Contents

Inspiring Leadership for Our Time 2
Our Vision and Values 4
The Need for Change 7
Strategies for Change 14
  > 1. Building on a Culture of Academic Excellence
  > 2. Delivering on our Unique National Responsibilities
  > 3. Achieving Equity – Within ANU and in Society
  > 4. Building a Culture of Collegiality and Engagement – Across and Beyond ANU
  > 5. Creating an Unrivalled Campus Environment

Measuring our Progress 24
  > Strategic Plan Key Performance Indicators
  > Supporting Operational Plans

Risk Oversight and Management 27
Inspiring Leadership for Our Time

For nearly three-quarters of a century, The Australian National University has worked to realise the ambitions of the visionary Australians who founded it.

Our journey so far has validated their courage and vision. Our distinctive research excellence is renowned: of the seven Nobel Prizes awarded for work undertaken in Australia, ANU can claim four. We rank among the world’s very finest universities.

Our nearly 100,000 alumni include political, business, government, and academic leaders around the world. We have graduated remarkable people from every part of our continent, our region and all walks of life. ANU hosts some of the nation’s most influential Indigenous researchers and researchers on Indigenous issues, and our newly-launched Kambri student scholarships reaffirm our commitment to Indigenous Australians.

While our focus is Australia, our horizons are global. The legacy of our long-standing international engagement and expertise has delivered us unrivalled impact beyond our borders, particularly throughout Asia and the Pacific.

The University’s achievements are remarkable, given its uncertain beginnings. Founded in a time of post-war reconstruction, social dislocation, hardship, rapid changes in society and in the expectations of institutions and government, the University’s role was to develop new capability for a nation seeking its place in the world.

Societies worldwide have been affected by COVID-19. The consequences of the pandemic will remain with us for years, exacerbating many of the extant challenges facing the world that included inequality, international instability, and the impacts of climate change. Our institutions, academic and governmental, must be ready to show renewed leadership. The University will revitalise the ANU strategy this year, and will continue to prioritise innovation in research, teaching and learning, and engagement and impact in order to meet the high expectations Australia places on its national university.

This is the role of a national university, a unique mandate reciprocated by the trust Australians place in ANU. To retain that trust, we must continue to serve this nation, its people, and their government with distinction.

To fulfil our mandate, we must invest in, and insist on, excellence everywhere at ANU. We must be ready to adapt and improve our performance wherever it is not the best it can be. We must dismantle once and for all the barriers, real and perceived, between ANU and the society we serve. And, we must work to diversify our funding sources, our collaborations, and our community.

Our ambition for the future of ANU is as great as the ambition of our founders. This Strategic Plan sets out how we will ensure that this unique and remarkable university is able to redefine its role for these changing times, as Australia’s national university, and one of the world’s greatest.

The Hon. Julie Bishop
Chancellor

We, as the accountable authority are pleased to present The Australian National University’s Strategic Plan, for the four-year period 2021–2024, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013. This is the 2021 Corporate Plan for the ANU.
Our Vision and Values

Vision

> Contemporary ANU will sit among the great universities of the world, and be defined by a culture of excellence in everything that we do.

> We will be renowned for the excellence of our research, which will be international in scope and quality, always measured against the best in the world. Our research investment will be strategic, taking a long-term view and focus on high-quality activities, high-impact infrastructure and areas of high national importance.

> We will be renowned for the excellence of our undergraduate and graduate education: excellence in student cohort, excellence in teaching, excellence in student experience, and excellence in outcomes.

> We will be renowned for the quality of the contribution our research and education make to societal transformation. We will identify emerging areas of need for the nation and provide research and education that will equip Australia to cope with challenges not yet imagined.

> ANU research, education and contributions to public policy-making will change Australia and change the world. It will have impact.

Values

> We bring a distinctive excellence to our work and have the confidence to pursue original ideas.

> We are inclusive, open and respectful, reflecting the diversity of our nation.

> We are committed to integrity and ethical behaviour.

> We value, enable, reward and celebrate collegiality.

> We embrace informed risk-taking in pursuit of our objectives.

> We are committed to better outcomes for our community, the environment, our nation and the world.

> We are committed to the service of our nation, through original thinking and through courage in advancing our ideas.
THE NEED FOR CHANGE
Building on a Culture of Academic Excellence

In our rapidly changing world, Australia’s national university must have the confidence to build upon its 70-year legacy of excellence to meet the challenges Australia confronts.

