



Australian
National
University

Corporate Plan

2023-2026



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The Australian National University acknowledges, celebrates, and pays respect to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are amongst the oldest continuing cultures in human history.

Introduction

Australia's national university

We are pleased to present the Australian National University's Corporate Plan, which covers the period 2023–2026, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The Australian National University (ANU) was established by an Act of the Federal Parliament more than 75 years ago and founded as a resource for our nation after the Second World War. The University supports the development of national unity and identity, enhances Australia's understanding of itself and its region, generates knowledge and national capability, and contributes to economic recovery and social cohesion.

As Australia's first and only national University, it is our responsibility to address the complex challenges facing our nation and the world, both the emergent and the enduring: from public health emergencies such as the coronavirus (COVID-19) pandemic to inequality, international instability, and the impacts of climate change.

ANU will continue to collaborate closely with the Commonwealth Government to address these societal challenges and will share our findings and expert advice to inform public policy that will support Australia's wellbeing, security, and prosperity.

Our students, who are future leaders, will have an experience equal to the best in the world. Our range of programs will respond to the needs of our nation and our students, and our institutional culture will distinguish the ANU from other universities.

Our research, led by world-class academics, will continue to be of the highest quality and impact. We provide the platforms and investment to enable the co-creation of innovative approaches to interdisciplinary problem solving and support our academics to realise the possibilities of their discoveries in society and business.

These goals are outlined in a revitalised ANU Strategic Plan, *ANU by 2025*. This Corporate Plan accompanies the ANU Strategic Plan and sets out the University's purposes, operating context, key activities, and how we will measure our performance.

We will continue to deliver on our unique mission to serve Australia and its people with pride.

The Hon Julie Bishop
Chancellor

Professor Brian P. Schmidt AC FAA FRS
Vice-Chancellor and President
2011 Nobel (Physics)

The Australian National University

We are the national University of Australia, embracing a role that comes with unique responsibilities that frames everything we do. Our founding mission was to make a substantial contribution during the post-war reconstruction of Australia. At the heart of this plan is a simple principle that enshrines our strategic operating model: that we will invest in, and insist on, excellence everywhere. As Australia's only national University, in receipt of the National Institutes Grant, this is nothing less than our community expects and deserves.

Our legislated purpose

The purposes of the Australian National University are determined by our enabling legislation. Section 5 of the Australian National University Act 1991 outlines seven key functions of the University. As a number of these key functions have elements in common, the University has grouped these into four key purposes under which planning, key activities and measurements will be undertaken in 2023–2026:

- **advancing and transmitting knowledge by undertaking research of the highest quality**
- **advancing and transmitting knowledge by undertaking teaching of the highest quality**
- **providing facilities for higher education purposes**
- **meeting its obligations to the nation and the Australian Capital Territory through its status as a national institute.**

Our vision

The ANU will be among the great universities of the world and be driven by a culture of excellence in everything we do.

Our values

Membership of the ANU community means committing to our institutional values.



Key activities and measures

The ANU Corporate Plan 2023–2026

The Corporate Plan 2023–2026 (the plan) outlines the University's purposes, key activities, and measures, we intend to pursue over the period of the plan. Definitions for the measures are included at the end of this document (pages 26-29).

Key activities

The following key activities will be undertaken during the reporting period to deliver on the purposes of the Australian National University. These activities indicate the minimum viable operating requirements for the University and are not indicative of the ANU achieving its strategic ambition.

Purpose 1: Advancing and transmitting knowledge by undertaking research of the highest quality

| Key activities | 2023 | 2024 | 2025 | 2026 |
|--|------|------|------|------|
| 1.1 Advance knowledge by undertaking research projects, translating and communicating our research and knowledge with the public, government, industry, and partners. | ✓ | ✓ | ✓ | ✓ |
| 1.2 Participate in the next round of Excellence Research in Australia (ERA) and the Engagement and Impact Assessment (EIA) due in 2024–2025. | | ✓ | ✓ | |
| 1.3 Cultivate the next generation of global leaders through the reinvigorated PhD experience with a four-year scholarship package and career building leadership opportunities in partnership with industries and communities. | ✓ | ✓ | ✓ | ✓ |

| Measure | Target | 2023 | 2024 | 2025 | 2026 |
|--|--|------|------|------|------|
| KPI 1: Increase in research income. | 1% annual increase year-on-year | ✓ | ✓ | ✓ | ✓ |
| KPI 2: Category Normalised Citation Impact (CNCI) | 0.5% annual increase year-on-year | ✓ | ✓ | ✓ | ✓ |
| KPI 3: Improve the experience for Higher Degree Research candidates. | 1% annual increase from baseline in 2022 | ✓ | | ✓ | |

Note for KPI 1 – Research income is viewed as a proxy for excellence as potential funders or consumers of the research choose to invest in the research capability the University is offering, in competition with other universities and providers. Some of these choices might be made through an academic peer review process, and others may be made through a personal, government or industry review process as appropriate to the fund.

Purpose 2: Advancing and transmitting knowledge by undertaking teaching of the highest quality

| Key activities | 2023 | 2024 | 2025 | 2026 |
|---|------|------|------|------|
| 2.1 Develop and execute an ANU Learning and Teaching Strategy and an ANU Model of Learning, together with a process for curriculum renewal designed to streamline program structures and systematically embed the new ANU graduate attributes. | ✓ | ✓ | ✓ | ✓ |
| 2.2 Ensure students from across Australia and from a wide variety of backgrounds can study at their National University. | ✓ | ✓ | ✓ | ✓ |
| 2.3 Provide targeted scholarship programs for students of diverse backgrounds, including Indigenous Australians. | ✓ | ✓ | ✓ | ✓ |

| Measure | Target | 2023 | 2024 | 2025 | 2026 |
|--|---|------|------|------|------|
| KPI 4: Maintain student satisfaction with teaching quality for domestic undergraduate students. | Greater than 80% | ✓ | ✓ | ✓ | ✓ |
| KPI 5: Increase the number of commencing domestic undergraduate students from low socio-economic status (Low-SES), Indigenous Australians, regional and remote backgrounds until parity with the Australian society is reached. | Greater than 1% annual increase year on year until parity | ✓ | ✓ | ✓ | ✓ |
| KPI 6: Maintain or improve overall graduate employment rates for domestic Bachelor students. | Greater than or equal to 93% | ✓ | ✓ | ✓ | ✓ |

