



Australian  
National  
University

# Corporate Plan

## 2026-2029



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Dr Tatiana Bur with an 'Apollonius' Cone'. This replica object was originally devised by ancient Greek mathematicians around 200 BCE to demonstrate how slicing a cone at four different angles would generate four conic sections: the circle, ellipse, parabola and hyperbola. These shapes are still vital to mathematics, science and engineering today.' (image: Jamie Kidston/ANU).



Paul Girrawah House on Acton Peninsula, Canberra, Australia (image: Jamie Kidston/ANU).

Part of House's work at ANU is to provide everyone with the opportunity to connect with First Nations culture. His tree scarring is a form of truth-telling, a cultural practice he describes as the "legacy of his people".

"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 scarring is part of that."

Paul Girrawah House

The scar trees on campus are a reminder to listen to and reflect on the First Nations stories and histories on our campus.

## Acknowledgement of Country

The Australian National University (ANU) acknowledges the Ngunnawal and Ngambri-Kamberri people, who are the Traditional Owners of the land upon which the University's Acton campus is located.

This Ngunnawal and Ngambri-Kamberri land supports students and staff throughout their time at ANU. It will continue to hold a space for future generations to come together and learn from Country and one another.

We pay our respects to all Aboriginal and Torres Strait Islander peoples, Indigenous peoples, past, present and future, and acknowledge that this land from which we benefit has an ancient history that is both rich and sacred.

The ANU community makes a commitment to always respect the land upon which we stand and to ensure that the voices of this land's Indigenous peoples are both heard and listened to so that we may move towards a future marked by cooperation and mutual respect.

# Foreword by the Chancellor and Interim Vice-Chancellor and President

Located on the sacred and unceded lands of the Ngunnawal and Ngambri-Kamberri peoples, The Australian National University acknowledges the Traditional Custodians who have cared for these lands for more than 21,000 years. We pay our respects to their Elders past and present and recognise the enduring connection of First Nations peoples to Country. We are privileged to learn, work and study on these lands.

Founded in 1946 in a period of national rebuilding and global re-engagement, ANU was established as an intellectual centre for the nation, with a clear and enduring purpose to serve Australia. Eight decades later, the higher education sector operates in a period of significant disruption, shaped by global uncertainty, policy change and heightened expectations of public institutions.

The ANU Corporate Plan covers the period 2026-2029, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. It reflects the University's legislative obligations, operating environment and performance framework, while providing clarity and stability during a period of institutional transition. The responsibilities of Australia's national university extend beyond obligations to the Commonwealth. Through excellence in research and education, the University informs public policy, strengthens national capability, and contributes to Australia's prosperity, resilience and global engagement. This contribution remains central to the University's role in the years ahead.

In 2026, the University marks its 80th anniversary – an important milestone that coincides with the development of the next long-term strategy. This moment provides an opportunity to reflect on decades of national and global contribution while looking ahead. The next University Strategy is being developed through a community-led, co-design and consultative process, drawing on the perspectives of staff and students, alumni, donors, and partners. This work will articulate a clear and enduring direction – grounded in institutional values, responsive to the University community and aligned with the national interest. Its outcomes will shape strategic and corporate planning from 2027 onwards.

Throughout this period, the University remains focused on its role as a national institution: advancing knowledge, informing public debate, strengthening Australia's capability and resilience, and contributing to global understanding. Maintaining the highest standards of scholarship, governance and public trust remains essential to this work. Guided by its values, the University approaches decision-making and conduct with a commitment to academic freedom and integrity; respect for First Nations peoples; inclusion; safety and wellbeing; and transparency and accountability. In 2026, strengthening governance, supporting our community and continuing to rebuild trust remain central priorities.

This Corporate Plan represents both stewardship and continuity. It provides legislative compliance, performance clarity and institutional stability while supporting the development of the University's next strategic phase. During this period, the University will maintain a strong focus on responsible financial management, sustainable operations and the effective use of public resources, while continuing to deliver on its responsibilities as Australia's national university and upholding the highest standards of governance and accountability.

**The Hon Julie Bishop**  
Chancellor

**Professor Rebekah Brown FASSA**  
Interim Vice-Chancellor & President  
Provost & Senior Vice-President

# Our purpose and legislation

## *First, to know the nature of things Naturam primum cognoscere rerum*

The Australian National University (ANU) was established in 1946 by federal legislation as the first and only national university in Australia. We were created to provide our nation and region with the research and education foundations on which to build capacity and accelerate national prosperity.

ANU has, since its founding, tackled the biggest challenges by drawing together the world's best experts and applying an interdisciplinary focus. This approach has delivered transformational outcomes and benefits for Australia and the world. It is both our privilege and responsibility.

## Our legislative functions

In accordance with *The Australian National University Act 1991* the functions of the University include the following:

- a) to encourage and provide facilities for, postgraduate research and study, both generally and in relation to subjects of national importance to Australia
- b) to provide facilities for university education for eligible persons who elect to avail themselves of those opportunities
- c) to award and confer degrees and diplomas, subject to the University's Statutes.

As we advance into the second quarter of the 21st century, ANU remains committed to providing knowledge and leadership to shape Australia's future. We strive to:

- deepen our understanding of the country on which we are situated and its rich history
- recognise and embed First Nations languages and knowledge across our University and campus.

## Our values

Our values are embedded in our institutional culture, and shape the quality of our workforce and student body to consistently reflect in our activities:

- Academic freedom and integrity
- Fairness and justice
- Respecting, celebrating and learning from First Nations Peoples
- Safety and wellbeing
- Truth-seeking, transparency and accountability
- Inclusion, equity and diversity
- Respectful collegiality.

## Our national mission

The following key activities comprise the special mission of ANU and are articulated in our funding agreement with the Federal Government as the purpose for which we receive the National Institutes Grant:

- maintaining and enhancing distinctive concentrations of excellence in research and education, particularly in areas of national importance to Australia
- supporting the development of Australia's national unity and identity, including by improving Australia's understanding of itself and the history and culture of its Indigenous peoples, its Asia-Pacific neighbours, and its place in the international community
- maintaining and further developing the University's strong focus on research and the University's educational philosophy that its students are part of a community of scholars
- enhancing Australia's prosperity through supporting sustainable economic development, innovation and creativity, and research and education (particularly research and education in areas of national importance to Australia)
- providing a national, regional, and international public policy resource to address major issues confronting governments, business and communities
- aspiring to the highest international standards of scholarship
- maintaining and further developing long-term strategic relationships with government, business, other universities and institutions and the public, both within Australia and internationally.



# Our operating environment

## External influences

The Australian higher education sector has been undergoing significant transformation following the release of the Australian Universities Accord in 2024. The Commonwealth Government has acted swiftly by introducing policy changes that shape the University's operating environment throughout this planning period. During 2026, ANU will respond to key influences and policy changes including:

- Our **Mission-based Compact** with the Federal Government, aligning our objectives with national priorities.
- The establishment of the **Australian Tertiary Education Commission (ATEC)** to oversee system-wide performance and funding through the following initiatives:
  - The implementation of the **Managed Growth Funding System (MGFS)**, including our agreed glidepath, and demand-driven Needs-based Funding to ensure Australian students, regardless of their background, have the best opportunity to participate and succeed in higher education.
  - The continuation of the **National Planning Level (NPL)** for 2026 to safeguard the high quality and reputation of Australia's international education sector.
  - The government's priority to increase engagement with Southeast Asia, in alignment with **Invested: Australia's Economic Strategy for Southeast Asia to 2040**, underpinning our New Overseas Student Commencement (NOSC) growth allocation for 2026 (3,750 in 2026).
- The **Strategic Examination of Research and Development (SERD)** and its implications for Australia's research and development (R&D) system
- The **Innovation and Science Australia 2030 Strategic Plan**, referenced in the University's funding agreement as the basis for determining national priorities under the National Institutes Grant
- The outcomes of the **Senate Inquiry into Higher Education Governance**, shaping governance and compliance expectations
- The Australian Universities Accord–**National Education Code to Prevent and Respond to Gender-based Violence Bill 2025**, which received assent on 28 August 2025, to prevent and respond to gender-based violence
- The outcomes of the **Parliamentary Inquiry into antisemitism at Australian universities**
- The establishment of a **National Student Ombudsman** as the primary escalated complaints body for higher education students
- Recent **Tertiary Education Quality and Standards Agency (TEQSA) focus areas**, including cybersecurity and the responsible use of generative artificial intelligence (gen AI)
- The implementation of the University's **TEQSA Institutional Action Plan** to address the risk of generative AI on award integrity
- The University's obligations under the **Commonwealth Climate Disclosure** and the requirement to report on our exposure to climate risks and opportunities, as well as our actions to manage them, delivering transparent and consistent climate disclosures to the Australian public.