The University’s excellence, of which we are rightly proud, must not disguise the imperative for change. By many measures we are a great institution. But expectations of the national university are high and sometimes we fall short. By embracing the need to adapt, we will empower ourselves to shape the future of ANU, and to dedicate our energy, expertise and resources to delivering excellence for Australia and beyond.

ANU has an enviable reputation as one of the world’s great universities, but our performance is judged in a rapidly changing world. Around the globe we observe seismic changes in pedagogy and massive investment in research innovation, but over recent years universities in Australia have been uncomfortably constrained by higher education policy stasis.

Rankings reflect the intensity of the contest for global pre-eminence. We advance on some measures and slip in others. We must be confident enough to define excellence in our own terms, and hold ourselves accountable to these standards.

ANU must attract, recruit and retain the world’s best talent – an academic and professional staff of outstanding, dedicated and collegial individuals. We must be rigorous in maintaining excellence as our threshold. We must commit to harness our excellence in service of our nation and in meeting the global challenges we face.

Excellence in research and innovation

We must have the courage to redirect funding to lift research excellence, and to back new research endeavour where it promises great outcomes. We must attract external funding from a range of sources – government, industry, foundations and philanthropists. In research, we must lead in breaking down the barriers between universities, society and industry.

Equally our expectation must be that our research creates innovative outcomes contributing to the economic and general public good. It is imperative that we provide the right support and incentives for our staff to take their ideas outside the University.

Excellence in education and student experience

Great research by outstanding staff creates the right environment for the highest quality education – something our talented students expect and deserve. Our students will come from every background and all parts of Australia and the world. They will have in common their exceptional potential, and the talent and determination to succeed at ANU.

Improving our teaching, mentoring, and quality and range of student experiences will empower the brilliant graduates we produce.
THE NEED FOR CHANGE

Delivering on our Unique National Responsibilities

Our contribution to public policy, to Indigenous Australia and to Australia’s understanding of, and role in, Asia and the Pacific have defined our university since its founding. On all three fronts, the challenges facing our nation remain profound.

Governments and civil society expect ANU to be at the leading edge of thinking in these areas, enlivened by continuously renewed partnerships, involvement of leaders from outside the academy, and excellence in our research and teaching.

Our responsibility to national policymakers and national institutions

Based in the national capital and with unrivalled connections to government, ANU is exceptionally well placed to influence public debate and advance public policy. Policy expertise abounds across ANU, but this expertise is sometimes seen externally as disconnected and inaccessible.

The range and breadth of the University’s research excellence, and our role as a national resource, means much more can be achieved. If we are to serve our nation well, ANU must use the sum of its knowledge to set the policy agenda, and provide timely, accessible, evidence-based input into policy discussions as they occur.

Our responsibility to Indigenous Australia

As Australia’s national university one of our defining roles has been to contribute to the advancement of Australia’s Indigenous peoples. We contribute by graduating Indigenous students, as well as through game-changing research and direct engagement with Indigenous communities. We provide an environment for debating the big issues and partnering with Indigenous Australia to advance the status, recognition and lives of Aboriginal and Torres Strait Islander peoples.

Although the proportion of Indigenous students at ANU is high by the standards of some of our peer universities, we remain far from parity with the population at large for undergraduates. The proportion of postgraduate and higher degree students is lower again, as is the proportion of professional and academic staff. Through targeted activities we will work towards achieving parity with the proportion of Indigenous Australians in the overall population.

Research focused on Indigenous issues is broad in scope and has made a substantial contribution. ANU has strong Indigenous research leaders in a number of disciplines. However, our continued salience requires constant attention to impact, partnership with Indigenous communities and a commitment to novel and multidisciplinary approaches to our work.

Our responsibility regarding Asia and the Pacific

Since its founding, ANU has been a primary resource for Australia’s deepening engagement with Asia and the Pacific. While it is widely accepted that ANU houses the West’s leading institutional expertise on the region, retaining and reinvigorating our expertise in the culture, languages, politics, and economics of the Asia Pacific region is paramount if we are to fulfil our mission as the national university.
THE NEED FOR CHANGE

Achieving Equity – Within ANU and in Society

ANU is committed to equity and diversity as fundamental values. Australia has a diverse population and we are committed to providing opportunities and an inclusive and welcoming environment, to those of all backgrounds and identities. Our low-SES students achieve great outcomes, but only four per cent of students at ANU are from disadvantaged backgrounds. We will increase the opportunities for students from all walks of Australian life to attend the national university, focusing on their potential to thrive at ANU and to contribute to society upon graduation.