Purpose 3: Providing facilities for higher education purposes

| Key activities | 2023 | 2024 | 2025 | 2026 |
|--|------|------|------|------|
| 3.1 Invest in nationally significant infrastructure, built, and hosted on behalf of the Australian community and utilised collaboratively within the ANU. | ✓ | ✓ | ✓ | ✓ |
| 3.2 Lead the participation in major international-scale research facilities on behalf of Australia and for the national interest. | ✓ | ✓ | ✓ | ✓ |
| 3.3 Maintain campus and digital facilities that support research and teaching of the highest quality. | ✓ | ✓ | ✓ | ✓ |

Note for key activity 3.3 – this includes:

- tolerance for delays in learning and teaching activities resulting in deliverables not being achieved and/or widespread student satisfaction
- disruption to services causing campus closure or key business closure
- significant operational disruptions to critical support and enabling services.

| Measure | Target | 2023 | 2024 | 2025 | 2026 |
|---|---|------|------|------|------|
| KPI 7: Develop new areas of nationally significant research infrastructure and capability. | At least one new infrastructure area of national significance on a five-year rolling basis. | | | | ✓ |

Purpose 4: Meeting its obligations to the nation and ACT through its status as a national institute

| Key activities | 2023 | 2024 | 2025 | 2026 |
|---|------|------|------|------|
| Build meaningful partnerships with industry and government across the ACT, Australia and our region. | ✓ | ✓ | ✓ | ✓ |
| Chart a better future for health and wellbeing of citizens in Australia and beyond. | ✓ | ✓ | ✓ | ✓ |
| Meet our responsibilities to the Asia-Pacific region with work informed by specialist knowledge and networks. | ✓ | ✓ | ✓ | ✓ |
| Engage with First Nations peoples through academic work, convening key conversations, and the study of First Nations traditional knowledge. | ✓ | ✓ | ✓ | ✓ |
| Pioneer an innovative approach to engineering and tech design and build new national capabilities in data-driven policy and business development. | ✓ | ✓ | ✓ | ✓ |

| Measure | Target | 2023 | 2024 | 2025 | 2026 |
|--|-------------------------|------|------|------|------|
| KPI 8: Maintain existing and develop new partnerships with industry, government and community organisations for the purposes of learning and teaching, and research that benefits our students and staff. | To be baselined in 2023 | | ✓ | ✓ | ✓ |
| KPI 9: The success of our investment in meeting our unique National obligations will be reported through the creation of a National Institute Survey. | To be baselined in 2023 | | ✓ | ✓ | ✓ |

The following diagram provides an overview of the structure and presentation of the University’s Planning and Performance Management Framework and the plan to assist the reader in understanding how the elements integrate.



Operating context

► Environment

The past three years have been the most challenging since the ANU was established in 1946. Seventy-seven years on, new uncertainties confront the University through circumstances beyond its control. The disruption caused by the coronavirus (COVID-19) pandemic and extreme natural events has forced the University to change dramatically and the impacts are ongoing and significant. Recovery will be an ongoing process and this plan will be delivered in an environment influenced by the world's post COVID-19 recovery.

The Australian National University recovery will focus on:

- engagement with the national and global community
- placing students at the centre of learning and teaching
- ensuring our Early Career Researchers and PhD candidates have the best experience
- transforming the University's digital environment for our students, researchers, and staff
- improving our financial position
- the continued wellbeing of our staff and students.

More broadly, political, social, economic, and environmental challenges in our region have made the breadth and depth of our expertise on Asia and the Pacific more important than ever, and we will continue to provide specialist regional knowledge to stakeholders through our extensive collaboration networks.

Challenges shaping our operating environment include global uncertainty shaped by the ongoing pandemic and the war in Europe, as well as the continuing growth in cyber security risk, managing the risk of foreign interference, and the challenges posed to our work and our foundational commitment to academic freedom.

Within an educational context we are making significant improvements in the learning experience we offer to meet our objective of offering a student experience equal to the world's best. We agreed on practical steps that will enable us to continue to develop and innovate in our learning, teaching and assessment in ways that combines the best of face-to-face learning with quality online, blended or hybrid experiences. Our students will experience a model of learning that is distinctive and that fosters a powerful sense of engagement and connection with the ANU. The development and implementation of our Student First program, under the auspices of the ANU Digital Master Plan, will lead to a contemporary and seamless student experience alongside the ANU graduate attributes, to be embedded in our curriculum.

Within a research context the ANU was able to deploy expertise to support Australian and international responses to the pandemic and apply research in practice. This approach perfectly aligned with the purpose for which the ANU was established. This equally gives the ANU the opportunity to consider how we might equip ourselves to pure and applied research that will set us up for future success and influence over the coming decades. It also makes the case for continued investment in pure research as the foundation for all applied research. These should be seen as symbiotic. Meanwhile, the ANU will continue to out-perform national competitors relative to our size for research funding to increase our research output.

► Governance and risk oversight

Governance and accountability

The University's governance requirements are set in legislation, as follows:

- *Australian National University Act 1991* is the founding legislation and enabling Act, established the University, its purpose and governance structure
- *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*, and the *Public Governance, Performance and Accountability Rule 2014* define the ANU as a Commonwealth entity and establish obligations for ensuring proper use and management of public resources (defined in section 8 of the Act as efficient, effective, economical, and ethical)
- *Higher Education Support Act 2003* sets out the quality and accountability requirements with which the ANU must comply as a higher education provider
- *Higher Education Standards Framework (Threshold Standards 2021 Framework 2015)*. These are issued under the *Tertiary Education Quality Standards Agency Act 2011 (TEQSA Act)*.

TEQSA re-registration application

The University's original seven-year registration period expired on 6 June 2020. However, in October 2018, TEQSA extended the University's registration on the National Register for a further three years, until 6 June 2023. The University submitted its re-registration application in December 2022.

Australian Government funding

The Australian Government provides funding to the University through several funding programs, including:

- the National Institutes Grant enabling the University to fulfil its role as a national resource and undertake activities of importance to Australia
- the Commonwealth Grant Scheme (CGS) that provides funding for learning and teaching for Australian domestic students
- research funding through the National Competitive Grant program and Research Block Grants that support research and research training
- other grants made under the *Higher Education Support Act 2003* to support equity and participation in higher education
- Higher Education Loan Program (HELP) payments. Under the HELP scheme, the Australian Government pays student fees to the University, which are income-contingent loans repaid by students through the taxation system.