In addition to the broader policy and legislative environment, the University's Corporate Plan 2026–2029 recognises the external forces shaping the higher education sector. In particular, it acknowledges the growing role and impact of artificial intelligence, which is transforming our approach to education, research, workforce dynamics, the integrity of our awards, and the preparation of Australia's future workforce.

Artificial intelligence and associated digital technologies are rapidly shifting how information is generated, collected, and communicated. This is changing how students and researchers work, what they expect, and the economies and business models of delivering high-quality education.

Rapid workforce transformations driven by automation, artificial intelligence, and the rise of new industries are fundamentally reshaping the skills required for future employment. Universities must respond by evolving curricula to emphasise adaptability, digital literacy, and lifelong learning, ensuring graduates remain competitive in dynamic labour markets.

We must balance the need to educate our students on how to ethically harness the potential of this technological transformation, while ensuring they continue to graduate with the depth of knowledge and attainment levels expected of ANU, and while upholding the integrity of our awards and the higher education system.

This shift is also redefining how our workforce engages with their work and how our research is conducted. Over the life of this Plan, ANU must support, inspire and build our capability to work with these emerging technologies safely, responsibly, innovatively and collaboratively.



# Our strategic goals, activities and performance

As outlined in our legislative framework, we will focus on two strategic goals that fulfill the University's purpose:

1. Providing distinctive transformative research and investment in future capability and capacity to meet our national responsibilities.
2. Educating for Australia's future: delivering on our students' aspiration and capability by using the power of education to unlock potential.

Our purpose and strategic objectives will be achieved through key activities that are underpinned by the **Enabling Impact: The ANU Research and Innovation Strategy 2024+** and a refreshed **ANU Learning and Teaching Strategy**.

The key activities and associated key performance indicators (KPIs) (see Table 1) for the Corporate Plan 2026–2029 will be assessed during our annual planning and performance cycle to ensure these remain relevant and appropriate.

**Table 1: Key activities against the relevant strategic goal**

Strategic goal	Key activities
<b>1. Providing distinctive transformative research and investment in future capability and capacity to meet our national responsibilities.</b>	1.1 Advance knowledge by undertaking research projects, translating, and communicating our research and knowledge with the public, government, industry and partners. 1.2 ANU will cultivate the next generation of global leaders by transforming the PhD experience through enhanced scholarship packages and career-building leadership programs delivered in partnership with industry and community.
<b>2. Educating for Australia's future: delivering on our students' aspiration and capability by using the power of education to unlock potential.</b>	2.1 Attract and support talented, determined students from all backgrounds and every corner of Australia and the world to ensure they can thrive and succeed at ANU. 2.2 Deliver the refreshed ANU Learning and Teaching Strategy and curriculum renewal, which is designed to streamline program structures and embed ANU graduate attributes. 2.3 Forge enduring partnerships with industry, government and organisations across the ACT, Australia and the region to provide students with real-world experiences.

## Strategic goal one: Distinctive transformative research and investment in future capability

ANU is committed to delivering research that transforms society and creates national capability. We are a research-intensive, research-led university. Research is central to everything ANU does.

To achieve this, we are implementing **Enabling Impact: The ANU Research Strategy 2024+**, which focuses on excellence, impact and innovation. We will build a world-class 21st century research and innovation capability based on the following strategic priorities:

1. **World-Class fundamental research**
  - Invest in advanced facilities and infrastructure.
  - Enhance PhD and early career researcher experience.
  - Diversify research income and funding sources.
2. **Translational research and impact**
  - Strengthen engagement with industry, government and civil society.
  - Support pathways to impact: policy, technology, community development and commercialisation.
3. **Diversity and inclusion**
  - Embed First Nations knowledge and leadership.
  - Promote gender, cultural and linguistic diversity.
  - Advance transdisciplinary research approaches.

### Graduate Research School

In 2025, ANU established a Graduate Research School (GRS) to enhance the delivery of services supporting research students throughout the entire Higher Degree Research (HDR) candidate lifecycle. Over the term of this plan, the GRS will focus on streamlining processes, clearly defining the services available to HDR candidates, and implementing improved systems. These initiatives aim to provide a more consistent and high-quality student experience with success measured through improved research student satisfaction surveys. Additionally, the new policies are designed to drive on-time completions and strengthen overall outcomes for HDR candidates.

Over the course of this planning period, we will deliver on the following activities and monitor our success through the following key performance indicators (KPIs) (see Table 2):

**Table 2: Strategic goal one activities and their relevant measure of success (KPI)**

Strategic goal	Key activities
1.1 Advance knowledge by undertaking research projects, translating, and communicating our research and knowledge with the public, government, industry and partners.	KPI 1 Research income KPI 2 Field Weighted Citation Impact (FWCI)
1.2 ANU will cultivate the next generation of global leaders by transforming the PhD experience through enhanced scholarship packages and career-building leadership programs delivered in partnership with industry and community.	KPI 3 Higher Degree Research candidate success KPI 4 Higher Degree Research candidate experience

## Strategic goal two: Educating for Australia’s future: delivering on our students’ aspiration

ANU is committed to delivering a student experience that combines disciplinary depth with transdisciplinary breadth, fosters critical thinking and problem solving, and allows integrated academic and experiential learning. Over the course of this plan, the University will continue to strengthen our curriculum design and streamline programs to ensure alignment with the new University Strategy.

Our approach to inclusion will be proactive and innovative. ANU will lead nationally in recruiting First Nations, regional and remote and low socioeconomic status students, offering tailored support to help every student overcome barriers and achieve their full potential.

As part of our transition to the **Managed Growth Funding System (MGFS)** and demand-driven **Needs-based Funding**, ANU will deliver on the agreed **Australian Tertiary Education Commission (ATEC) glidepath** for student numbers. This ensures alignment with the Minister for Education’s priorities and the Australian Universities Accord recommendations, enabling funding for teaching to better match student demand.

The University remains committed to diversifying its international student cohort and meeting the government’s objectives regarding the **National Planning Level** and quality parameters under the managed system for international education. In 2026, ANU will work toward its indicative **New Overseas Student Commencement (NOSC)** allocation of 3,750 students, with a focus on attracting students from Southeast Asia.

To strengthen the connection between education and industry needs, ANU will work to capitalise on the foundational work of the **ANU Employability Framework** and continue to build organisational capability. Through improved systems for placement management and student support via the new Careers Central hub, ANU will aim to expand the volume and variety of work-integrated learning opportunities across all disciplines in 2026.

Over the course of this planning period, we will deliver on the following activities (see Table 3) and monitor our success through the following KPIs:

**Table 3: Strategic goal two activities and their relevant measure of success (KPI)**

Strategic goal	Key activities
<b>2.1 Attract and support talented, determined students from all backgrounds and every corner of Australia and the world, ensuring they can thrive and succeed at ANU.</b>	KPI 5 Commencing enrolments
<b>2.2 Deliver the refreshed ANU Learning and Teaching Strategy and curriculum renewal, designed to streamline program structures and systematically embed ANU graduate attributes.</b>	KPI 6 Coursework student experience KPI 7 Student retention and completions
<b>2.3 Forge enduring partnerships with industry, government and organisations across the ACT, Australia and the region to provide students with real-world experiences.</b>	KPI 8 Graduate employment

# KPI definitions

**Table 4: KPI definitions and methodology**

KPI	Target	Methodology	To be reported in
<b>KPI 1 Research income</b>	Maintain or improve previous year's result	<p>This KPI assesses the University's research income collected through the Higher Education Research Data Collection (HERDC) and reflects the University's performance in securing competitive and collaborative funding. This measure excludes the National Institutes Grant and captures income from competitive grants, other public sector funding, industry/ non-profit income, and Cooperative Research Centre (CRC). Year-on-year trends demonstrate the University's capacity to attract significant investment for research projects that deliver national and global impact, reinforcing our position as a leading research-intensive university. Reflecting the annual HERDC reporting cycle, research income is verified and reported one year lagged from the current year.</p> <p>Data source: ANU ES Financial System</p>	2026
			2027
			2028
			2029
<b>KPI 2 Field-Weighted Citation Impact (FWCI)</b>	Maintain or improve previous year's result	<p>This KPI assesses a five-year average FWCI, excluding the most recent two publication years, which is considered best practice for citation analysis as it allows sufficient time for citations to accumulate and provides a more stable measure of research impact. FWCI is a normalised metric that measures the number of citations received per paper, adjusted for subject area, publication year and document type. A score of 1.0 represents the world average, meaning an FWCI above 1 indicates performance above global norms. Because citation practices vary significantly across disciplines normalisation ensures fair comparison between fields.</p> <p>Data source: SciVal (Elsevier)</p>	2026
			2027
			2028
			2029
<b>KPI 3 Higher Degree Research (HDR) candidate success</b>	Maintain or improve previous year's result	<p>This KPI assesses the success of our HDR candidates in progressing through and completing their research programs. The University will do this by examining two overall perspectives:</p> <ul style="list-style-type: none"> <li>• HDR overall completions</li> <li>• HDR on-time completion rates</li> </ul> <p>Data source: ANU Insight</p>	2026
			2027
			2028
			2029

