



Australian
National
University

ANU

ANU BY 2020

Presented by
Office of the
Vice-Chancellor

VICE-CHANCELLOR'S INTRODUCTION



The Australian National University (ANU) was established in 1946 to be of enduring significance in the post-war life of the nation – to support the development of national unity and identity, to improve Australia's understanding of itself and its neighbours, and to contribute to economic development and social cohesion. The University's mandate was to "advance the cause of learning and

research ... and take its rightful place among the great universities of the world".

In the decades since its establishment, ANU has built an international reputation for excellence in research and education. ANU is a resource for the nation, with a high concentration of internationally renowned scholars. The University is totally committed to the values of academic freedom in the pursuit of knowledge, integrity in all our activities, collegiality in our relationships, diversity in our staff and students and engagement with our communities and the nation.

This plan builds on our enviable history and outlines an ambitious set of goals for the future. It aims to build on the distinctive excellence of ANU both as Australia's **national** university and Australia's **finest** university. These aims will be manifest in the excellence of the University's research, education and public policy. The plan recognises the increasingly competitive national and global environment, and the imperative for ANU to continue to innovate in order to remain the university of choice for the best staff and students, government, business and other groups.

The plan is both aspirational and pragmatic. Excellence is clearly defined in terms of challenging goals which can be evaluated and, to a significant extent, quantitatively measured. Importantly, the

building blocks and strategies required to achieve excellence are also clearly articulated. The plan sets clear, long-term aims describing ANU by the year 2020. But it also acknowledges that there are shorter-term imperatives for the University and sets, as well, interim aims to be achieved by 2015.

Most importantly, the plan is about people: our academic and general staff, our students and our alumni. It is through the outstanding contributions of our people that we will achieve our aims. Excellence is a much overused word today: to create **true excellence** requires remarkable people – the people this plan will nurture and attract at ANU.

By 2020, ANU will be an even more vibrant community of scholars than it is today – focused on the critical issues that will shape Australia and the world in the 21st century. The founding principles of our great national university are as relevant today as they were in 1946.

A handwritten signature in black ink, reading "I.R. Young". The signature is stylized, with the first letters of the first and last names being prominent.

Ian Young
Vice-Chancellor
August 2011

1 Overarching aims: enhancing the distinctive excellence of ANU

The Australian National University has a distinct national mission which differentiates us from other higher education institutions, and unique concentrations of excellence which have given us a reputation second to none. Over the next ten years ANU aims to maintain, and enhance, our distinctive excellence both as Australia's **national** university and Australia's **finest** university.

AUSTRALIA'S NATIONAL UNIVERSITY

The distinctive character of ANU will be manifest:

> **In our profile**

ANU will be seen as an institution which addresses major issues of national and international importance. In many cases, our research will be long term and strategic. Our unique role as a national institution gives us a responsibility to make academic choices based on national need as well as student preference. Our programs will be both responsive to student needs and to the requirements of the nation. ANU will have broad connections across Australia, with government, the public, business, other institutions and universities. ANU academics will lead public debate on the critical issues of our time.

> **In our student body**

The student body at ANU will be drawn from across the nation and around the world. Outstanding students will be attracted to the University by our reputation, the quality of our staff and facilities and the unique nature of the educational experience. ANU will have a distinctive mix of students, with a growing emphasis on postgraduate research and graduate coursework.

> **In our hosting of national research and education networks and facilities**

ANU has a leadership role as the recognised home of many such networks and facilities. ANU will continue to build on the concentration of intellectual talent and physical infrastructure within the University to provide a national resource for scholars across the country.

> **In our focus on national policy issues**

ANU will be recognised as a leading contributor to public policy formulation and debate, addressing the major issues confronted by government, business and society. In this role, ANU will be the hub for debate and discussion on such issues and the source of unbiased, high-quality advice and comment.

> **In our partnership with national executive government and parliament**

The University's location in Canberra, its proximity to the Commonwealth legislative, executive, judicial institutions, and national cultural and scientific bodies, our focus on public policy, and our provision of training and education for a broad range of public servants means that ANU will be a unique resource and partner of real substance for government and parliament.

> **In our focus on Australia's place in the region and the world**

Building on our distinctive excellence in research, education and policy outreach, ANU will have a real focus on the place of Australia in our region and the world, bringing together all disciplines to understand and position Australia in the 21st century.

AUSTRALIA'S *FINEST* UNIVERSITY

ANU is not and will not become a large university by Australian standards, but will aim for measured, sustainable growth. We will strive for absolute excellence in every one of the disciplines and endeavours in which we engage. ANU will maintain and enhance the peerless reputation for quality we presently enjoy.