We continue to make progress on gender equity, but have much work still to do. Our student cohort is slightly more than half female in most subjects, but there are some notable exceptions that are strongly gender biased. The progression rates of students are not strongly linked to gender or ethnicity, but the progression rates of academic staff, especially from fixed-term to continuing positions remain biased against women.
The Need for Change

Building a Culture of Collegiality and Engagement – Across and Beyond ANU

Some of the most exciting research opportunities, addressing the most pressing challenges facing our world, lie in collaboration between disciplines, yet we are not good at working and communicating across the units of the University.

Achieving a fundamental change here is essential to our mission as the national university: to answer questions that can rarely be solved from within the domain of a single discipline or academic department.

Equally our graduates require the skills to examine problems and pursue careers that are less and less discipline-bounded.

We need to become more actively engaged with business and industry, attracting more entrepreneurial expertise to ANU, and do more to develop, encourage and reward entrepreneurial activity.

Our alumni are found in diverse and powerful positions across the globe. It is imperative that we engage meaningfully with them, enriching their professional and civic lives and creating space for them to contribute to the life of the University.

Many alumni and friends generously contribute philanthropically to the University in a wide range of ways. ANU has been slow in creating new opportunities for them. We need to offer meaningful engagement with the University for those interested in contributing to our mission, and to our people.
THE NEED FOR CHANGE

Creating an Unrivalled Campus Environment

ANU is fortunate to be based on a strikingly beautiful, open campus in the heart of the nation’s capital. Blending green space with heritage buildings and fine contemporary architecture, our campus is home to more than 5,000 students, and a centre of daily activities for 15,000 more students and staff.

Our campus environment needs to remain both contemporary and timeless. Much of the University’s infrastructure must be renewed to reflect the needs and desires of our people now and in the future. ANU should be known for the quality of its research and digital infrastructure, for its collections, its contemporary educational facilities and campus amenity that befits its status as the national university.

The privileged location of ANU in the national capital creates opportunities and responsibilities to share our collections, campus, and learning environment with our community and the nation.
STRATEGIES FOR CHANGE

To achieve our goals, ANU must change. Across our staff, students and the University’s leadership, this is a mission we all share. The strategies set out in this plan – which will be supplemented by more detailed working-level operational plans – describe the key initiatives that will, over the next five years, change ANU. These strategies are founded on the feedback of our community, expressed in intensive consultation in 2016, and will help us realise the broad objectives articulated in Australia’s National University: Our Vision as endorsed by the University Council in 2016.
ANU will be recognised, unambiguously, as one of the world’s great universities. We will innovate and adapt to achieve excellence in all that we do.

Key initiatives:

1.1
We will lead the nation in the recruitment, retention, mentoring, management and development of academic and professional staff.

1.2
We will develop and apply performance standards for staff that are commensurate with the world’s great universities.

1.3
We will provide substantial start-up grants for high-potential early and mid-career researchers, enabling us to compete against any institution in the world. At least 50 per cent of this support will be allocated to women.

1.4
We will maintain the most demanding student entry standards in the nation, commensurate with the world’s great universities.
Excellence in research and innovation

ANU is privileged to benefit from the dedicated support of the Australian Government, funding that has allowed us to do great things. We have a mandate to deliver the highest quality research, and we must never take it for granted.

We will translate what we research to the benefit of society in partnership with the private sector and civil society. Our expectation is that our research contributes to the economic and general public good. We will provide the right support and incentives for our staff to take risks and to partner effectively to ensure their ideas are taken up and have impact in all sectors.

We will nurture future researchers, shaping our research training to ensure our people are second to none, their qualifications understood to be of the very highest global quality, setting them up to lead in the academy, in industry and in civil society.

Key initiatives:

1.5
We will invest over the course of the Plan in five globally-significant research challenges that deliver solutions to national priorities, and ensure core disciplines and research strengths are ranked alongside the best in the world.

1.6
We will establish Innovation Institutes that will achieve exceptional translational outcomes, supported through a new collaborative business model and access to new venture capital funding for University Intellectual Property commercialisation.