KPI	Target	Methodology	To be reported in
<b>KPI 4 Higher Degree Research (HDR) candidate experience</b>	Maintain or improve previous year's result	This KPI assesses the percentage of HDR candidates who rate their overall experience positively. It is measured through the Postgraduate Research Experience Survey (PRES) on a biennial basis (i.e. 2027, 2029). For the alternate years (i.e. 2026, 2028), it is measured through an ANU internal survey of HDR candidates. PRES is administered from the UK not-for-profit Advance HE, providing benchmarking data for global, Russell Group, and Australian participating universities. Performance is determined using the proportion of respondents who select a positive response to the 'Overall, I am satisfied with the experience of my research degree program' question.  Data source: <a href="#">Postgraduate Research Experience Survey (PRES)</a>	2026
			2027
			2028
			2029
<b>KPI 5a Domestic commencing enrolments</b>	Ensure Commonwealth Supported Place (CSP) enrolments do not exceed the Australian Tertiary Education Commission (ATEC) allocation, in line with funding and regulatory requirements	KPI compliance will be achieved by ensuring enrolment performance remains at or below the approved ATEC glidepath limits (2,925 EFTSL) and the Maximum Based Grant Amount (MBGA) dollar cap (ANU Funding Agreement), with variances reported and managed in accordance with government requirements.  Data source: ANU Insight	2026
			2027
			2028
			2029
<b>KPI 5b International commencing enrolments</b>	Remain sustainably within the 2026 New Overseas Student Commencements (NOSC) target in line with market diversification commitments	This KPI will be measured by monitoring actual NOSC enrolments throughout the 2026 academic year, with performance achieved where total commencements are sustainably within the approved University's allocation of 3,750 students and the University's successfully increases the diversification of our NOSC enrolments with a particular focus on Southeast Asia. Progress will be reviewed regularly using enrolment and census data, with final assessment based on end-of-year confirmed commencement figures.  Data source: PRISMS, Department of Education	2026
			2027
			2028
			2029

KPI	Target	Methodology	To be reported in
<b>KPI 5c Commencing equity enrolments</b>	Maintain or improve previous year's result	This KPI includes all onshore commencing domestic students who identify as First Nations, low socioeconomic status or as a rural, regional and remote student enrolled in an undergraduate and postgraduate coursework or research programs. Performance will be assessed using total headcount figures derived from official enrolment data at prescribed census and reporting points.  Data source: ANU Insight	2026
			2027
			2028
			2029
<b>KPI 6 Coursework student experience</b>	Maintain or improve previous year's result	This KPI assesses the percentage of coursework students (undergraduate and postgraduate) who rate their overall educational experience positively, as measured through the Student Experience Survey (SES). Performance is determined using the proportion of respondents who select a positive response to the overall educational experience question in the SES survey for the reporting year.  Data source: <u>Student Experience Survey (SES)</u>	2026
			2027
			2028
			2029
<b>KPI 7 Student retention and completion rates</b>	Maintain or improve previous year's result	This KPI assesses student success by measuring retention and completion rates for domestic and international students enrolled in undergraduate and postgraduate coursework programs. Student success is defined as students who have either completed their program within the reporting period or who remain actively enrolled in their studies at the relevant census dates. Performance is calculated using confirmed enrolment, progression and completion data for the reporting year.  Data source: ANU Insight	2026
			2027
			2028
			2029
<b>KPI 8 Graduate employment</b>	Maintain or improve previous year's result	This KPI assesses the proportion of domestic and international undergraduate and postgraduate coursework students employed 4–6 months after completing their degree.  Data source: <u>Quality Indicators for Learning and Teaching (QILT), Graduate Outcomes Survey (GOS)</u>	2026
			2027
			2028
			2029

# Our enabling capabilities and success measures

Our success on delivering on the ambition of this plan relies on the University's focus and performance across our four critical enabling capabilities.



**People**



**Infrastructure and environment**



**Service solutions**



**Stewardship for performance**



## Capability one: People

This capability reflects the University's enduring commitment to its people – our staff, students, and alumni – who together form our scholarly community. It underpins the University's mission and values by creating an environment that fosters excellence, achievement and pride in belonging. Through this capability ANU will deliver initiatives that strengthen connection, promote excellence and embed accountability, diversity, wellbeing, trust and dialogue across the University.

### Workforce development and transformation

Our people are central to the University's success. ANU will recruit, retain and develop high performing academic and professional staff, and equip them to seize emerging opportunities and to respond to the challenges of a changing global environment.

The University will define and sustain optimal academic and professional profiles across disciplines to ensure excellence in teaching, research and service. Workforce planning will be aligned with the University's strategic priorities and long-term aspirations, thereby ensuring the staff profile supports institutional sustainability and impact. In parallel, ANU will continue to evolve its work culture by placing increased emphasis on performance, professional development, agility and adaptability.

### Cultural safety, equity and inclusion

ANU is a diverse and inclusive community committed to fostering a culture of respect, safety and belonging. Diversity, Equity and Inclusion (DEI) principles are embedded across all University activities, ensuring that policies, practices and behaviours promote fairness, dignity and equal opportunity for all members of the community.

By integrating DEI into every aspect of its operations ANU seeks to foster an environment in which diversity is valued, equity is realised, and inclusion is the norm. The University's objective is to remain a safe, supportive and welcoming place for all staff, students and visitors.

In 2025, ANU published the first iteration of its Living Document in response to the **Nixon Review**. The Living Document provides a shared reference point for the University community, supporting efforts to rebuild trust, enhance wellbeing and inform the development of the next University strategy. This initial version is deliberately adaptive and will continue to evolve through ongoing community engagement, feedback and reflection, to ensure it remains responsive to the needs and expectations of the ANU community.

The University's policies and procedures strictly prohibit all forms of discrimination, vilification, intimidation, violence, and other disrespectful or oppressive behaviours, regardless of cultural background, religion, gender, or political conviction. Where standards are not met ANU acts decisively to uphold these standards.

From 2026, all coursework students and Higher Degree by Research (HDR) candidates will be required to complete the ANU Rights, Relationships and Respect online module. This mandatory training meets baseline requirements of the **National Higher Education Code to Prevent and Respond to Gender-based Violence**, ensuring that all students receive foundational education on respectful relationships, consent and safety.

Also from 2026, ANU will implement the **Workplace Gender Equality Agency (WGEA)** target-setting requirements, which require large employers to select, monitor and publicly report on measurable gender equality objectives on a three-year cycle.

## Health, safety and wellbeing

ANU promotes excellence in health and safety leadership for staff, students, visitors and contractors. The University maintains a comprehensive work health and safety management system shaped by its operational context and ensures consistent implementation across all campuses, functions and activities to support a safe and healthy working and learning environment.

## Engaged Alumni

ANU is committed to cultivating lifelong relationships with its alumni. ANU graduates hold influential leadership roles across Australia and around the world, spanning government, business, academia and the not-for-profit sector. The University actively seeks to harness this collective expertise and experience to create meaningful opportunities for current students and staff through mentoring, networking and collaborative initiatives. By strengthening these enduring connections, ANU deepens its global community and ensures alumni remain active contributors to the University's mission, reputation and long-term success.