Recent changes to higher education in the Job-ready Graduates Package (JRG) include:

In June 2020, the Minister for Education announced the package. The reforms included changes to universities' funding arrangements, targeted investments in national priorities, improved transparency and accountability, and separate demand driven funding for regional and remote students, and Indigenous Australians.

Within the JRG package, the ANU was successful in securing Commonwealth funding for short courses in 2020 and 2021, with 85 per cent of the unspent funds from 2021 rolled into 2022. The University will continue to offer a suite of Graduate Certificates, at full fees, through the period of this Corporate Plan to support Australians to retrain or upskill in national priority areas.

In 2021, the University also secured a number of one-off additional places for commencing undergraduate engineers, as National Priority Places. This funding is available to 2024 to support the original cohort through to graduation.

In 2022, the University was successful in securing 128 additional commencing Commonwealth Supported Places (CSPs) for 2023, and 109 places for 2024 as part of the Australian Government's investment to address skill shortages and to give more students from disadvantaged or underrepresented backgrounds the opportunity to go to University. The University also secured funding for 33 additional places for the Bachelor of Engineering as Innovative Places (IP). The IP initiative targets courses in areas of national priority with strong industry linkages, supporting high-quality Bachelor-level qualifications in areas of skills and workforce need.

Finally, our approach to inclusion will be highly proactive and innovative, aligned to the JRG package. The ANU will be a national leader for the recruitment of Indigenous Australians, rural and low social-economic status (Low-SES) students. We will offer support to enable every ANU student to overcome barriers they may face and to achieve their full potential.

Statutory performance

The University has significant statutory performance obligations within the *Higher Education Support Act 2003*. This includes our Mission Based Compact – an agreement between the Commonwealth and the ANU. This compact sets out a strategic framework for our relationship with the Commonwealth and demonstrates how the University is aligned to the goals for higher education, innovation, learning and teaching, research and research training and equity.

Through the Performance-Based Funding (PBF) element of the Commonwealth Grant Scheme, the University is committed to providing its students with the highest quality learning and teaching and support to achieve the best possible graduate outcomes. In meeting this commitment, we focus on the following core measures: graduate employment outcomes, student experience, student success, and equity group participation by Indigenous Australians, low socio-economic status, and students from regional and rural locations. Annually, the University submits a qualitative submission to the Department of Education that highlights our interventions in meeting the requirements of the PBF scheme. Following this submission, the Commonwealth determines the performance-based amount the ANU receives through its Maximum Base Grant Amount (MBGA).

In August 2021, the University submitted its National Priorities and Industry Linkage Fund pilot plan to the Department of Education, Skills and Employment (currently known as the Department of Education). The University will be allocated a block grant through its 2021–2023

Funding Agreement with the Commonwealth to support enhanced engagement between the University and industry. Our key priorities within this plan are to increase our access to work integrated learning across all disciplines, increase the number of graduates with Science, Technology, Engineering and Mathematics (STEM) skills, and improve our research income with industry.

As a recipient of the National Institute Grant (NIG), the University prepares a National Institute Grant Report included in the ANU Annual Report. The report explains the range of ways the ANU invests its grant in the interests of Australia and Australian society. The University will continue to work to deliver excellence through the NIG, aligned to our nation's priorities.

Model code on freedom of speech and academic freedom

Freedom of speech is a fundamental tenet of Australian society, and academic freedom is foundational to Australia's National University. The ANU is aligned with, and supportive of, the government's moves to protect academic freedom.

In response to the 2019 Review of Freedom of Speech in Australian Higher Education Providers, undertaken by the Hon Robert French AC, the government has worked with the sector to incorporate a model code into universities' policy frameworks.

The Academic Freedom and Freedom of Speech Policy was approved by Council on 28 May 2021. On 28 June 2021, the Department of Education, Skills, and Employment (currently the Department of Education) advised the ANU that the University's policies were fully aligned to the model code and monitoring of compliance with policies is being monitored.

In June 2022, the Chair, Academic Board established the Academic Freedom Expert Reference Group to assess and advise the Vice-Chancellor on matters of academic freedom as they arise.

The Academic Freedom Expert Reference Group is also responsible for monitoring the application of the Academic Freedom Policy and reports annually (in November) to the Academic Board. A copy of the Academic Freedom Expert Reference Group Annual Report is included in the ANU Annual Report as approved by Council in March each year.

Foreign interference in the Australian university sector

In December 2020, *Australia's Foreign Relations (State and Territory Arrangements) Act 2020* came into effect. The Act has implications for the University and in relation to entering arrangements with a foreign government, or with a foreign university that does not have institutional autonomy. An Australian public university is required to notify the Minister for Education (via the Department of Foreign Affairs and Trade) about arrangements within the scope of the scheme, however it does not require the university to seek approval to enter arrangements.

The Parliamentary Joint Committee on Intelligence and Security conducted an inquiry into national security risks affecting the Australian higher education and research sector in March 2022. The government's response to the recommendations may have further legislative and

regulatory changes that are likely to impact the operations of the ANU and change its risk profile, particularly in relation to its legislative and regulatory, compliance, academic, research and teaching activities.

The University Research Committee established the University Foreign Interference Advisory Committee. The objective of this committee is to monitor, advise and provide assurance to the University community on the management of foreign interference risks to the University. The committee will make determinations on foreign collaborations and, where appropriate, make recommendations to the Vice-Chancellor.

Governance arrangements

The University's governance arrangements provide assurance to Council via its committees and the Internal Audit program in respect of risk oversight, management, and reporting.

The Audit and Risk Management Committee (ARMC) provides advice on the appropriateness of financial and performance reporting obligations, risk oversight and management, and systems of internal control as well as any specific areas of concern or suggestions for improvement. The Internal Audit program of performance and compliance audits assists to validate and improve the effectiveness of the University's systems of internal control and risk management. It is overseen by the ARMC.

The Finance Committee supports and advises Council and the University's Executive in respect to the University's financial performance, investment portfolio and commercial activities.

The Campus Planning Committee monitors and advises Council on matters relating to the planning and development of the University's major property and physical infrastructure.