The excellence of ANU will be manifest:

> **In research intensity**

Research is central to ANU, informing every activity of the University. ANU will be a national and international leader in research by nurturing, attracting and retaining world-leading staff, building a concentration of highly research-active staff and research higher degree students and providing critical mass in core disciplines. Staff will be supported to address the major issues facing humanity and the nation and to lead public and scholarly debate on those issues. Staff will have access to facilities which enable them to be leaders in their respective fields.

> **In educational effectiveness**

The educational philosophy of ANU is that students are part of a community of scholars. Because the vast majority of ANU academic staff will be highly research-active, education will be research-led. An ANU education will engage students and stretch them intellectually, encouraging them to question the norms – to ask “why” not only “how” and to discover through their own research.

> **In our role as a national and international policy resource**

Central to the outreach role of ANU is engagement with government, and building a critical mass of research and education excellence in public policy which will act as a resource for the nation and our region. Staff will be encouraged not only to achieve academic excellence in their discipline field, but also to contribute to the national and international debate and provide government and the community with the highest quality intellectual resource.



2 Strategies for success: core objectives

EXCELLENCE IN RESEARCH

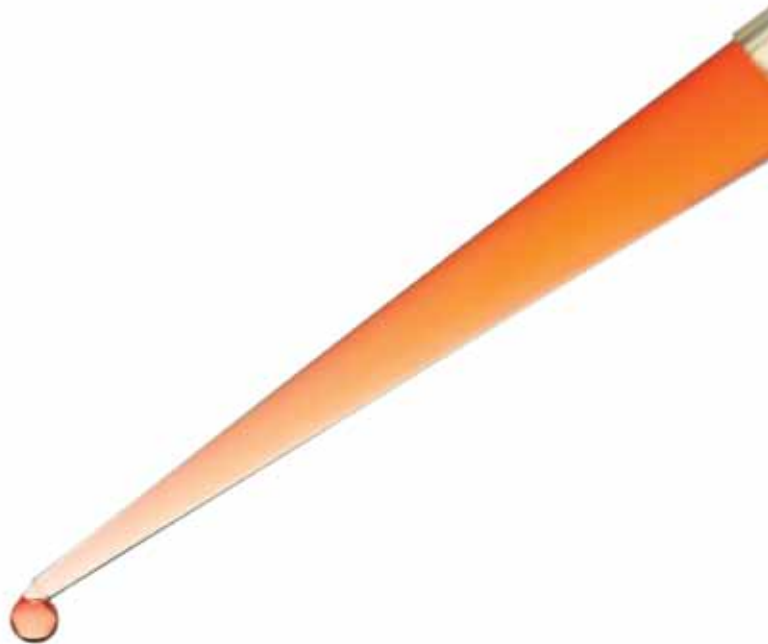
ANU is a research-intensive, research-led university. Research is central to everything ANU does. That research culture shapes our other core objectives of education provision and being a national and international policy resource. We cannot achieve excellence in these other fields without excellence in research.

- > ANU will aim for the vast majority of academic staff to be highly research-active, producing scholarly outputs recognised internationally. This aim will differentiate ANU as a university with a clear concentration of research excellence. For staff who have a predominantly teaching role, the definition of, “highly research-active”, will include scholarly activity in pedagogy.
- > Consistent with this aim, ANU will build research groupings which undertake research of distinction and international impact. This research concentration and focus will mean that more than 90 per cent of academic staff will be in areas which rate 4 or 5 - that is, above the world average - in the Excellence in Research Australia (ERA) assessment.

Within a modern research university, the ability to win research funding from external sources is an essential element of the conduct of quality research. ANU will further develop a culture which supports and encourages staff to win external research funding as an essential element of their activities and thus leverage the investment made in world-class staff.

- > An expected element of the role as a highly research-active member of academic staff will be the winning of research funding from external sources, including national competitive grants and contract research with industry and other bodies.

The research excellence defined by these measures will be self reinforcing. Outstanding staff will win a high percentage of prestigious research funding which supports research communicated in the highest quality publications. The concentration of excellence will attract and retain further outstanding staff, thus continuing to build excellence.



ANU has a strong record in research training through our research higher degree programs. It is essential to Australia's future that we continue to grow the size and standard of research training as a core part of the ANU research tradition. ANU will also continue to increase opportunities for prospective research students from backgrounds not well represented in research higher degrees.

A central element of research in many fields is engagement with industry and other organisations. Such engagement includes the conduct of research sponsored by industry and the commercialisation of intellectual property developed by ANU staff. ANU will

continue to ensure that academic research engages with industry and knowledge is transferred by commercial and other means.