## Success measures:

- Employee engagement
- Coursework students and HDR candidate wellbeing
- Staff wellbeing
- Student and employee safety
- Gender diversity in leadership
- First Nations employment
- Engaged alumni



## Capability two: Infrastructure and environment

### Research facilities and infrastructure

As Australia's national university we have a unique and important role in relation to the custodianship of nationally significant research infrastructure and collections. The University has more than 40 national facilities and our research infrastructure has an estimated replacement value of more than \$2 billion. This supports thousands of researchers at ANU, across Australia and internationally. ANU is engaged as host or node in around half of all National Collaborative Research Infrastructure Strategy (NCRIS) capabilities, which reinforces its role as a cornerstone of Australia's research ecosystem. Examples of nationally significant and unique facilities, include the:

- **National Computational Infrastructure (NCI)** – Australia's most powerful supercomputing capability
- **Australian Community Climate and Earth System Simulator (ACCESS-NRI)** – advancing climate and earth system modelling

- **Heavy Ion Accelerator (HIA) Facility** –enabling cutting-edge nuclear physics research
- **Phenomics Australia** –supporting biomedical research and precision medicine
- **Australian Data Archive (ADA)**–providing secure access to social science and historical datasets
- **Advanced Instrumentation and Technology Centre (AITC)**–developing next-generation space instrumentation
- **Siding Spring Observatory** –home to world-class astronomical research.

Research infrastructure extends beyond physical assets and equipment. It includes collections, libraries, facilities, services, software, datasets, and the expertise that underpins research excellence. At ANU, this definition also encompasses the skilled staff who provide shared specialist and technical services to ensure researchers have the support needed to achieve world-class outcomes.

## Campus infrastructure

ANU is committed to enabling world-class, safe, sustainable and inclusive environments through innovative operational excellence and a culture of unity that upholds the University’s founding mission of enduring significance. Central to this commitment is the provision of a campus environment that is safe, well-maintained, and one in which staff and students feel proud to work and study.

This is achieved through the ongoing maintenance of University assets to an appropriate quality standard, a responsive approach to maintenance requests, and efforts to minimise unplanned asset downtime that may impact University operations. In parallel, the continued engagement with staff on workplace quality provides valuable insights to inform continuous improvement and identify opportunities to enhance the campus experience.

## Environmental sustainability

ANU is committed to driving positive change in addressing three interconnected environmental challenges: climate change, biodiversity loss and the unsustainable use of resources. The University’s **Environmental Sustainability Management Plan 2026–2030** provides a roadmap for action across eight key pillars:

- **Energy | Built Environment | Transport | Water | Landscapes and Ecosystems | Goods and Services | Waste and Recycling | Climate Risk**

Achieving positive environmental outcomes requires a whole-of-university approach that integrates sustainability into governance, operations, engagement, research and learning. ANU is embedding sustainability principles into planning and decision-making and creating feedback loops where academic insights inform practical solutions and operational challenges generate opportunities for applied research and learning.

The University is committed to ambitious climate action. Our long-term goal is to achieve net zero — and then below zero — greenhouse gas (GHG) emissions across our entire value chain by 2040.

To reach this milestone, ANU is implementing interim targets for 2030 that address diverse sources of emissions while enhancing resilience through proactive climate risk management.

ANU will publish its first full Commonwealth Climate Disclosure in the 2025 Annual Report, reinforcing our dedication to transparency and accountability in climate action.

## Success measures

- Recognised collections
- Nationally significant research infrastructure and capability
- Reactive maintenance work orders completed within target response times
- University greenhouse gas emissions



## Capability three: Service solutions

During the period of this plan, ANU will reshape and standardise service offerings, improve the experience of staff and students when engaging with services, and continue to enhance the digital environment to support this ambition. The University is transforming its professional services through a new operating model driven by the following **Design Principles**.

- Consistency across functions: This ensures fair and consistent experiences for all staff and students.
- Collaboration and shared governance: Creating centres of excellence that foster collaboration and shared decision-making.
- University-wide services have a central functional owner: Ensuring accountability for service performance.
- Data-driven resource allocation: To ensure resources are allocated fairly and transparently.
- Operational efficiency and effectiveness: Ensure services are sustainable.
- Clear workforce development pathways: That support capability growth and long-term career progression.

### Success measures

- Effectiveness and satisfaction with our services



## Capability four: Stewardship for performance

Financial sustainability is a foundational capability and a core pillar of institutional integrity. As Australia's national university, ANU bears a distinctive fiduciary responsibility to the public to steward its resources with discipline, transparency and foresight. This responsibility requires the strategic balancing of diverse and competing priorities — spanning academic excellence, people and capability, digital infrastructure, capital investment, and debt management — to ensure the University's long-term mission, resilience and public value remain secure and that risks are appropriately managed.

### Robust governance and fiduciary oversight

The University operates within a sophisticated governance framework designed to ensure financial decision-making is transparent, evidence-based and aligned with the *The Australian National University Act 1991*.

- **Council-led oversight:** Through Council, the Audit, Finance and Risk Committee, and the Investment Committee, ANU maintains rigorous monitoring of its financial health. This oversight ensures that resource allocation decisions remain responsive to institutional priorities while maintaining long-term solvency and financial resilience.
- **Proactive risk management:** With a financial profile underpinned by a complex mix of Commonwealth funding, international tuition revenue, and research partnerships, ANU applies governance and risk management approaches to manage sensitivity to external and market-driven volatility. The University's stewardship model emphasises revenue resilience through strategic diversification and systematic stress-testing of revenue streams against adverse global economic and geopolitical scenarios.

### Strategic resource optimisation

In a challenging economic environment where essential operating costs have historically outpaced revenue growth, the University is transitioning in 2026 to a comprehensive and sustainable financial model. This model shifts the focus from short-term fiscal adjustments to

long-term structural health, resilience and value creation.

The University's approach to cost management is guided by the principle of disciplined optimisation – prioritising strategic investment, institutional agility and financial sustainability while protecting the academic core.

- **Alignment with strategic priorities:** Resource management is approached through a value-based lens, ensuring that expenditure is systematically redirected from non-core activities toward the academic frontline and student experience.
- **Operational efficiency:** The University is committed to a collaborative, institution-wide approach to streamlining administrative and support processes. By optimising operating models and reducing duplication, ANU ensures its cost-base remains fit-for-purpose and scalable, enabling institutional agility and the effective redeployment of resources to strategic priorities.
- **Multi-year financial planning:** Moving beyond annual budgeting cycles, ANU adopts a multi-year financial planning horizon to enhance strategic foresight and fiscal resilience. This provides the stability and predictability necessary to sustain high-impact research and long-term educational innovation.

### Success measures

- Operating results
- Liquidity and capital strength
- Sustainable workforce growth



# Governance and risk

The University's governance framework is established through key legislation that defines its purpose, responsibilities and obligations. These include but not limited to:

- **Australian National University Act 1991**  
The founding legislation and enabling Act that establishes ANU, outlining its purpose and governance structure.
- **Public Governance, Performance and Accountability Act 2013 (PGPA Act) and PGPA Rule 2014**  
The PGPA Act sets out the general duties of accountable authorities and officials, while the PGPA Rule specifies the requirements and procedures necessary to implement governance, performance and accountability measures. This framework ensures the proper use and management of public resources, defined as efficient, effective, economical and ethical.
- **Higher Education Support Act 2003 (HESA)**  
Establishes quality and accountability requirements for ANU as a higher education provider, including obligations related to financial visibility, quality assurance, equity, compliance, contributions and fees, academic freedom, and the preparation of the Mission-based Compact.

## Government policy and funding agreements

### ANU Mission-based Compact

Each year, ANU prepares a Mission-based Compact for the Department of Education, formalising its commitment to quality and accountability under the *Higher Education Support Act 2003* (HESA). This agreement outlines how the University's distinctive mission aligns with the Commonwealth's objectives for higher education, encompassing innovation, teaching excellence, research training, and equity. The Compact serves as a strategic framework that demonstrates the University's role in advancing national priorities while delivering world-class education and research. Our 2025-2026 Mission-based Compact is closely integrated with the key deliverables outlined in the ANU Corporate Plan to ensure alignment between institutional goals and government expectations.

### ANU Funding Agreement

The University has a Funding Agreement with the Commonwealth under the *Higher Education Support Act 2003* (HESA). This agreement outlines the funding streams that enable ANU to deliver high-quality education and research aligned with national priorities. Key components include:

- **Commonwealth Grant Scheme (CGS)**  
A flexible funding envelope that supports domestic student places across disciplines (excluding medicine) and program levels (sub-bachelor, bachelor and postgraduate). ANU can allocate funding within this envelope to meet demand and strategic priorities.
- **Nuclear-Powered Submarine Student Pathways Program**  
In 2025, ANU was awarded 36 Commonwealth Supported Places (CSPs) under this initiative to develop a pipeline of highly skilled Science, Technology, Engineering, and Mathematics (STEM) graduates to strengthen Australia's sovereign capabilities in advanced technologies.

