class and engaged staff and students



Professor Francis Bennet with the state-of-the-art ANU quantum optical ground station at Mt Stromlo, 2026, which was used to support communications with the NASA crewed Artemis II mission.

Our excellence, relevance and impact

Education and student experience

ANU supports student learning which is human scale, directly linked to research, globally engaged, and positioned in our national capital.

An ANU education is rigorous and distinctive. ANU students learn as part of a research-led community of scholars and supportive professional staff, who ensure an ANU education is second to none.

Our graduates are equipped to work on complex problems, using deep disciplinary knowledge. They develop capabilities and fluency to address the societal and technological changes reshaping every field.

We welcome students from every part of Australia and the world. They bring to our community their diversity of perspectives, skills, and global awareness.



ANU graduate reception, 1975

Students who study and research with us become lasting links between Australian scholarship and the institutions and communities they go on to join. Our graduates leave ANU as valued members of our global alumni community.

By 2030

Our curriculum will continue to be delivered by world-class academic leaders. We will build on our current profile of curriculum depth, increasing flexibility for students to pursue the multiple disciplinary offerings needed for future employability and leadership.

The quality of our curriculum will be ensured through the continuous development of our teaching and enrichment experiences. We will draw upon the cultural and intellectual assets of the nation and regional mobility opportunities to provide an unmatched educational offering.

We aspire to make an ANU education accessible to every eligible student who seeks it. We will address barriers to participation by providing pathways that widen access and enable future success. Our students will be enriched by the connections and friendships they make with each other, and with staff, alumni, partners, policymakers, parliamentarians and members of our global networks.

We will measure our success by:

- ▶ a sustainably sized, thriving and diverse student cohort
- ▶ graduates who are highly sought after for their capabilities and employability
- ▶ the world-class quality of our teaching



ANU students in Llewellyn Hall for graduation, 2014

Our excellence, relevance and impact

Convening

ANU supports the nation when Australia faces questions that demand rigour, independence and the ability to bridge perspectives.

Ngunnawal and Ngambri-Kamberri Country has always been a place of gathering, and ANU carries that responsibility forward. Our Acton campus sits where the nation's civic, cultural and intellectual life intersects: including the academies, the Parliament, the public service, scientific and cultural institutions, the national collections and the diplomatic community. This is our distinctive position, and convening for the nation is an expectation we must meet.



Meeting of University leadership, 1953

We are a modern meeting place: Traditional Knowledge alongside world-leading research; students alongside leading scholars; and ideas tested in dialogue with governments, communities, industry, philanthropists, international partners and alumni. Our convening is focused on the nation's ongoing and dynamic forces that shape future prosperity, sustainability and security.

By 2030

We will bring together cross-sectoral expertise to address the critical questions facing the nation that require a national response. We will create the conditions that make this work possible by investing in the people, spaces, partnerships and alumni networks that turn inquiry into national benefit. We will convene by bringing scholarly authority to questions that do not yet have settled answers.

We will convene for consequence. The measure of this work is what changes because of it, in policy, in practice, and in public understanding. We will hold ourselves to that test of consequence.

We will measure our success by:

- ▶ policy outcomes informed by an ANU convened evidence base
- ▶ the quality of our cross-sectoral expertise
- ▶ partnerships with Aboriginal and Torres Strait Islander peoples advancing self-determination



Great Hall in University House, 2026

Our institutional capabilities

Governance

ANU will be guided by our strategy and make decisions that reflect our shared aspirations.

The way ANU operates will be a strength: competent, straightforward, and in service of our excellence, relevance and impact.

Good governance at ANU will be transparent, inclusive and fiscally responsible. It will deliver community safety; academic freedom; disciplined risk management; and contestable resource allocation. We recognise that we have not always met these standards. Rebuilding trust requires us to be open about where we have fallen short and disciplined in how we improve.

Our institutional governance will be informed by meaningful staff and student participation and engagement. Institutional decisions will be communicated clearly, with the rationale, evidence and risks openly explained.

We will deliver a responsive budgetary model that will sustainably support our purpose.

We will measure our success by:

- ▶ community contribution to decision making
- ▶ trust in the University's leadership
- ▶ financial resilience

Culture and behaviours

ANU culture will be defined by our values and behaviours.

Wellbeing, kindness and cultural respect define who we are as an institution. Our culture lives in how we treat one another, how we disagree well, and how we hold ourselves to what we say we will do.

Our institutional values include academic freedom; fairness and justice; safety and wellbeing; truth-seeking; transparency and accountability; inclusion, equity and diversity; respectful collegiality; and celebrating and learning in genuine partnership with Indigenous peoples.

Our values will guide the behaviours we expect of ourselves and our community. We will embed how we work, teach, lead, support and encourage reflection and feedback in their application across our institution.

We will embrace our people's diversity of backgrounds, beliefs, identities and lived experience. We will invest in the people whose expertise sustains the University's enduring capabilities by providing development opportunities, career pathways, and recognition.