Some measures of success

- > The vast majority of academic staff at ANU will be highly research-active.
- > By 2015, 85 per cent of academic staff will be in four digit field of research code areas (discipline areas) rated ERA 4 or 5. This will rise to 90 per cent by 2020 (compared to 80 per cent in 2010).
- > ANU will enhance both the quantity and percentage of publications in the most highly ranked outlets, typical of the publication profile of ERA groups ranked at level 5.
- > By 2015, at least 55 per cent of ANU academic staff¹ will be an investigator (in any capacity) on at least one current Category 1 research grant. This percentage will rise to 60 per cent by 2020 (compared to approximately 52 per cent in 2010).
- > By 2015, at least 46 per cent of ANU academic staff¹ will be the project leader on at least one current Category 1 research grant. This will rise to 50 per cent by 2020 (compared to approximately 43 per cent in 2010).
- > By 2015, at least 27 per cent of ANU academic staff¹ will be project leader on at least one current Category 2, 3 or 4 research grant or consultancy. This will rise to 35 per cent by 2020 (compared to approximately 23 per cent in 2010).
- > ANU will remain the top-ranked Australian university on a per capita basis in the Shanghai Jiaotong and QS rankings.
- > By 2015, the number of HDR students supervised per FTE member of academic staff will rise to 1.68, increasing to 1.75 by 2020 (compared to 1.64 in 2010).

¹ For these purposes Academic staff at Levels C and above are considered.

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ANU is a research-intensive, research-led university. Research is central to everything ANU does.”

EXCELLENCE IN EDUCATION

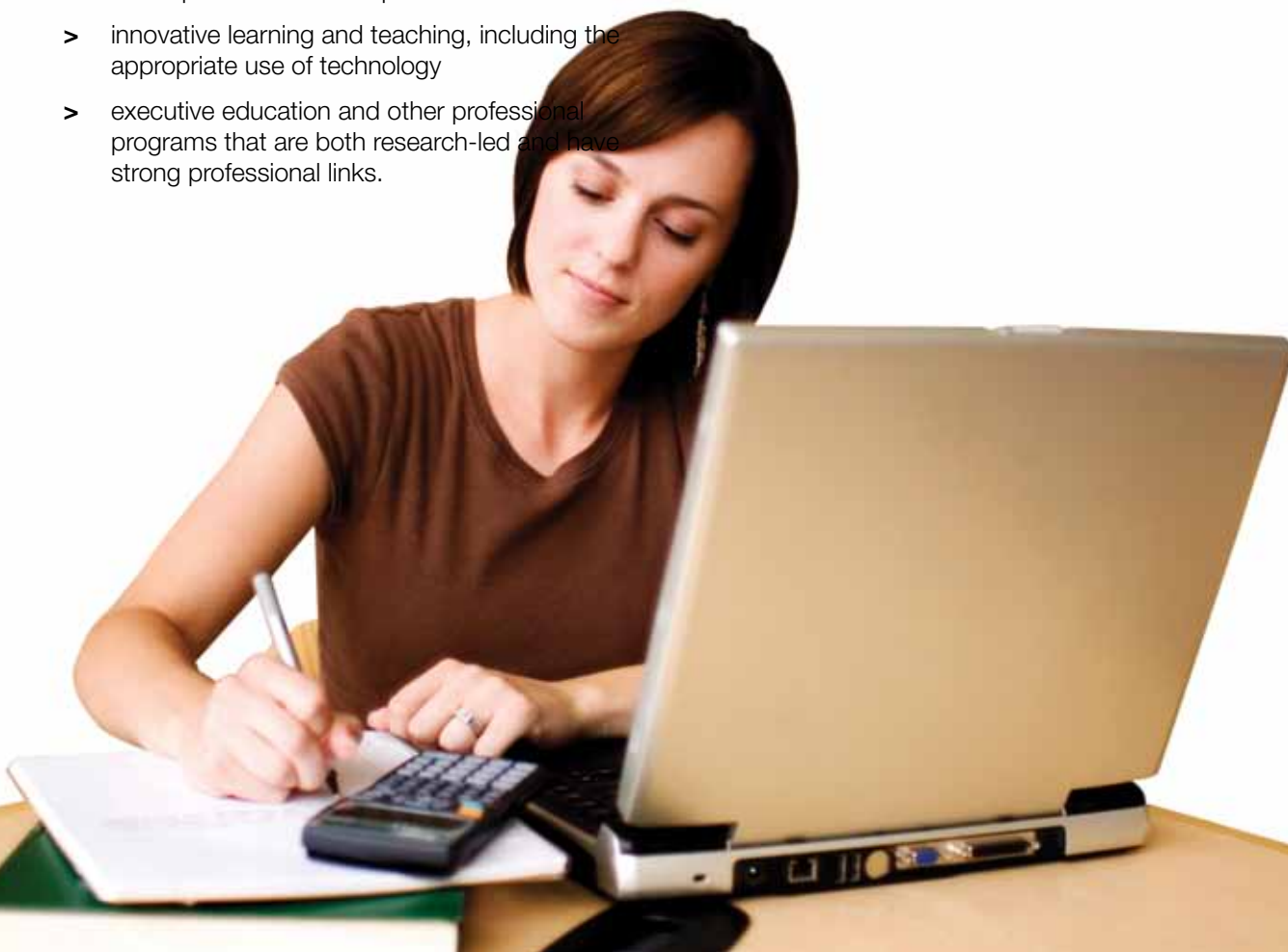
Educational excellence must parallel research excellence – a great university does both.