- **Needs-based Funding**  
Additional funding provided to support equity and access for students from underrepresented backgrounds to ensure inclusivity in higher education.
- **Research Training Program (RTP)**  
Funding to support students undertaking research training programs to enable ANU to deliver world-class research training.
- **Research Support Program (RSP)**  
A flexible funding stream that assists with the systemic costs of university research, including infrastructure and operational support.
- **National Institutes Grant**  
Dedicated funding for long-term pure and applied research, which reinforces the University's role as a nationally and internationally significant research institution.

## Governance arrangements

### Council and committees

The governance framework of ANU provides assurance to Council, its committees and the Internal Audit Program, to ensure robust oversight of risk management and reporting. Each Council committee operates under a publicly accessible charter that defines its membership and responsibilities. Committees are accountable for these responsibilities and report annually to Council on their performance.

Council and its committees maintain quality assurance mechanisms to remain fit-for-purpose and responsive to the evolving challenges of governing the national university. The committee structure includes those required under legislation and others established by Council to enhance efficiency and effectiveness. This structure is periodically reviewed and adapted to meet changing needs.

### Key committees and their roles:

- **Audit, Finance and Risk Committee (AFRC)**  
Council established the Audit, Finance and Risk Committee in compliance with section 45 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), section 17 of the *Public Governance and Accountability Rule 2014* (PGPA Rule) and section 18 of the *Australian National University Act 1991*. It provides independent assurance, advice and assistance to Council on financial management, performance reporting and risk oversight. It oversees the Internal Audit Program, which validates and improves internal controls and risk management systems.
- **Investment Committee**  
Advises Council on the prudent management of the University's investment portfolio, including oversight of performance and adherence to policies such as the *Socially Responsible Investment Policy*.
- **Campus Planning Committee**  
Monitors and advises on major property and infrastructure planning and development.
- **Remuneration Committee**  
Determines the Vice-Chancellor's remuneration and conditions, reviews senior management performance and remuneration, and may appoint an Acting Vice-Chancellor in emergencies.
- **Nominations Committee**  
Makes recommendations to the Federal Minister for Education on the appointment of external Council members.

- **Safety and Wellbeing Committee**  
Oversees the University's management of safety and wellbeing, including monitoring progress against the Student Safety and Wellbeing Plan 2024–2026.

Each year, Council endorses an Annual Conformance Statement, documenting compliance with legislative and policy responsibilities. Similarly, each committee completes a performance matrix against its charter obligations to ensure transparency and accountability.

## Academic governance

ANU maintains rigorous academic governance through the Academic Board, which ensures the highest standards in learning, teaching, scholarship and research. The Board reviews and endorses academic policy, approves degrees and awards, and serves as a key forum for dialogue between senior executives and the academic community. Its work is supported by four specialist sub-committees: the Academic Quality Assurance Committee, which oversees academic quality; the Learning and Teaching Committee, which drives innovation in pedagogy; the University Research Committee, which shapes research strategy; and the Academic Board Steering Committee, which coordinates governance processes. Together, these bodies safeguard academic excellence and continuous improvement across the University.

## Risk oversight and management

The University operates in a complex and dynamic risk environment, influenced by both international and domestic factors that shape decisions around positioning and strategic alignment. To manage this context effectively, ANU promotes a proactive risk culture where opportunities, challenges and pressures are embedded into planning and delivery processes drawing on internal knowledge and external resources. This approach enables delegates to make risk-informed decisions aligned with strategic and organisational goals, supported by evidence and grounded in compliance with legislation, policy and University values.

The University's risk oversight and management framework supports the Executive and staff in meeting obligations under Section 16 of the *Public Governance, Performance and Accountability Act 2013*, the Commonwealth Risk Management Policy and the Australian and New Zealand accepted International Standard Risk Management – Guidelines (ISO 31000: 2018). These arrangements continue to evolve and mature including with the appointment of a Chief Risk Officer to lead the newly established University Risk Office in the Legal, Governance and Risk Division.

In 2026, the University's Risk Office will focus on:




- Strengthening the cohesiveness of the enterprise risk framework, including clear articulation of risk appetite.
- Aligning risk and assurance activities across complementary frameworks, informed by materiality.
- Expanding learning opportunities for staff, students and contractors to reinforce a positive risk culture and the associated behaviours.
- Sharing best practice for integrating shared risk considerations into project and business frameworks.
- Enhancing risk reporting to governance committees to support oversight roles.

The University also continues to embed climate risk management through targeted education and engagement with risk owners, with further capacity-building initiatives planned for 2026. Climate risk management activities will be reported in the 2025 ANU Annual Report, consistent with the Commonwealth Climate Disclosure Requirements. Under this the 2026-2029 ANU Corporate Plan, the following strategic risks are the current focus of Council and the University Executive:

- **Governance** – Enhancing governance, accountability and quality frameworks to align the delivery of world-class education and research with strategic national priorities. This includes strengthening the University’s global brand and reputation, and building capacity and prosperity nationally and across the Pacific region.
- **Financial sustainability** – Securing and managing resources aligned to institutional purpose while navigating geopolitical instability and sector reform. Shifting policy settings, cost-of-living pressures, and increasing competition for research funding and international students present material risks to revenue generation, attracting and retaining students and staff, and investment in research capacity and infrastructure.
- **Transition management** – Proactively planning and aligning programs of change across a complex system of human and physical capital to ensure stability at a sustainable pace and scale. This approach aims to avoid disruption to student learning experiences, to protect staff wellbeing and productivity, and to safeguard delivery of strategic objectives.
- **Legislative and regulatory compliance** – Meeting obligations under relevant legislation and Commonwealth policy, including the newly established ATEC with additional teaching quality requirements, while maintaining compliance with TEQSA Threshold Standards and ensuring protection of physical, data and human assets.
- **Integrity and social license** – Rebuild trust and credibility through ethical leadership and institutional transparency, addressing concerns raised in external reviews with substantive governance reforms, and securing the University’s license to operate as a trusted public institution.

Table 5 below provides a summary of the University’s current material enterprise risks.

**Table 5: University Enterprise Risks**

	Risks	Enabling Capabilities	Management Strategy
	<p><b>Financial Management</b></p> <p>Inadequate management of financial levers resulting in the failure to satisfactorily deliver on key services and strategic priorities.</p>	<ul style="list-style-type: none"> <li>• Service solutions</li> <li>• Stewardship for performance</li> <li>• Infrastructure and environment</li> </ul>	<p>The University balances revenue, investment and resource allocation through planning, prioritisation and budgeting to achieve planned growth, delivery and maintenance objectives.</p>
	<p><b>Safety and Wellbeing</b></p> <p>Failure to maintain a physical and psychologically safe workplace for staff, students and the community; impacting on workforce performance, student satisfactions and trust.</p>	<ul style="list-style-type: none"> <li>• Our people</li> <li>• Service solutions</li> </ul>	<p>Appropriate policies, procedures and support mechanisms to protect people, including timely response systems to address safety and wellbeing vulnerabilities.</p>
	<p><b>Research and Innovation</b></p> <p>Inadequate research engagement and partnership with industries of focus, could reduce research impact, and lead to decreased funding and missed collaboration opportunities.</p>	<ul style="list-style-type: none"> <li>• Our people</li> <li>• Service solutions</li> <li>• Infrastructure and environment</li> <li>• Stewardship for performance</li> </ul>	<p>Delivery of the ANU Research Strategy 2024+, and establishment of a Research Partnerships and Translation function to foster deep, multi-dimensional relationships with industry, community and other institutions.</p>

	Risks	Enabling Capabilities	Management Strategy
	<p><b>Teaching and Learning</b></p> <p>Insufficient investment in teaching development and quality assurance systems and infrastructure could impact teaching and learning quality, resulting in declining student satisfaction and retention, reduced competitive positioning, and diminished educational outcomes.</p>	<ul style="list-style-type: none"> <li>• Our people</li> <li>• Service solutions</li> <li>• Stewardship for performance</li> </ul>	<p>Implementation of the ANU Learning and Teaching Strategy providing a future-focussed whole-of-university approach to enhance teaching quality and delivering a world-class student experience.</p>
	<p><b>Organisational Resilience</b></p> <p>Failure to maintain organisational resilience resulting in the inability to respond effectively to emerging threats, leading to strategic misalignment and missed opportunities.</p>	<ul style="list-style-type: none"> <li>• Our people</li> <li>• Service solutions</li> <li>• Infrastructure and environment</li> </ul>	<p>Strengthening governance frameworks, business continuity, cybersecurity protections, transparency practices and stakeholder awareness.</p>
	<p><b>Digital and Data</b></p> <p>Failure to provide adequate digital capability coupled with poor data management impacting on the performance, delivery and decision-making quality.</p>	<ul style="list-style-type: none"> <li>• Our people</li> <li>• Service solutions</li> </ul>	<p>Linking the ANU Digital Plan to broader information and data strategy objectives across strategies and plans.</p>
	<p><b>Climate Risk</b></p> <p>Failure to make anticipated progress against institutional below-zero target and adapt the organisation to physical climate events leading to operational and brand repercussions.</p>	<ul style="list-style-type: none"> <li>• Infrastructure and environment</li> <li>• Service solutions</li> </ul>	<p>Ongoing assessment and capability through targeted education and engagement with governance bodies and risk owners.</p>

## Freedom of speech and academic freedom at ANU

Freedom of speech is a core principle of Australian society, and academic freedom is fundamental to the mission of the University as the nation's university. ANU is committed to upholding these values and aligns with government initiatives to protect academic freedom. In 2024, the University Council approved the *ANU Attestation Statement on Freedom of Speech and Academic Freedom for 2023*, confirming that ANU maintains an institutional environment where these freedoms are respected and safeguarded. The Statement also attests that the *Academic Freedom and Freedom of Speech Policy* is robust and fully integrated within the University's policy framework thereby ensuring these principles remain central to academic culture.