We will measure our success by:

- ▶ students and staff feeling safe and respected to contribute and thrive
- ▶ attracting, developing and retaining the people whose expertise sustains our enduring capabilities
- ▶ recognition as an employer of choice



Facilities and systems

We will be an institution that draws rich insight from our own data and infrastructure so that we see clearly, decide well, and adapt as the world changes.

Our infrastructure and facilities will be efficient and effective, supporting an environment in which staff and students want to live, work, learn and thrive.

We will continue to invest in the environmental sustainability of our campuses, respecting resource, biodiversity and net-zero targets.

Our systems and processes will be designed around the people who use them, so that effort flows to research, education and convening.

We will move toward an institution where human and machine intelligence work in concert, expanding what we can imagine, discover and achieve together. Artificial intelligence enabled services will handle the routine reliably and at scale, freeing our people for the wisdom and care that only people can provide.

We will measure our success by:

- ▶ the quality and service of our facilities to meet our national mission
- ▶ the reliability and utilisation of institutional insights
- ▶ the considered integration of artificial intelligence and new technologies

The Australian National University was founded because Australia needed a university dedicated to generating knowledge and capability for the nation's future. This Strategy renews that founding purpose for a new era. It affirms who we are, the responsibilities we hold, and the contribution only Australia's national university can make. Our purpose endures. Our challenge now is to deliver it with the ambition, integrity and excellence that the nation expects of us.

Realising *ANU by 2030* will require commitment from every part of our University. The ambition set out in these pages will guide our decisions, shape how we invest our resources, and influence how we teach, research, convene and serve.

This Strategy is our commitment. To do our best to earn trust through our actions, to make disciplined choices, and to hold ourselves to the highest standards in everything we do.

This Strategy marks the beginning of the work, not its conclusion. A whole of university implementation plan will follow with a clear articulation of accountability pathways, resource allocation and outcomes sought. Our governing body will oversee transparent monitoring and regular progress reporting.

Then Prime Minister Chifley's proposition remains as relevant today as it was in 1946: that Australia should develop its own understanding of the world and place that knowledge in service of the public good. We, at ANU, embrace and celebrate our ongoing obligation to achieve this national mission.



Graduate attending graduation ceremony, 2023

ANU by 2030 strategy on a page

The Australian National University exists – first, to know the nature of things.

We serve our nation to understand itself and its place in the world more fully, and return—with truth and generosity—more than we receive.

Serving the national mission depends upon world-class capabilities, partnerships, networks and leadership.

Our distinctive advantage is that we draw on, and contribute to, the rich assets of the nation and the ACT, particularly through our partners across Parliament, government, public service, and national scientific and cultural institutions and academies.

Our spheres of influence are the multiple places where we operate simultaneously: locally in the ACT, across Australia, through our deep connections across Asia and the Pacific, and as an active partner in global knowledge networks and partnerships.

Our commitment to Indigenous peoples is enduring. Our national responsibility to Aboriginal and Torres Strait Islander peoples

is threaded through our research, education, student experience, partnerships, and campus environments.

Our impact is achieved through our research, education and student experience, and in our convening on the issues most relevant to Australia and its place in the world.

Our enabling conditions are necessary for us to do our best work: governance, leadership and management; systems, facilities and infrastructure; values, culture and ways of working; financial resilience and resource stewardship.

**Excellence
Relevance
Impact**

we discover for the nation
we educate for leadership
we convene for consequence



**Australian
National
University**

Measuring our success

by the *outcomes* we seek ...

- ▶ world-class and globally engaged staff and students
- ▶ international standing of our research quality and impact
- ▶ international standing of teaching quality and impact
- ▶ partnerships with Aboriginal and Torres Strait Islander peoples advancing self-determination
- ▶ quality and utilisation of national research infrastructure and collections
- ▶ sustainably sized, thriving and diverse student cohort
- ▶ graduates who are highly sought-after for their capabilities and employability
- ▶ policy outcomes informed by an ANU convened evidence base
- ▶ cross-sectoral expertise of national priority

by *how* we deliver it ...

- ▶ students and staff feeling safe and respected to contribute and thrive
- ▶ community contribution in institutional decision making
- ▶ trust in the University's leadership
- ▶ financial resilience
- ▶ attracting, developing and retaining the people whose expertise sustains our enduring capability
- ▶ achieving recognition as an employer of choice
- ▶ the reliability and utilisation of our institutional insights
- ▶ considered integration of artificial intelligence and new technologies
- ▶ the quality and service of our facilities to meet our national mission

Artwork designed by Ngambri-Kamberri Walgalu-Wiradyuri
Custodian Paul Girrawah House



The logo of The Australian National University (ANU) is centered on the page. It consists of a large, stylized 'A' formed by multiple parallel lines that create a sense of depth and movement. The 'A' is composed of a central vertical bar and two diagonal bars that meet at the top and bottom. The lines are light gray and set against a dark gray background. The overall design is modern and geometric.

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