The Remuneration Committee determines the remuneration and conditions of employment of the Vice-Chancellor monitors and reviews the Vice-Chancellor's performance and remuneration of the senior management of the University.

The Nominations Committee of Council makes recommendations to the minister about candidates for appointment to Council. The Committee is established under section 10 of the *ANU Act 1991*.

In April 2022, the Council established the Student Safety and Wellbeing Committee to monitor and advise Council on the University's management of matters concerning the safety and wellbeing of students enrolled at the University, including addressing sexual assault and sexual harassment at the ANU.

The academic governance arrangements of the University are subject to the oversight of the ANU Academic Board, a formal body that reports directly to Council. The Academic Board is tasked with ensuring that ANU maintains the highest standards in learning and teaching, scholarship, and research. The Board reviews academic policy recommendations and approves degrees and other awards. Moreover, it provides a forum to facilitate information flow and debate within the

University and between the Senior Executive Officers of the University and the wider academic community. The Academic Board is supported by the following sub-committees:

- Academic Quality Assurance Committee
- Learning and Teaching Development Committee
- University Research Committee
- Steering Committee.

Risk oversight and management

The ANU risk culture continues to mature.

The University is committed to embedding a robust risk management culture that enables it to be agile and responsive to changes in the higher education landscape, while securing maximum benefit from creating opportunity and innovation.

The University operates in an inherently complex and dynamic risk environment where staff are encouraged to embrace informed risk-taking in pursuit of our strategic and organisational imperatives, supported by evidence-based decisions that comply with legislation, policy, and operational guidelines.

The University's system of risk oversight and management is designed in accordance with 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).

The University's Risk Management Policy defines our approach to risk and outlines the responsibilities and obligations of all staff to manage and report on risk. The Enterprise Risk Management Framework (ERMF) outlines organisational arrangements for designing, implementing, monitoring, reporting and continually improving risk management.

The University's Strategic Risks are subject to ongoing review to ensure these are effectively managed to achieve the University's strategic objectives.

Risk management is also integrated into the University's business planning process and operations to ensure informed decision-making at all levels, including by meeting health and safety obligations to staff and students, and responding to unexpected threats and events.

The University's documented risk appetite outlines the way informed risk-taking is being managed.

Key business risks

The key areas of current risk potentially affecting the delivery of the University's obligations, outcomes and/or the achievement of strategic priorities are presented in the following table.

| Risk | Mitigating strategies |
|--|---|
| The University being unable to satisfactorily deliver on key services and strategic priorities because of inadequate or insufficient financial resources or organisational capability. | <ul style="list-style-type: none"> • Five-year Financial Plan developed, year-to-date monthly financial reporting presented to Council and its committees and quarterly financial forecasts to allow remediation when not tracking to budget. • Reduce medium to longer term overhead costs and increased efficiencies in service delivery through roll out of the Service Performance Framework. • University-wide consultation on Below Zero emission for environmental and financial sustainability and cost savings. • Implementation of Research School level plans and targets to diversify and grow research income aligned to the ANU Research goals 2025. • Continued investment in academic and professional talent attraction and retention. • Clear assignment of accountability, governance and understanding of dependencies across the University. • Agile work practices to bring necessary expertise and resourcing to urgent and strategic priorities. |
| The University not delivering a student experience (including learning and teaching, residential) to the satisfaction and levels expected. | <ul style="list-style-type: none"> • Delivery of improved integration orientation and transition program for all commencing ANU students. • Delivery of improved integration and new platforms through the Student First program that forms part of Digital Master Plan. • Restructure of residential services to align with service improvement framework and strategic priorities. |
| Failure to satisfactorily address student safety and wellbeing at the University. | <ul style="list-style-type: none"> • Implementing consent training as a mandatory part of student enrolment. • Embedding a zero-tolerance approach in ANU policies, language, training, and disciplinary procedures. • Implementation of a sexual misconduct policy. |
| Information security threats causing disruption, degradation, or cessation of University functions. | <ul style="list-style-type: none"> • Investment and delivery of additional governance, risk and compliance capabilities to ensure the enforcement and use of relevant information security policy. • Development of a zero-trust network to provide greater agility for the ANU community. • Investment in identification, removal and/or update of legacy digital infrastructure through the Digital Master Plan. • Use of threat intelligence to profile and counter current and emergent threats. |
| The University not adequately engaging and partnering with industry. | <ul style="list-style-type: none"> • Implementation of revised PhD Strategy. • Development of a Communications Strategy and Plan to increase visibility of the University's research capabilities, achievement, and strategic partnerships. • Investment in a research development team working closely with colleges and research offices to enable effective and tailored research development support. |

| Risk | Mitigating strategies |
|---|---|
| Foreign influence and interference threats that lead to suppression of academic freedom, compromise safety of the University community or harm national interest. | <ul style="list-style-type: none"> • Establishment of a Foreign Interference Advisory Committee to provide policy and strategic advice on interference in research and partnership arrangements. • Development of a campus-wide approach to social cohesion to control the narrative. • Information security office assists with vetting of potential threats. • Implementation of a Disclosure of Interest Framework to capture staff disclosures in compliance with Foreign Interference Guidelines. |
| Inability to shape or promote a clear narrative about the ANU as the national university. | <ul style="list-style-type: none"> • Development of a framework for engagement with the Commonwealth Government. • Establishment of a Commonwealth liaison function to provide a seamless connection between Commonwealth officers and ANU experts. • Appointment of various Professors in Practice with Parliamentary and Australian Public Service (APS) leadership experience create new engagement capacity. • Accelerate implementation of and resourcing for Indigenous Australian engagement and reconciliation. |
| Key strategic projects are not delivered on target and to expectation. | <ul style="list-style-type: none"> • Establishment of a Project Control Group (with sub-committees) to ensure effective delivery, accountability reporting and risk management across all activities. • Well established governance and reporting mechanisms (including financials) to the University Executive and Council. • Embedded stage-gate assessments. • Recruitment of appropriately skilled resources and partnerships to deliver on strategic projects. |
| Resourcing constraints not addressed in a timely and cost-effective manner across business areas. | <ul style="list-style-type: none"> • Creation of interstate hubs for key professional roles to remain competitive and to attract talent. • Process to support leaders and employees in hybrid working arrangements. • Design and establish a consistent ANU-wide graduate program. • Development of a Staff Engagement Survey to identify areas of opportunity and need. • Design a leadership capability and development framework. |
| Failure to manage accountability to staff, students, alumni, donors, and community within the Advancement Program. | <ul style="list-style-type: none"> • Implementation of a fund governance cycle, including health check, expenditure planning, and compliance and assurance reporting is in progress. • Develop and implement program of stewardship reporting. • Integrate with University and college research services to identify and steward philanthropic grant. |

► Enabling capabilities

Workforce capability

The University will continue to focus on building workforce planning, developing enhanced digital skills and addressing capability gaps. The creation of opportunities for, and the development of, Early Career Researchers and professional staff pathways will remain a priority to support the retention of our workforce across the University. In addition, the University is exploring the development of a new professional staff career path to ensure our highly valued non-academic colleagues can build the career they aspire to at the ANU.