## Foreign interference in the Australian university sector

ANU meets its obligations under the *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* through robust governance and oversight. The University Foreign Interference Advisory Committee (FIAC) monitors and advises on foreign interference risks to provide assurance to the University community. FIAC reviews proposed foreign collaborations and, where appropriate, makes recommendations to the Vice-Chancellor to ensure compliance and to protect the integrity of academic and research activities.



# Partnerships and cooperation

ANU is part of the Commonwealth. Consistent with this, we are committed to further strengthening our collaborations with Commonwealth government agencies, the ACT Government and other key partners, as listed below.



## Commonwealth Government Agencies

The University has built a strong reputation for fostering strategic partnerships and collaborative initiatives that extend across academia, industry and government. Through these alliances, ANU drives innovation, knowledge exchange and impactful research that addresses global challenges. Its cooperative efforts span joint research projects, international academic networks and industry-linked programs, thereby ensuring students and researchers benefit from diverse perspectives and real-world applications. By prioritising collaboration, ANU strengthens its role as a leading institution committed to advancing education and research on a global scale.

### Department of Defence

ANU and the Department of Defence maintain a long-standing partnership across Humanities and Social Sciences (HASS) and Science, Technology, Engineering, and Mathematics (STEM) disciplines. ANU plays a critical role in supporting AUKUS, a trilateral security partnership between Australia, the United Kingdom, and the United States and commitments to strengthening Australia's national security through education, research and workforce development.

In July 2024, the University launched the ANU Defence Institute to coordinate engagement and foster collaboration between ANU, Defence and industry leaders. The partnership recognises that both organisations are large and complex to navigate and while existing relationships are supported to continue, the Institute provides a mechanism to more effectively foster collaboration and partnerships. Key initiatives include:

#### Nuclear stewardship

- Established after the 2021 AUKUS announcement to address gaps in Australia's sovereign nuclear capability.
- Brings together expertise in nuclear physics, engineering, health, regulation, law, national security and science communication.
- Offers Australia's most comprehensive nuclear stewardship education programs (undergraduate, postgraduate, professional training).

#### Education and workforce development:

- Revised programs and the introduction of new offerings to build nuclear capability.
- Awarded additional Commonwealth Supported Places (CSPs) under the Nuclear-Powered Submarines Student Pathways Program for the 2025 STEM intake.

#### Research engagement:

- Collaborating with Defence, industry and international partners to expand nuclear research programs.
- Committed to building a sovereign nuclear-literate workforce for Defence, government and industry.

### First Nations Economic Partnership

The First Nations Economic Partnership, announced in August 2025 and formally signed on 29 September 2025, represents a landmark agreement between the Australian Government, the Coalition of Peaks, and the First Nations Economic Empowerment Alliance. Supported by the ANU First Nations Portfolio, the Partnership aims to advance economic empowerment and strengthen self-determination for First Nations peoples.

The First Nations Economic Empowerment Alliance was established in 2023 as a direct outcome of research and sector engagement led by the University's First Nations Portfolio, including the Marramarra murru First Nations Economic Development Symposium and

the Murru waaruu Economic Development Series hosted at ANU. As part of this national commitment, the Australian Government has allocated \$16.9 million over five years to support the development of a First Nations Economic Framework.

The Partnership focuses on leveraging Commonwealth policy levers to drive economic participation, self-determination, and long-term wealth creation for First Nations peoples. ANU continues to contribute to this work through representation in the Alliance, with the University's Vice-President (First Nations) as Chair.

### **Indigenous Data Sovereignty (IDS)**

ANU has played a leading role in advancing Indigenous Data Sovereignty since 2015, when it co-convened the first international workshop on the topic at University House. More recently, the University's First Nations Portfolio has strengthened this contribution through its work on the national economic empowerment agenda. This work focuses on providing technical support to First Nations communities seeking to build the capability to access, manage, and control their own socio-economic data – an essential foundation for self-determination and place-based development planning.

ANU is currently collaborating with land-based representative organisations across northern Australia, including the Anindilyakwa Land Council, Ngurrutjuta/Pmara Ntjarra Aboriginal Corporation, the Ngarluma/Yindjibarndi Foundation, and the Juukan Gorge Legacy Foundation. Several additional organisations in the Northern Territory and Queensland have also approached ANU to explore future projects. In each partnership, the University's disciplinary expertise is central to enabling communities to access, own, and apply existing socio-economic data to support their development priorities.

### **Department of Climate Change, Energy, the Environment and Water (DCCEEW)**

In 2023, ANU signed a Memorandum of Understanding (MoU) with the Department of Climate Change, Energy, the Environment and Water (DCCEEW), establishing a dynamic partnership that fosters collaboration and drives impact across research and innovation. This agreement opens new pathways for policy influence, real-world application and meaningful research outcomes.

The MoU provides a clear framework for ANU and DCCEEW to work together to align expertise with priority areas of research and development to address real-world needs and shared goals. By focusing on targeted outcomes, the partnership supports projects and initiatives that deliver evidence, insight and innovation where they can make a measurable difference. Equally important, it strengthens long-term relationships between ANU and DCCEEW – building trust, continuity and mutual benefit – while reducing the administrative burden typically associated with initiating new collaborations. This approach ensures that time and energy are invested in research and development rather than process.

Since its inception, a diverse range of projects and initiatives have been launched under this partnership, many of which are already delivering tangible results. Several projects and initiatives show strong potential to evolve into long-term programs with broader impact.

### **Department of Foreign Affairs and Trade**

The University has particularly strong linkages with Department of Foreign Affairs and Trade (DFAT).

The Pacific Security College (PSC), funded by DFAT and based within the ANU College of Law, Governance and Policy (CLGP), serves Pacific Islands Forum members through training for parliamentarians and officials, policy engagement and regional collaboration. PSC hosts the Pacific's largest security dialogue with national leaders and representatives from across the Pacific security sector. PSC takes a holistic approach to traditional and non-traditional security issues, guided by the Boe Declaration, the 2050 Strategy for the Blue Pacific Continent and the Ocean of Peace Declaration. PSC works collaboratively with Pacific stakeholders in governments, universities, civil society and regional institutions.

The Pacific Research Program (PRP) is co-funded by DFAT and is delivered by a consortium consisting of the Department of Pacific Affairs, the Development Policy Centre at ANU and the Lowy Institute. PRP Phase 2 (2022–2026) builds on Phase 1 (2017–2022) of the program to foster strong partnerships between Australian and Pacific universities, and to teach and train the next generation of Pacific researchers. Phase 2 will also generate and disseminate independent Pacific-focused research as a regional public good and to support stronger evidence-based policymaking in the Pacific by working to foster stronger research practice and deeper research-to-knowledge engagement.

### **Department of Home Affairs**

ANU and the Department of Home Affairs signed an MoU in April 2022 to strengthen collaboration on national security and capability development. Key pillars of the partnership include:

- Building a secure, prosperous, and inclusive nation
- Leveraging international relationships
- Building national capability

ANU supports the Department of Home Affairs towards deepening an understanding of challenges to Australian sovereignty and its economic and security interests, and contributing expertise across research, policy and capability-building.