ANU aims to create a holistic educational experience, unique in Australia, which goes beyond the narrow confines of the classroom. The ANU educational advantage will consist of:

- > an engaging curriculum at both undergraduate and postgraduate levels
- > extended university involvement for students, including elements such as a residential experience for as many students as possible, non-residential halls, engagement in extra curricula activities like debating, public lectures, public issue campaigning, sport and volunteering
- > research-led education, giving real meaning to the creation of an active community of scholars
- > highly research-active staff, meaning that students will be exposed to the latest scholarly developments in their respective fields
- > innovative learning and teaching, including the appropriate use of technology
- > executive education and other professional programs that are both research-led and have strong professional links.

Education and research are sometimes seen as activities competing for staff time. At ANU, they are seen as complementary and academic staff are encouraged to excel in both. Individual staff will conduct varying proportions of teaching and research and this may change over time. ANU staff will, however, be acknowledged leaders in either education or research, or both.

- > ANU will ensure that staff appraisal and promotion processes equally reward excellence in education, research and service.
- > ANU will further enhance the campus experience for all students, providing a richer residential experience for on-campus students and more opportunities for engagement for off-campus students.





Some measures of success

- > ANU will perform above the Go8 average in national course and university surveys (Course Experience Questionnaire (CEQ), or successor, survey results averaged across the Good Teaching, Overall Satisfaction and Generic Skills scales).
- > ANU will maintain the percentage of students who undertake further postgraduate study above the Go8 average.
- > ANU will maintain employment rates of graduates, as measured by the Graduate Destination Survey, above the Go8 average.
- > ANU will aim to continually increase the number of national teaching awards won by staff.
- > By 2015, 65 per cent of courses offered will obtain an agreement rate of over 80 per cent for Overall Satisfaction in the SELT survey (for courses with over 5 responses), rising to 70 per cent by 2020 (compared to 60 per cent of courses in 2010).
- > By 2015, all new staff appointed with a teaching role (including HDR supervision), who do not have prior teaching experience will complete the Foundations of Teaching & Learning course within 12 months of commencement.

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EXCELLENCE AS A NATIONAL POLICY RESOURCE

ANU aims to develop a clear leadership position in contributing to public policy formulation and debate. This role will require more staff of the University to be able to take authoritative leadership positions in public debate and to be seen by government and the general community as a knowledge resource. Such engagement with government, industry and community will not be a substitute for research excellence, but will flow from it.

This leadership position will be achieved by:

- > assisting researchers in a wide range of fields to engage in public policy debate in their areas of disciplinary expertise
- > investment in high-profile academic staff in the field of public policy
- > enhancement and growth of existing educational programs in public policy including those for the public service, and programs for students such as internships in government and Parliament.

Some measures of success

- > ANU will achieve an ERA ranking of 5 in the majority of the discipline areas which, by their nature, have strong public policy relevance (e.g. economics, environment, politics, health etc).
- > ANU will continue to expand high quality postgraduate coursework programs in public policy with a 4 per cent annual increase in enrolments.
- > By 2020, ANU will be seen unequivocally as the national leader in contributions to public policy analysis and formulation.
- > ANU will continue to grow HDR enrolments on public policy related topics.
- > ANU will regularly subject its public policy position to international review. These reviews will show a continued increase in the quantity and impact of our public policy activity.
- > The number of ANU staff acting in formal advisory positions to government will increase over the period to 2020.

3 Strategies for success: building blocks

The position of ANU as both Australia's **national** university and Australia's **finest** university, with the excellence this entails in research, education and national policy contribution, can only be achieved with underpinning building blocks of outstanding quality.

Great universities achieve their status through the excellence, commitment and diversity of their people - staff, students and alumni - supported by outstanding infrastructure and efficient administrative systems. ANU aims to further develop these building blocks of excellence and, through them, achieve its core objectives.