Learning and teaching infrastructure capability

The University is making significant investments to enhance its digital infrastructure, particularly through its Student First program. A new virtual learning environment will support current and evolving teaching delivery modes, while adding significant flexibility and a capacity to respond rapidly to future external challenges. The University is also strengthening its capability around its asset replacement and upgrading building management systems that are critical to the ongoing operations of its teaching, learning and research infrastructure.

Research infrastructure capability

The University's national mission requires us to operate and maintain significant national research infrastructure in support of our research endeavours. A comprehensive stocktake found that the value of ANU research infrastructure is approximately \$2 billion and employs more than 620 staff. A key feature of our increased capability will be our new state-of-the-art physics building, featuring stabilised quantum and laser laboratories and pristine clean rooms, significantly building on Australia's capability in world-leading physics discoveries.

Information and communication technology capability

The ANU is establishing a digital future that is a match for our national and global mission. It will improve services for our students, researchers, academics, professional staff, and the wider ANU community. The Digital Master Plan outlines our transformation journey through to 2030. It is the University's high-level strategy for the evolution of our digital environment and is a critical enabler of the ANU Strategic Plan.

► Partnerships and cooperation



For the purposes of the Corporate Plan the following partners will be a strategic focus.

Commonwealth Government

The ANU has a unique purpose to serve society through transformational research and education. As the national university and a Commonwealth Corporate Entity, the ANU provides evidence-based research that will contribute to and benefit Australian society through research partnerships and specialised education and training for Commonwealth Government departments. These partnerships help to generate public discourse and develop the evidence base that supports policy development and innovation. Examples of partnerships with the Commonwealth Government are listed below.

Department of Defence

The ANU and the Department of Defence have a long history of collaboration across Humanities and Social Sciences (HASS) and Science, Technology, Engineering and Mathematics (STEM).

Increasingly challenging strategic circumstances for Australia increase the importance of, and synergies between, ANU engagement with the Department of Defence in relation to policy as well as technology. A particular focal point of this will be the role that the ANU can play, as part of its national mandate, in the development of Australia's nuclear stewardship of nuclear submarines, and the ability of Australia to make effective and responsible use of the emerging technologies.

Department of Foreign Affairs and Trade

In 2022, the ANU established a regular roundtable meeting with the Department of Foreign Affairs and Trade (DFAT), which builds on a long history of engagement between the two organisations. The roundtable provides DFAT and the ANU with an opportunity to exchange expertise and inform evidence-based solutions on issues such as the Pacific, health security, geo-economics, cyber security and critical technologies. The roundtables draw on ANU expertise from all ANU Colleges, Research Schools and Departments.

DFAT funding supports the Australia Pacific Security College (APSC) at the ANU that aims to support Pacific Island countries to strengthen capacity, collaboration and policymaking for enhanced climate, environmental, human, and traditional security. Through bespoke courses and technical assistance, the APSC will create opportunities for further learning and be a platform for the exchange and development of ideas to advance the peace and security of Pacific Islands. The Pacific Research Program (PRP) is co-funded by DFAT and is delivered by a consortium consisting of the Department of Pacific Affairs and the Development Policy Centre at the ANU, and the Lowy Institute. PRP Phase 2 (2022–2026) will generate and disseminate independent Pacific-focussed research as a regional public good and support stronger evidence-based policymaking in the Pacific by working to foster stronger research practice and deeper research-to-knowledge engagement. PRP II will build on Phase I (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.

Department of Home Affairs

The ANU and the Department of Home Affairs signed a Memorandum of Understanding (MoU) in April 2022, based on three pillars – building a secure, prosperous, and inclusive nation, leveraging international relationships, and building national capability. The ANU will play a role in helping the department to deepen its understanding of the challenges to Australia's sovereignty, economic and security interests.

Department of Industry, Science and Resources

The ANU partnership with the then Department of Industry, Science, Energy and Resources (currently known as the Department of Industry, Science and Resources) began formally in May 2022. The collaboration promotes the exchange of expertise, including through staff secondment, to shape the department's approaches to anticipated challenges in driving economic and jobs growth. Specific areas of cooperation to date include low emissions technologies, community batteries and electric vehicles.

Australian Signals Directorate (Co-Lab)

Co-Lab is a 15-year strategic partnership between the ANU and the Australian Signals Directorate (ASD). This partnership provides a collaborative research environment within the ANU. The Co-Lab also helps develop the nation's STEM workforce. The Co-Lab unites problem solvers from a variety of disciplines to share in collaborative research projects and provides a pathway for students interested in pursuing a career with ASD and other science, technology, engineering and mathematics related fields. The program of activities focuses on areas such as cryptography, computational linguistics, STEM, secure communications, computing, cyber security, psychology, and vulnerability research.

Sir Roland Wilson Foundation

Honouring the contribution of Sir Roland Wilson to the Commonwealth Public Service, the foundation was established as an ANU organisational unit. It brings together the ANU, Charles Darwin University, and the Australian Public Service (APS) to build public policy capability and leadership through postgraduate scholarships, professional development and networking opportunities, including through the Pat Turner Scholarships program, aimed at First Nations members of APS staff.

The Asia Foundation

The ANU has a long-term partnership with The Asia Foundation (TAF), a non-profit international development organisation with offices in 18 countries across Asia and the Pacific. TAF areas of focus are strengthening governance, expanding economic opportunity, increasing environmental resilience, empowering women, and promoting international cooperation. These focus areas align closely with ANU expertise, in particular the ANU College of Asia and the Pacific. TAF and the ANU cooperate through visiting fellowship agreements, partnering on the Australasian Aid Conference, the Australian data archive, and are working to extend their cooperation to student internships and cooperation in the Pacific.