### **Department of Social Services (DSS)**

In 2023, ANU signed an MoU with the Department of Social Services (DSS) to establish an academic collaboration focused on knowledge-sharing, cooperation and organisational capability-building. Key features of the partnership include collaboration across all DSS responsibilities with a particular focus on social security policy. Several activities have been instigated under the MoU, supported by the Office of Commonwealth and Government Relations and championed internally by the ANU Centre for Social Research Methods and the ANU Tax and Transfer Policy Institute.

### **Department of Industry, Science and Resources**

ANU formalised its partnership with the Department of Industry, Science and Resources in May 2022 to strengthen collaboration on economic growth and job creation. Key features of the partnership include promoting exchange of expertise, including staff secondments, and supporting the department in shaping its approach to future challenges in industry and innovation. Areas of cooperation to date include:

- Low emissions technologies
- Community batteries
- Electric vehicles

This partnership leverages the University's research and expertise to advance Australia's industrial transformation and sustainability goals.

### **National Security College**

The Commonwealth Government and ANU have made a long-term strategic investment in the National Security College (NSC) to strengthen Australia's national security capability and foster informed debate on emerging challenges and policy options. Key roles and activities include:

- Developing whole-of-government and whole-of-nation security capabilities.
- Building a skilled national network and communities of practice among security professionals.
- Facilitating policy contestability and informed debate on national security issues.
- Executive and professional development programs.
- Academic education and research.
- Policy publications and thought leadership.

- Public events, podcasts, dialogues, roundtables, Futures workshops.
- Parliamentary briefings and community consultations.

NSC plays a pivotal role in capability uplift, knowledge exchange and fostering a resilient national security ecosystem for Australia.

### Australian Signals Directorate (Co-Lab)

The Co-Lab is a 15-year strategic partnership between ANU and the Australian Signals Directorate (ASD) providing a collaborative research environment within the University and supporting the development of Australia's STEM workforce. Key features of the partnership include:

- **Collaborative Research:** brings together problem-solvers from diverse disciplines to work on ASD-relevant challenges.
- **STEM Workforce Development:** delivers executive education programs and creates pathways for ANU students to pursue careers with ASD and in STEM-related fields.

The Co-Lab strengthens Australia's cyber and national security capabilities while fostering innovation and talent development in critical STEM domains. These domains include cryptography, computational linguistics, secure communications, computing and cyber security, psychology and vulnerability research

### Sir Roland Wilson Foundation

Established in 1998 as a partnership between ANU and the Australian Public Service (APS), the Sir Roland Wilson Foundation honours Sir Roland Wilson's vision for a strong APS. In 2019, the partnership expanded to include Charles Darwin University. The Foundation builds public policy capability and leadership through postgraduate scholarships, professional development and networking opportunities. Key achievements include:

- **Scholarships Awarded (2012–2025):**
  - 114 total across 27 APS agencies
  - 71 Sir Roland Wilson PhD scholarships
  - 43 Pat Turner scholarships for First Nations APS employees
- **Alumni Network:**
  - 32 Sir Roland Wilson alumni
  - 18 Pat Turner alumni

In 2025, the Foundation expanded eligibility for its scholarships to most Commonwealth entities and companies under the *Public Governance, Performance and Accountability Act 2013*.

The Foundation enhances APS leadership and evidence-based policymaking to contribute to Australia's long-term public service capability.

### OreAI: Transforming the Future of Low-Emissions Materials

ANU and Rio Tinto are co-developing OreAI, a pioneering platform that leverages CT-based characterisation, digital modelling and artificial intelligence to advance Australia's role in low-emissions materials production. Key features of the partnership include:

- **Initial Focus:**
  - Iron ore from the Pilbara to support green steelmaking.
- **Core Innovation:**
  - Creates a digital fingerprint of each ore feedstock.
  - Enables optimal matching to green-steel processes for technology selection and blending strategies.
  - Reduces carbon intensity at scale.
- **Expansion Beyond Iron:**
  - Copper and lithium – critical for electrification and the energy transition.
  - Positions Australia as a secure, competitive supplier of low-emissions materials.

## **Rio Tinto Centre for Future Materials**

The Rio Tinto Centre for Future Materials is a global research partnership led by Imperial College London and Rio Tinto, with core academic collaborators including the University of California, Berkeley; University of British Columbia; University of the Witwatersrand; and ANU, the only Australian university partner in the collaboration. The Centre's mission is to deliver breakthrough materials and processes, from low-carbon iron and steel to critical minerals and circular supply chains, that enable the global energy transition while embedding environmental, social, and economic responsibility at every stage.

ANU was selected as a partner in recognition of its international standing in the social sciences and its leadership in First Nations scholarship and engagement. Through the First Nations Portfolio, ANU provides specialist expertise on Indigenous Data Sovereignty, self-determination, and modern agreement-making, and supports Rio Tinto in understanding and strengthening its engagement with First Nations communities across Australia's mining landscape. ANU has led major initiatives in this area through the Centre's Grand Challenge program and continues to play a leadership role in global collaboration.

At ANU, researchers contribute world-leading imaging and AI-driven materials characterisation, biological and remediation sciences, and social, cultural, and First Nations expertise. Through interdisciplinary programs, the Centre links atom-to-asset scale science with community, policy, and industry engagement.

## **Canberra Health Services**

ANU works closely with the ACT Government including the ACT Health and Community Services Directorate and Canberra Health Services (CHS) to support healthcare delivery, workforce development and innovation across the Territory. These partnerships underpin the University's accredited clinical programs, including the ANU Doctor of Medicine and Surgery (MChD) and accredited Psychology offerings, which rely on jointly governed clinical placement pathways, supervision networks and shared training facilities. ANU, HCSD and CHS collaborate to shape the education and professional development of the Territory's future health workforce, including rural medical pathways.

Together with ACT agencies, ANU undertakes research and innovation directly targeted to the local health system. Flagship projects include the Medical Research Future Fund (MRFF)-funded clinical trials led by the ANU-based Clinical Hub for Interventional Research (CHOIR). Precision-medicine initiatives are supported through collaborative hubs including Canberra Clinical Genomics and the Canberra Clinical Phenomics Service. These services provide access to accredited genomic testing and research-grade immunological analysis, with ongoing work to expand accredited capabilities.

These collaborations strengthen the ACT's clinical training and research ecosystem, improve access to high-quality care, support medical workforce sustainability and position ANU as a national contributor to medical and health innovation.

## **Key philanthropic partnerships**

Philanthropy plays a vital role in advancing the mission of ANU by enabling transformative research, scholarships and programs that create lasting impact. Through strategic partnerships with individuals, foundations and corporations, the University leverages philanthropic support to drive innovation, expand educational opportunities and to address global challenges. These collaborations strengthen the University's capacity to deliver world-class research and teaching and foster a shared commitment to shaping a better future for Australia and the world.

## McCusker Charitable Foundation

The McCusker Charitable Foundation has significantly advanced the University's mission through funding three transformative initiatives:

- **McCusker Prize in Humanitarian Engineering** –empowering student innovators to design lifesaving technologies for global communities.
- **McCusker Institute** –providing students with unique opportunities to learn, collaborate and create meaningful social impact.
- **Three research positions at the Centre for Personalised Medicine** –accelerating translational research into critical medical conditions such as inflammatory bowel disease.

This support enhances student opportunities and strengthens the University's capacity to deliver real-world solutions that improve lives.

## SKIP Foundation

The SKIP Foundation has renewed and strengthened its commitment to supporting women in engineering at ANU by funding six annual scholarships for rural and regional women. This initiative builds on the Kim Jackson Scholars' Program, established in 2018 by Kim Jackson and her husband, Scott Farquhar, principals of the SKIP Foundation.

By 2035, this grant will have provided scholarships and program support to more than 50 women pursuing engineering degrees at ANU.

## Charles and Claire Gibbon and the Gibbon Foundation

In 2025, a landmark donation from Charles and Claire Gibbon and the Gibbon Foundation enabled the fulfilment of the \$50 million Kambri Scholars' Program endowment and delivered life-changing support for Indigenous students. This transformational gift brings total donations to \$25 million and is matched dollar-for-dollar by ANU to secure the program's long-term future.

The Kambri Scholars' Program ensures the next generation of Indigenous leaders can access a world-class university education and creates pathways for academic success and leadership that will shape communities for decades to come.

## BHP

The First Nations Gender Justice Institute, launched in 2024 in partnership with the Australian Human Rights Commission through Wiyi Yani U Thangani (Women's Voices), is dedicated to elevating and investing in the voices and solutions of First Nations women and girls to drive social, economic and ecological impact.

Grounded in an intersectional, interdisciplinary and human rights-based approach, the Institute champions gender-informed strategies that address the holistic needs of women, children, families and communities – including men. This strength-and evidence-based model ensures culturally responsive solutions that foster systemic change.