WORLD-CLASS STAFF

As members of a world-class university, ANU academic staff must be widely regarded as international leaders in their respective fields. As an institution, ANU aims to attract, develop and retain the most outstanding staff from around the world. The University must be an institution of choice for high-performing staff.

- > We will amend our recruitment processes for all new academic staff from appointing the best candidate who meets a minimum set of criteria to one of searching for outstanding staff. This search process should continue until excellence is found. Every appointment will be regarded as of the utmost importance.

ANU aims to attract and develop world leaders in their respective academic disciplines by:

- > investing in attracting more outstanding staff in areas of strategic importance. The University will identify areas of such importance to ANU and the nation and allocate resources to them to recruit world-leading researchers. These new appointments will complement existing research strength in these areas, creating greater critical mass and a strong leadership position
- > providing incentives for staff to attract research support and publish in leading scholarly outlets. The University's Statement of Expectations for staff and Academic Promotion processes will be reviewed to ensure that research excellence measures such as the quality of publications and attracting of research income are reflected and that the definition of "highly research-active" is the expectation for the vast majority of academic staff



- > encouraging and supporting staff to become thought leaders in public debate and business interaction. Participation in public dialogue and debate or the conduct of consulting activities for industry and business are important activities for ANU staff. They are not a substitute for research excellence; rather, it is through research excellence that staff achieve the pre-eminence to take such effective positions
- > providing an engaging teaching environment and an innovative curriculum. At ANU, the educational curriculum will be research-led. As the vast majority of academic staff will be “highly research-active”, educational programs will be informed by research activity. This will provide an innovative and energising environment for both staff and students.

The contributions of highly skilled and dedicated general staff are critical to the future of the University and an essential element in the success of ANU in meeting the standards of excellence to which we are committed.

We will continue to:

- > strengthen our recruitment, development and retention programs to ensure that ANU has the best possible general staff
- > ensure that all staff are respected, talent is nurtured and supported, and staff enjoy a safe and engaging work environment.

Some measures of success

- > ANU will invest significantly in each of 2012 and 2013 in new high-profile positions in areas of strategic importance.

- > ANU will maintain or improve the number of:

staff who are listed as ISI highly cited authors (19 in 2010)

staff who are Fellows of one of the learned academies (187 currently listed Fellows)

staff who are senior research fellows [Laureate, Australia Fellows or future schemes] (ANU awarded 4 out of 15 Laureate Fellows in 2010, 27 per cent)

staff who hold early and mid-career fellowships [DECRA, Future Fellowships, NHMRC Senior Fellows or similar] (ANU awarded 46 of 400 Future Fellowships in 2009-2010, 12 per cent).

- > ANU will aim to continually increase the number of national teaching awards won by staff.
- > ANU will increase its investment in general staff by:

progressively increasing staff development opportunities

encouraging and supporting staff to enhance their qualifications.

INSPIRED STUDENTS

ANU aims to further develop a community of scholars in which inspired students, both undergraduate and postgraduate, interact with staff in a research-led environment. As such, research and education are linked, mutually reinforcing each other. A unique element of the University, and its national role, is that a large percentage of ANU students come from locations outside the ACT, both nationally and internationally. The ANU student population in 2020 will be characterised by:

- > high achievement
- > accessing the University through effective pathways for students from a range of backgrounds
- > a high percentage of postgraduate students by Australian standards

- > a high percentage of students from locations outside the ACT
- > students, at all levels, experiencing the research culture of the University.

Because of our location in Canberra, and the focus on a research-led educational philosophy, ANU will always have a relatively small student population by Australian standards. However, as Australia grows and higher education participation rates increase, ANU can also continue to increase its student population in a controlled manner at both undergraduate and postgraduate levels. A larger student population will provide the University greater critical mass, offer students greater breadth of programs and enhanced resources. This growth will also allow ANU to broaden participation in higher education and research.

Some measures of success

- > By 2013, all ANU programs will have clearly articulated the unique research-led elements of their education offerings.
- > ANU will aim to increase both undergraduate and postgraduate student numbers at rates which are sustainable and will not compromise quality.
- > ANU will further develop the provision and use of a diverse range of entry mechanisms for students. This flexibility will allow a broad range of well-prepared

students to have access to the ANU educational experience. A clear summary of existing programs will be developed in 2011 with a follow-up assessment in 2014 to demonstrate enhanced use of such pathways.

- > ANU will aim for at least 40 per cent of our students to be postgraduate by 2020 (compared with PG (total) = 35 per cent, HDR = 14 per cent, PG Cwk = 21 per cent in 2011).

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ANU aims to further develop a community of scholars in which inspired students, both undergraduate and postgraduate, interact with staff in a research-led environment.”