Membership of industry bodies

The ANU values its membership of several important advocacy and industry bodies including the Group of Eight (Go8), Universities Australia (UA), the Committee for Economic Development of Australia (CEDA), the Canberra Business Chamber, The Asia Society, and the International Education Association of Australia. Each of these organisations promotes the interests of the ANU as a world-class research intensive university, and the knowledge and benefits ANU creates for the city of Canberra and for the nation.

Australian Chamber of Commerce (Shanghai Study Hub)

Located in Australia House in Shanghai, the Shanghai Study Hub is a partnership with the Australian Chamber of Commerce Shanghai. The hub provides a dedicated study space for students who are remote learning while borders are closed. The hub hosts a range of events, workshops, and activities, many of which provide our students with the opportunity to meet Australian business leaders located in China.

Optus

Optus and the ANU are joining forces to develop an innovative national system to detect bushfires as soon as they start and to extinguish within minutes. The ANU-Optus Bushfire Research Centre of Excellence will undertake advanced research and develop novel hi-tech solutions to predict, detect and extinguish blazes before they become deadly. This ambitious program will run until 2025. To achieve this, the ANU will apply our current research into fire ignition risks, and work directly with Optus, which will develop and implement suitable communications systems. Optus and the ANU will bring in additional industry partners to contribute to other technology development.

Genentech

The Physiological Chemistry group at Genentech has collaborated with the Australian Phenomics Facility since 2014 on a strategic gene target discovery program led by chief investigators Edward Bertram (JCSMR, ANU) and Vishva Dixit (Genentech, San Francisco).

The ANU-Genentech collaborative research partnership is one of the most significant at the ANU. Over seven years, this research partnership has continued to grow as its focus on identifying novel genes involved in different disease processes has expanded. The collaboration was initially focused on identifying genes involved in sepsis but was expanded in scale three-fold while adding collaborations with two new Genentech research groups in cancer immunology and neuroscience. The extended program aims to complete a saturation screen of the genome for genes that drive severe inflammation in sepsis.

ACT Health

Canberra Clinical Genomics (CCG) was established in April 2017 through a partnership between ACT Health and the Centre for Personalised Immunology at the John Curtin School of Medical Research (JCSMR) at the ANU. The overall goal of CCG is to enable patients in the ACT to gain access to the internationally recognised genomics and personalised medicine capacities of the ANU. ACT Health has provided funding (\$7 million) to establish CCG operational capacity and to hire key personnel required for clinical delivery of leading edge personalised medicine in the ACT. This funding was announced as part of the ACT Government budget in 2016 and was the outcome of more than a year of discussion and negotiation following a proposal to ACT Health in 2015. CCG represents a significant opportunity to translate ANU research capacity into real outcomes for ACT Health patients and has already achieved exceptional treatment outcomes for patients with significant health issues.

TechLauncher

The TechLauncher program is a partnership with the ACT Government, the Canberra Innovation Network and with industry that connects students with industry projects. Teams work collaboratively with industry professionals, technology experts and entrepreneurs to complete projects addressing complex problems in a variety of disciplines and industries, or to create their own start-up enterprises.

CSIRO–Centre for Entrepreneurial Agri-Technology (CEAT)

Established in 2018 as a joint initiative between the University and CSIRO (Commonwealth Scientific and Industrial Research Organisation), and supported by the ACT Government, CEAT aims to create an agricultural innovation ecosystem. Already hosting five different agri-tech start-ups, CEAT aims to bring the world-leading research of the ANU and CSIRO to agricultural challenges faced by Australia and the world.

CEAT was established in July 2018 as a joint initiative between the ANU and CSIRO, with support and funding from the ACT Government. In May 2020, CEAT was advanced to an ANU Innovation Institute, with the goal of supporting the ANU to deliver on its Strategic Plan by driving a culture of increased industry collaboration. CEAT also strategically supports the University's translational activities and innovation more broadly, by fostering industry engagement, strengthening the relationship between the ANU and CSIRO and leveraging diverse sources of investment. By aligning ANU capabilities to nationally significant priorities and retaining and growing a cohort of key staff working in the field of Agri-Technology, CEAT enables the ANU to maximise its contribution to challenges and opportunities in the agri-sector. As a driver of cultural and social change, the CEAT Innovation Institute was established with a vision of creating a thriving innovation precinct in Canberra at the forefront of national and global trans-disciplinary agri-technology solutions.

Key philanthropic partnerships

Northrop Grumman Australia (NGA)

Northrop Grumman Australia (NGA) supports a number of philanthropic and contract research programs at the ANU. These include research in physics and computer science. Additionally, NGA supports the National Indigenous Summer School, which each year brings together high school students to experience university life and to encourage them to consider university as an option. NGA actively participates during this week-long session with employees attending and presenting at sessions. Cyber security education is also supported by NGA in the form of a scholarship for students pursuing the major in cyber security at the ANU School of Computing.

2022 marks the first year of this scholarship award. Since 2015, the company has supported the Australian Instrumentation Technology Centre (AITC) Internship program, which provides paid internships each summer with the AITC.

UniLodge

UniLodge is a long-time partner with the ANU in providing student accommodation to thousands of students each year. In recognition of that partnership and in a desire to help students with specific needs, UniLodge established a Scholarship Program for rural and regional students coming to the ANU, which was awarded through the ANU Support Australia's students (ASA) program. Each year, six students receive the UniLodge scholarship for the duration of their undergraduate studies at the ANU. There are currently 18 UniLodge scholars at the ANU.

Westpac Banking Corporation

Westpac Banking Corporation, through its establishment of the Westpac Scholars Trust (WST), supports students and researchers at ANU. The two competitive scholarship/fellowship programs available to ANU students are the WST Future Leaders Scholarship, which provides substantial support to successful applicants from across the Group of Eight (Go8) universities. This program provides funding for fees and expenses, including funding for international travel experiences. Additionally, WST provides leadership training and many networking opportunities for the Future Leaders through its W100 alumni network. The second program is the WST Research Fellowship which provides in partnership with the ANU, salary, and research funding for an outstanding researcher. The amount of this award may vary but is substantial. The fellow is also part of the W100 network and actively participates in leadership and mentorship opportunities at the ANU and Westpac. The ANU has also been successful in this Fellowship Program, having received six fellowships since 2018.