The Institute's establishment was made possible through a start-up grant from BHP, which enabled ANU to create a platform for transformative leadership and advocacy in First Nations gender justice.

## Minderoo Foundation

In 2025, the Minderoo Foundation made two significant contributions to advance gender equality and social impact:

- **First Nations Gender Justice Institute** –supporting the translation of research into policy and practice to drive organisational and societal change and advocating for evidence-based strategies that progress gender justice.

- **Global Institute for Women's Leadership** – funding research into gender-based online harms, addressing one of the most pressing challenges for women's safety and equality in the digital age.

These gifts strengthen the University's leadership in gender equity research and its commitment to creating transformative solutions for systemic change.

### **Philanthropic governance**

The ANU Foundation Board provides the governance framework for all gifts made to the University, ensuring ANU maintains the highest standards in its fundraising activities and that all gifts are accurately acquitted. The ANU Foundation was established on 1 January 2019 under the *Australian National University (ANU Foundation) Statute 2018*.

The ANU Foundation Board serves as the key oversight body and advises Council and the Vice-Chancellor on the governance, management and performance of the University's fundraising activities and gift funds. The Board holds the University accountable for the responsible financial and risk management of all gift funds within the ANU Foundation and ensures monies are disbursed and activities supported in accordance with donor intentions and for the full duration of each gift.



# Subsidiaries

ANU operates three subsidiaries (controlled entities) under the oversight of the Audit, Finance and Risk Committee and Council:

- **ANU Enterprise Pty Ltd** – supporting commercial and consultancy activities
- **ANU (UK) Foundation** – facilitating philanthropic engagement in the United Kingdom
- **ANU International Holdings Pty Ltd** – managing the University’s international operations.

These entities extend the University’s global reach and strengthen its capacity for research, education and engagement.

## ANU Enterprise Pty Ltd

ANU Enterprise Pty Ltd, a wholly owned subsidiary of the Australian National University, was established in 1979 as a not-for-profit, for-purpose company. It serves as an impact-enabling vehicle within the ANU Research, Partnerships and Translation Division, providing delivery and support services such as project management, business engagement, strategic initiatives and commercialisation. These services allow researchers to focus on their expertise while ensuring ANU research achieves maximum societal impact and commercial opportunity.

Subsidiaries include:

- **The Social Research Centre Pty Ltd (SRC)**  
Acquired in 2014, the Social Research Centre (SRC) is a for-profit commercial company delivering innovative social research and evaluation services to researchers, policymakers, academics and business leaders. SRC collaborates closely with ANU academic areas, including POLIS: The Centre for Social Policy Research, and the National Centre for Epidemiology and Population Health. It aspires to be Australia’s leading social research organisation.
- **Australian Scientific Instruments Pty Ltd (ASI)**  
Established in 1997 to manufacture and sell instrumentation developed by the ANU Research School of Earth Sciences. Following the sale of its business lines, ASI ceased operations effective 1 January 2024 but remains registered to maintain licensing and royalty flows to ANU.

ANU Enterprise Pty Ltd is governed by a Board comprising senior ANU staff with expertise in business, governance, contract research, accounting and higher education. It reports to Council and the Audit, Finance and Risk Committee through:

- Annual business plan and budget
- Biannual reports on financial and non-financial performance metrics
- Statutory financial reporting and governance activities.

## ANU (UK) Foundation

The ANU (UK) Foundation, constituted in England and Wales, exists to facilitate grants, donations and bequests on behalf of ANU in alignment with the University’s strategies. Its purpose is to strengthen the University’s global engagement and philanthropic reach within the United Kingdom. Its role is to:

- Maintain strong connections with our extensive alumni network across the UK and Europe

- Promote excellence in education and research through initiatives that foster knowledge exchange, faculty collaboration and student mobility between ANU and leading UK/European universities
- Work closely with ANU leadership to align priorities and identify opportunities for strategic support.

Current focus areas:

- **London Alumni Scholarship** – supporting students from disadvantaged backgrounds to study at ANU
- **Sustainable Farms Initiative** – advancing research and practices for environmental sustainability
- **Postgraduate Scholarships** – for students in the ANU Research School of Earth Sciences.

## ANU International Holdings

ANU International Holdings is a wholly owned subsidiary of the University, established to provide a compliant and structured framework for managing the University’s international operations. Its role is to:

- Serve as the legal and operational foundation for our global activities.
- Ensure regulatory compliance while enabling sustainable international engagement.
- Supports key functions including:
  - Government relations
  - Alumni engagement
  - Marketing and recruitment
  - Events and liaison activities.

ANU International Holdings plays a critical role in advancing our commitment to strengthening long-term relationships with governments, businesses, institutions, students, alumni and the public worldwide. By facilitating effective international operations, it helps position ANU as a globally connected and influential university.

# Compliance

This ANU Corporate Plan has been prepared in accordance with the requirements of:

- Subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act); and
- Subsection 16E(2) of the PGPA Rule 2014.

**Table 6: An outline of how the Australian National University Corporate Plan meets these PGPA Act and PGPA Rule requirements, including page references for each element.**

PGPA source	Matters to be included	Page reference
<b>INTRODUCTION</b>		
PGPA Rule 16E(1)	The Corporate Plan for a Commonwealth entity must cover a period of at least four reporting periods for the entity.	Page 3
PGPA Rule 16E(2)1(a)	The Corporate Plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.	Page 3
PGPA Rule 16E(2)1(b)	The Corporate Plan must specify the reporting period for which the plan is prepared.	Page 3
PGPA Rule 16E(2)1(c)	The Corporate Plan must specify the reporting periods covered by the plan.	Page 3
<b>PURPOSES</b>		
PGPA Rule 16E(2)2	The Corporate Plan must state the purposes of the entity.	Page 4
<b>KEY ACTIVITIES</b>		
PGPA Rule 16E(2)3	For the entire period covered by the plan, the Corporate Plan must outline the key activities that the entity will undertake to achieve its purposes.	Page 8
<b>OPERATING CONTEXT</b>		
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the Corporate Plan must state the environment in which the entity will operate.	Page 6
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the Corporate Plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	Pages 14-18
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the Corporate Plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	Page 21-33

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# Abbreviations

<b>ANU</b>	– Australian National University
<b>ATEC</b>	– Australian Tertiary Education Commission
<b>MGFS</b>	– Managed Growth Funding System
<b>NPL</b>	– National Planning Level
<b>NOSC</b>	– New Overseas Student Commencement
<b>SERD</b>	– Strategic Examination of Research and Development
<b>R&amp;D</b>	– Research and Development
<b>TEQSA</b>	– Tertiary Education Quality and Standards Agency
<b>GenAI</b>	– Generative Artificial Intelligence
<b>KPI</b>	– Key Performance Indicator
<b>FWCI</b>	– Field Weighted Citation Impact
<b>HDR</b>	– Higher Degree Research
<b>HERDC</b>	– Higher Education Research Data Collection
<b>SES</b>	– Student Experience Survey
<b>GOS</b>	– Graduate Outcomes Survey
<b>GRS</b>	– Graduate Research School
<b>PGPA Act</b>	– Public Governance, Performance and Accountability Act
<b>PGPA Rule</b>	– Public Governance, Performance and Accountability Rule
<b>HESA</b>	– Higher Education Support Act
<b>CGS</b>	– Commonwealth Grant Scheme
<b>CSPs</b>	– Commonwealth Supported Places
<b>RTP</b>	– Research Training Program
<b>RSP</b>	– Research Support Program
<b>AFRC</b>	– Audit, Finance and Risk Committee
<b>AQAC</b>	– Academic Quality Assurance Committee
<b>FIAC</b>	– Foreign Interference Advisory Committee
<b>MoU</b>	– Memorandum of Understanding
<b>DFAT</b>	– Department of Foreign Affairs and Trade
<b>APSC</b>	– Australia Pacific Security College
<b>PRP</b>	– Pacific Research Program
<b>DCCEEW</b>	– Department of Climate Change, Energy, the Environment and Water
<b>NSC</b>	– National Security College
<b>ASD</b>	– Australian Signals Directorate
<b>SRC</b>	– Social Research Centre
<b>ASI</b>	– Australian Scientific Instruments
<b>NCI</b>	– National Computational Infrastructure
<b>ACCESS-NRI</b>	– Australian Earth-System Simulator
<b>HIA</b>	– Heavy Ion Accelerator
<b>AITC</b>	– Advanced Instrumentation and Technology Centre
<b>WGS</b>	– Whole Genome Sequencing

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