ENGAGED ALUMNI

ANU aims to build a life-long relationship with our alumni. A student's experience at ANU should be life changing and the relationship with the University must be enduring. As such, alumni relations and philanthropic giving must become a central element of University activities, in a similar manner to many overseas universities.

Philanthropic giving is a key component of the income of all top ranked universities. Successful giving arises from the nurturing of relationships, be they with alumni, trusts and foundations, individuals or corporations, over an extended period.

Such engagement will require:

- > an enhanced investment by the University in alumni and development activities
- > a structured approach to philanthropic giving across ANU Colleges
- > a requirement that alumni interaction be a key element of staff activity.

Many ANU alumni are in leadership and influential roles in Australia and internationally; in government, business and the not-for-profit sectors. ANU will seek to draw on the extensive expertise of these alumni to grow opportunities for current students and staff by fostering mentoring and other links.

Some measures of success

- > By 2015, ANU will increase the number of alumni actively engaged with the University from 27 per cent (2011) to 50 per cent, this figure increasing to 75 per cent by 2020.
- > By 2020, ANU will increase the proportion of alumni donating to ANU from 1 per cent (2011) to 4 per cent by 2020.
- > By 2020, ANU will grow its Endowed Funds to \$334M.
- > By 2015, ANU will increase gifts from Trust, Foundation and Corporate donors to \$9M per annum, rising to \$12M per annum by 2020.
- > By 2020, ANU will secure at least two major, transformative gifts of more than \$10M each.

NATIONAL OUTREACH

As Australia's **national** university, it is important that ANU be well connected with other national institutions (e.g. CSIRO, DSTO, ANSTO, national museums etc.) and other Australian universities. Such relations can facilitate the national role, build opportunities for students to access ANU programs and facilitate research both within ANU and partner organisations.

- > ANU will develop an active set of national alliances where these links clearly:

- enhance the University's national role

- build and enrich the educational and/or research mission of the University.

As Australia's **national** university, there is no requirement that the activities of ANU be confined to Canberra. There is opportunity for ANU to more effectively engage with the Australian community and business by considering the provision of postgraduate programs in areas with a significant population base.

- > ANU will consider the development of programs in locations other than Canberra, where such activities can be conducted consistent with the quality and research ethos of the University
- > ANU will develop strong and enduring relationships with business organisations that allow those organisations to access the depth of expertise in the University, and for ANU academics to engage in research and education activities that mutually align.

A critical element of the role of a major research university involves its interactions with industry. Through its educational mission and research excellence, ANU contributes directly to the Australian economy. Meaningful interaction with industry complements the roles as Australia's **national** university and Australia's **finest** university.

- > ANU will encourage staff to engage with industry in education, research, commercialisation and consultancy activities.



INTERNATIONAL OUTREACH

As a leading research university, and to underpin our role as Australia's **national** university, ANU must have a strong international focus. International engagement, including attracting the most able students from around the world to study at ANU, will take many forms, including:

- > links with prestigious international universities and research organisations which raise the profile of ANU and build research and education links
- > links with international research funding and philanthropic agencies
- > links with governments to facilitate the support of international students at ANU.

In order to achieve these outcomes, ANU will develop a dedicated International Office to co-ordinate activities across the University and provide a greater focus on international engagement.

Internationalisation will also become a much greater part of the educational programs of the University. Graduates of ANU will need to work in an international world. An understanding of Australia's place in the world and of a variety of cultures will increasingly be an indispensable educational attribute. Whether

they are overseas students having an international experience at ANU or an Australian student taking advantage of an experience with an ANU partner institution overseas, all ANU students will increasingly need to see themselves as **international** students.

- > ANU will encourage all Australian students to have an international study experience.

A defining feature of ANU is our strong focus on Asia and the Pacific. Continuing to strengthen this focus is an important part of the national policy role of the University.

- > ANU will continue to increase our focus on Asia and the Pacific.

Some measures of success

- > By 2015, ANU will increase the percentage of its research income from international sources to 8.0 percent, rising to 10.0 per cent in 2020 (compared to 6.7 per cent in 2009).
- > By 2015, ANU will increase the percentage of international HDR students with an externally funded scholarship to 45 per cent, rising to 60 per cent in 2020 (compared to 39 per cent in 2011).
- > By 2015, ANU will increase the percentage of domestic undergraduate graduating students who studied part of their academic program overseas to 15 per cent, rising to 25 per cent in 2020 (compared to 13.6 per cent in 2010).

EMBEDDED ACCESS AND EQUITY

ANU aims to be a world-leading university, attracting the most gifted staff and students from around the world. Opportunities for people to demonstrate their excellence must not be limited by socio-economic background, race, religion or gender. ANU is committed to breaking down such barriers to achievement and an ANU education will open doors for a wide cross-section of society. Access and equity will be embedded in all our activities.