Subsidiaries

The University has three subsidiaries or controlled entities overseen by the Finance Committee and Council: ANU Enterprise Pty Ltd, ANU (UK) Foundation, and ANU Foundation USA.

ANU Enterprise Pty Ltd

ANU Enterprise is a wholly-owned subsidiary of the University, established in 1979. ANU Enterprise is an impact enabling vehicle that provides a range of services including business development, project management, business engagement and commercialisation services. The services it offers enable researchers to focus on their areas of expertise and helps ensure ANU research maximises its societal impact as well as commercial opportunity. ANU Enterprise also has an overseas incorporated entity in Papua New Guinea (PNG), ANU Enterprise Limited, which enables its project management services to be conducted in PNG, ensuring taxation and regulatory compliance.

In addition, it acquired the Social Research Centre (SRC) in 2014. SRC conducts high-quality, ethically sound research in a socially responsible manner. It aspires to be Australia's leading social research organisation and is a key collaborator of ANU academic areas including the ANU Centre of Social Research Methods and the ANU Research School of Population Health.

ANU Enterprise Pty Ltd is governed by a board with a mix of senior staff and independent external directors with appropriate skills and experience in business, governance, contract research, accounting, and higher education.

ANU Enterprise Pty Ltd provides Council and the Finance Committee with an annual business plan and budget as well as quarterly reports on agreed financial and non-financial performance metrics and other operational matters.

ANU (UK) Foundation

The ANU (UK) Foundation, constituted in England and Wales, operates for the purpose of facilitating on behalf of ANU grants, donations, and bequests, in alignment with the strategies of the University, which may arise in the United Kingdom.

The ANU has a strong connection to the United Kingdom and Europe through its many alumni. The ANU (UK) Foundation plays a key role in keeping our global community connected by promoting excellence in education and research. This includes the exchange of knowledge, faculty and students between the ANU and the universities of the UK and Europe. The ANU (UK) Foundation Board works closely with the ANU to understand the University's priorities and to identify how the foundation can support them. The ANU (UK) Foundation is currently focusing on promoting the London Alumni Scholarship, which supports students from disadvantaged backgrounds to attend ANU. Other areas supported are the Sustainable Farms Initiative and postgraduate scholarships for students from the ANU Research School of Earth Sciences.

ANU Foundation USA

The mission of the ANU Foundation USA is to promote excellence in education and research at The Australian National University, including the exchange of knowledge, faculty and students between Australia and North America. The ANU Foundation USA Board works closely with the ANU to understand the University's priorities and identify how the foundation can support them. Currently, the foundation is focused on supporting a life-changing student experience, transformative research, and equitable access to an ANU education. In particular, the foundation looks for ways to support diversity, equity, and inclusion at the ANU. This includes a focus on the Kambri Scholars program, which supports the next generation of Indigenous Australian scholars to come to the ANU.

Key performance indicators – definitions

| Measures | Definition | Data Source | Responsibility |
|---|---|--|--|
| KPI 1: Increase in research income. | This KPI seeks to assess the University's effectiveness in generating additional research revenue and excludes the National Institute Grant in Category 2. Research income is viewed as a proxy for excellence and engagement as potential funders or consumers of the research select to invest in the research capability the university is offering, in competition with other universities and providers. Some of these choices might be made through an academic peer review process, and others may be made through a personal, government or industry review process as appropriate to the fund. | The University submits its research income data to the Department of Education annually. The Higher Education Student Data Collection (HERD-C) is used to determine the annual research block grant to the University. | Deputy Vice-Chancellor Research and Innovation |
| KPI 2: Increase the Category Normalised Citation Index (CNCI). | This KPI seeks to assess the relevance and quality of the published research of the University. Research publications receive citations when they are referenced in other academics' work. High citation rates usually reflect quality research, published in quality journals relevant to other researchers within the field. | TR (Clarivate) InCites Dataset Subject Category Normalised Citation Impact (citations per paper) normalised for subject, year, and document type. Citations vary significantly by discipline and the normalisation assists in managing this variation. Any index greater than one indicates a citation rate above the world average. | Deputy Vice-Chancellor Research and Innovation |

| Measures | Definition | Data Source | Responsibility |
|--|--|--|--|
| KPI 3: Improve the experience for Higher Degree Research candidates. | The Postgraduate Research Experience Survey (PRES) is an international survey administered by the ANU in association with Advance HE, based in the UK. ANU Higher Degree Research candidates are surveyed to collect data on the quality of research training and support they experience at the ANU during their studies and is benchmarked against global and UK Russell Group Universities. | UK Higher education postgraduate research experience survey (PRES). The survey focuses on students' experiences in supervision, resources, research community, progress and assessment, skills and professional development and wellbeing. | Deputy Vice-Chancellor Research and Innovation |
| KPI 4: Maintain student satisfaction with teaching quality for domestic undergraduate students. | This KPI seeks to assess aspects of the student experience that are measurable, linked with learning and development outcomes, and potentially able to be influenced by higher education institutions. | Quality indicators for learning and teaching (QILT), Student experience survey (SES). Information collected in the SES helps higher education institutions and the government improve learning and teaching outcomes for students. The SES has been administered annually since 2012. | Deputy Vice-Chancellor Academic |
| KPI 5: Increase the number of commencing domestic undergraduate students from low socio-economic status (Low-SES), Indigenous Australians, regional and remote backgrounds until parity with the Australian Society is reached. | This KPI seeks to assess the University's strategic intent to lead the nation in the recruitment of students from low socio-economic status (Low-SES), Indigenous Australians, regional and remote backgrounds. | ANU Student Administration System. | Deputy Vice-Chancellor Academic |

| Measures | Definition | Data Source | Responsibility |
|---|---|--|---|
| KPI 6: Maintain or improve overall graduate employment rates for domestic Bachelor students. | <p>The KPI seeks to assess graduates' short-term employment outcomes including skills utilisation, further study activities, and graduate satisfaction. The Graduate Outcome Survey (GOS) is completed by graduates approximately four months after completion of their studies. It provides information on the labour market outcomes and further study activities of graduates.</p> <p>Employment data collected includes information on salaries, occupation, and skills utilisation. The GOS has been administered annually since 2016.</p> | Quality indicators for learning and teaching (QILT), Graduate outcomes survey. | Deputy Vice-Chancellor Academic |
| KPI 7: Develop new areas of nationally significant research infrastructure and capability. | This KPI seeks to assess and ensure prudent investment in the University's research infrastructure that continues to deliver research excellence and drives innovation and fundamental research in line with national priorities. The number of national research infrastructure capabilities hosted on campus will be a significant metric alongside facilities in which we are a major node. | Department of Education, Research Infrastructure Investment Plan. | Deputy Vice-Chancellor Research and Innovation |
| KPI 8: Maintain existing and develop new partnerships with industry, government and community organisations for the purposes of learning and teaching and research that benefits our students and staff. | This KPI seeks to assess the extent of the University's collaborations as an important marker of economic strength and innovation. This includes a program, collaboration or partnership for the purposes of research projects or learning and teaching. | To be baselined in 2023. | Deputy Vice-Chancellor Research and Innovation Deputy Vice-Chancellor Academic |

| Measures | Definition | Data Source | Responsibility |
|--|--|--------------------------|-----------------|
| KPI 9: The success of our investment in meeting our unique National obligations will be reported through the creation of a National Institute Survey. | This KPI seeks to assess the special charter the ANU must advance in order to take its place amongst the great universities of the world as a recipient of the National Institutes Grant. To ensure ongoing alignment between ANU activities and this compact with the Australian people we will create a National Institutes Survey. This survey will be designed to draw out both qualitative and quantitative assessments of the University's alignment to its charter. The survey will be developed using the internal expertise in social research in the ANU Centre for Social Research Methods. | To be baselined in 2023. | Vice-Chancellor |

Abbreviations

| Acronym | Definition |
|---------|---|
| ACT | Australian Capital Territory |
| AITC | Australian Instrumentation Technology Centre |
| APSC | Australia Pacific Security College |
| ANAO | Australian National Audit Office |
| ANU | Australian National University |
| ARMC | ANU Audit and Risk Management Committee |
| ASA | ANU Supports Australia's Students |
| ASD | Australian Signals Directorate |
| CCG | Canberra Clinical Genomics |
| CEAT | CSIRO–Centre for Entrepreneurial Agri-Technology |
| CEDA | Committee for Economic Development of Australia |
| CGS | Commonwealth Grant Scheme |
| CSP | Commonwealth Supported Places |
| DFAT | Department of Foreign Affairs and Trade |
| EIA | Engagement and Impact Assessment |
| ERA | Excellence Research in Australia |
| ERMF | Enterprise Risk Management Framework |
| FELT | Feedback Enhanced Learning and Teaching |
| Go8 | Group of Eight |
| GOS | Graduate Outcome Survey |
| HASS | Humanities and Social Sciences |
| HELP | Higher Education Loan Program |
| HERD-C | Higher Education Research Data Collection |
| JCSMR | John Curtin School of Medical Research |
| JRG | Job-Ready Graduates |
| KPI | Key Performance Indicators |
| MBGA | Maximum Basic Grant Amount |
| MoU | Memorandum of Understanding |
| NGA | Northrop Grumman Australia |
| NIG | National Institute Grant |
| NPILF | National Priorities and Linkage Industry Fund |
| PBF | Performance-Based Funding |
| PGPA | <i>Public Governance, Performance and Accountability Act 2013</i> |
| PNG | Papua New Guinea |
| PRP | Pacific Research Program |
| QILT | Quality Indicators for Learning and Teaching |
| SRC | Social Research Centre |
| SES | Student Experience Survey |
| STEM | Science, Technology, Engineering and Mathematics |
| TAF | The Asia Foundation |
| TEQSA | Tertiary Education Quality Standards Agency Act 2011 |
| UA | Universities Australia |
| UK | United Kingdom |
| USA | United States of America |

Compliance

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

- subsection 35(1) of the PGPA Act; and
- subsection 16E(2) of the PGPA Rule.

The following table details the requirements met by the Australian National University Corporate Plan and the page references for each requirement.

Table 6: PGPA Rule requirements

| Source | Matters to be included | Page |
|--------------------------|---|-------|
| INTRODUCTION | | |
| PGPA Rule 16E(1) | The Corporate Plan for a Commonwealth entity must cover a period of at least four reporting periods for the entity. | 5 |
| 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 <i>PGPA Act</i> . | 3 |
| PGPA Rule 16E(2)1(b) | The Corporate Plan must specify the reporting period for which the plan is prepared. | 3 |
| PGPA Rule 16E(2)1(c) | The Corporate Plan must specify the reporting periods covered by the plan. | 3 |
| PURPOSES | | |
| PGPA Rule 16E(2)2 | The Corporate Plan must state the purposes of the entity. | 4 |
| KEY ACTIVITIES | | |
| 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 in order to achieve its purposes. | 5-7 |
| OPERATING CONTEXT | | |
| 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. | 9 |
| 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. | 17 |
| 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. | 14-16 |

| Source | Matters to be included | Page |
|-------------------------------------|--|---|
| PGPA Rule 16E(2)4(d) | For the entire period covered by the plan, the Corporate Plan must include details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes. | 19-23 |
| PGPA Rule 16E(2)4(e) | For the entire period covered by the plan, the Corporate Plan must include how any subsidiary of the entity will contribute to achieving the entity's purposes. | 24-25 |
| PERFORMANCE | | |
| PGPA Rule 16E(2)5(a) | For each reporting period covered by the plan, the Corporate Plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified performance measures for the entity that meet the requirements of section 16EA of the PGPA Rule. | 5-7 |
| PGPA Rule 16E(2)5(b) | For each reporting period covered by the plan, the Corporate Plan must include details of how the entity's performance in achieving the entity's purposes will be measured and assessed through specified targets for each of those performance measures for which it is reasonably practicable to set a target. | 5-7, 26-29 |
| PUBLICATION AND DISTRIBUTION | | |
| PGPA Rule 16E(3) | The Corporate Plan must be published on the entity's website by the last day of the second month of the reporting period for which the plan is prepared (i.e. February, end of the month). | This Corporate Plan is available via anu.edu.au |
| PGPA Rule 16E(5) | The Corporate Plan must be given to the responsible ministers and the Finance Minister. | This Corporate Plan was given to the responsible ministers, and the Finance Minister prior to publication |

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