Some measures of success

- > By 2015, ANU will increase the percentage of students from low SES backgrounds to 6.8 per cent, rising to 8.0 per cent by 2020 (compared to 4.96 per cent in 2009).
- > By 2015 the progression rates of low SES students will be above the national average.
- > By 2020 the percentage of academic staff who are women, in each discipline area, at the senior academic levels of D and E will equal or exceed the Go8 average.
- > By 2020 the percentage of women in senior general staff positions (Level SM1 and above) will equal or exceed the Go8 average.
- > By 2015 the percentage of Indigenous HDR students will be above the national average.
- > By 2015 the percentage of Indigenous academic staff will be above the national sector average.

EFFECTIVE ORGANISATION

Effective organisations need efficient organisational structures and clear policies and procedures to underpin their activities. Historically, ANU was structured as a set of Research Schools, which largely conducted research, and Faculties, which had both a teaching and research mission. The legacy of this structure is research intensity – a concentration of highly research-active staff and Schools found in no other Australian university. The aim that the vast majority of ANU academic staff be highly research-active will further strengthen this legacy.

The ANU Colleges, which encompass the research-intensive Schools and units of the University were created as an embracing organisational construct.

- > ANU will continue to develop the ANU College structure and ensure there are clear policies, procedures, reporting lines and accountabilities across the University.

ANU has a devolved administrative structure, which is appropriate for an institution which has a broad range of discipline norms and local missions. To work efficiently, such a structure requires:

- > clear organisational lines
- > clear policy guidance
- > efficient, integrated information systems evolved under best practice ICT governance.

ANU will ensure that administration university-wide can be successfully measured against these criteria and is fit for purpose, across functions including: finance, development, human resources, research, student management and information services including learning support.

Some measures of success

- > The policies and procedures governing University activities will be reviewed for completeness, clarity and efficiency (to be completed by the end of 2012).
- > An integrated and efficient suite of administrative systems will be established by 2015.
- > By 2015, embedded mechanisms will be in place to ensure useful innovations developed by one Division or College are shared across the University.
- > Improvements for administration and support functions university-wide will be identified through detailed reviews.

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**By 2020 ANU will
be widely seen as a
natural host for many
national research
and education
infrastructure
investments.”**

HIGH-QUALITY INFRASTRUCTURE

High-quality physical and technological infrastructure are critical elements of a world-class university. Such infrastructure includes the built environment of the campus, the iconic research facilities required to be a research leader in many disciplines and the IT systems required for teaching and research. Access to the world stock of knowledge through libraries and innovative teaching spaces, is essential to the delivery of engaging education.

Provision of such infrastructure is, however, extremely expensive and requires careful planning, not only for its acquisition, but also its ongoing maintenance and ultimate replacement. Historically, the University has been successful in opportunistically responding to funding opportunities. However, such an approach can mean that funding prospects drive developments even if these are not necessarily the highest priority for the institution. ANU will aim to be as strategic as possible in our infrastructure development, through:

- > developing a detailed Capital Management Plan to parallel the Campus Master Plan
- > planning and lobbying for funds for research and teaching facilities of national importance which should be located at ANU. As Australia's **national**

university, a concentration of facilities of national importance is warranted. ANU will work with the Australian university and research communities to plan for such major infrastructure developments. This list will need to be continually updated, as requirements change

- > clearly understanding the long-term maintenance requirements of the extensive property portfolio held by ANU
- > planning and decision processes for developing the University's information infrastructure and services which ensure that they are enabling, valued and shaped to support ANU objectives
- > continually examining opportunities to develop facilities in partnership with the corporate world, particularly in the ANU Exchange.

ANU has a strong track record in innovative 'green' initiatives and implementing sustainable practices across the campus.

- > ANU aims to provide a research and study environment that meets world's best sustainability practice with the intent that ANU will innovate and lead in the global challenge of sustainability.

Some measures of success

- > By 2020 ANU will be widely seen as a natural host for many national research and education infrastructure investments.
- > By the end of 2012, a detailed list of major national facilities which could be located at ANU will be developed and a funding/lobbying strategy for each developed.
- > By the end of 2012, a Capital Management Plan will be produced to guide development and maintenance of facilities.
- > By the end of 2012, an Assets Management Plan and a road-map for information architecture will be created to guide development of the University's information infrastructure.

BROAD RESOURCE BASE

Adequate resources will be critical to achieving the demanding aims of quality and engagement outlined in this plan. ANU will need to grow and diversify our resource base.

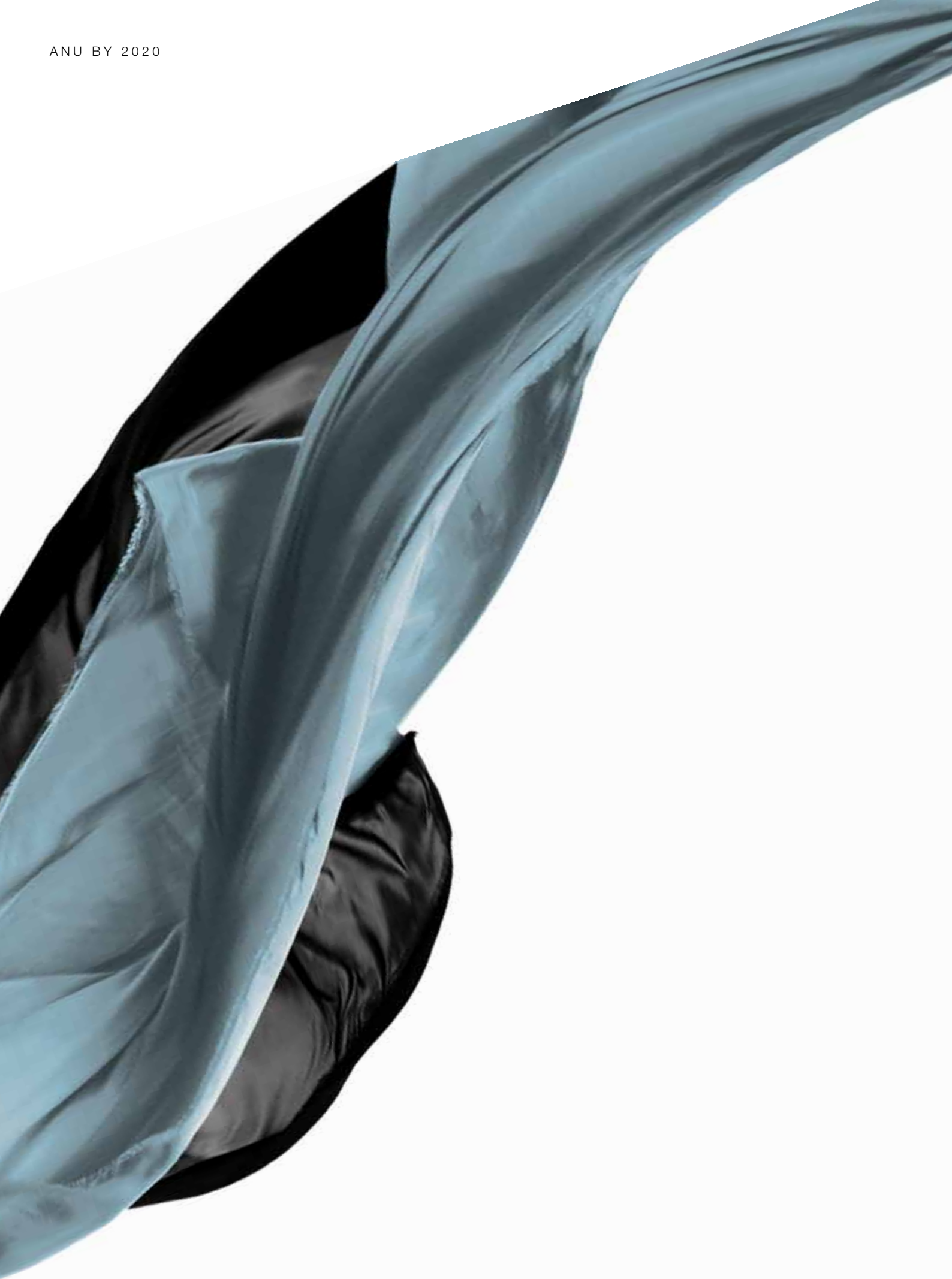
As the only Australian university established under Commonwealth legislation and funded to take a national leadership role in the university sector, ANU is uniquely placed. The strategies for the future, as outlined in this plan, are based on the confident assumption that the Commonwealth Government will continue to be supportive of the activities and infrastructure requirements to meet our national goals.

Revenue growth and diversification will be achieved through growth in:

- > research and consultancy income from government and private sources
- > coursework education and research training
- > business and industry engagement
- > philanthropic and alumni support, with both domestic and international outreach
- > international engagement.

Some measures of success

- > Over the period to 2020, ANU will increase its revenue for operations at an average rate not less than 3 per cent per annum in real terms.
- > By 2015, the percentage of University revenue from non-Commonwealth sources will increase to 40 per cent, rising to 45 per cent in 2020 (compared to approximately 36 per cent in 2011).



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