1.7
We will redefine the ANU PhD program to deliver a new generation of graduates, who successfully use their research training to advance careers in universities, and across all industries and sectors.
Excellence in education and student experience

ANU will be distinguished by the innovative way we teach and engage our students. Our campus will be open to people from across Australia and around the world who have the talent and potential to succeed in our community, and the experience we offer will meet the standards of excellence to which we are committed.

Key initiatives:

1.8
Evidence of learning and satisfaction will drive a regeneration of our approaches to curriculum, teaching and digital and physical learning space design.

1.9
We will provide all students who want to live on campus the opportunity to do so, including postgraduate students and students with children.

1.10
We will lead the nation in changing the way that universities admit students.

1.11
We will revitalise our learning and teaching infrastructure, beginning with state-of-the-art facilities at Union Court and a major refresh of digital infrastructure.
2. Delivering on our Unique National Responsibilities

We embrace our unique responsibility and opportunity as the national university to constructively engage with the nation and the world, and we will enhance and make more accessible our contributions to public policy generally, Indigenous Australia, and Australia’s understanding of, and role in, Asia and the Pacific.

**Our responsibility to national policymakers and national institutions**

ANU will create a deeper dynamic of policy engagement with the governments of Australia.

**Key initiatives:**

2.1
We will embed public servants at ANU and our academics within government, emphasising co-creation of policy and broadening policy-related research.

2.2
We will build the nation’s leading policy incubator by harnessing the research breadth of ANU, offering solutions to complex policy issues confronting the nation and our region – both known and unimagined.

2.3
We will redefine our relationship with CSIRO focused on the establishment of an integrated precinct connected to the local and national innovation ecosystems.
Our responsibility to Indigenous Australia

ANU will renew, build on its history of engagement, and seek a new partnership with Indigenous Australia.

**Key initiatives:**

2.4
ANU will ensure cross-institutional effort to substantially increase the recruitment and success of Indigenous undergraduate and postgraduate students, and Indigenous academic staff. All disciplines and professions will be targeted.

2.5
Major institutional funding will prioritise high-quality, high-impact and community-engaged research relevant to the big questions facing Indigenous Australia – not only in existing areas of strength such as Indigenous studies, health and economics, but in all disciplines.

2.6
Fifty years on from the 1967 Referendum that gave the national government power to legislate for Indigenous Australia, ANU will play an active role in national debate about recognition of Australia’s first peoples in our Constitution.

Our responsibility regarding Asia and the Pacific

ANU will actively maintain its place as the West’s pre-eminent leader in expertise on the world’s most dynamic region.

**Key initiatives:**

2.7
ANU will set the agenda in national and international discourse about our region.

2.8
ANU will pioneer new research and teaching methods, approaches and agendas, serving as a partner and essential resource for all who focus on Asia and the Pacific.

2.9
ANU will promote a narrative about the centrality of Asia Pacific studies to the humanities and social sciences, and more broadly to society and the world.
3. Achieving Equity – Within ANU and in Society

ANU stands for equity in all that we do, and we will reflect the extraordinary and increasing diversity of the Australia we serve. Talent – realised or potential – will be the only threshold for joining our community as a student or staff member.

The national university will work with communities across Australia to address the widespread legacies of inequality of opportunity through both education and research.

Key initiatives:

3.1
To promote gender equity and diversity across ANU, we will do what is required to achieve an Australian SAGE Athena SWAN Gold award, starting with a Bronze award by 2019, and a Silver award by 2021.

3.2
We will create and modify our practice, policies and culture so that admission, retention, and success for students and staff is based on ability and endeavour, whatever their backgrounds or identities.
4. Building a Culture of Collegiality and Engagement – Across and Beyond ANU

ANU is distinguished by the breadth and quality of its research. The academic choices we make will not be confined by the structures of our organisation – leaders at every level will foster and encourage the collegial spirit that will drive high-impact discovery across disciplines, and in partnership with industry, government and civil society.

ANU will lead in building people connections across and beyond the campus. This will include maintaining and celebrating our multicultural campus community and building engaging and rewarding roles for our alumni. We will also work to make our collections, our people and our infrastructure a resource for our national capital community and beyond.

We will create further opportunities for the wider community to make philanthropic contributions to our university that have enduring impact, and we will cultivate the endeavours which they support as resources for the University and our community.

Key initiatives:

4.1
The University will prioritise collegiality and cross-unit collaboration in funding and promotion decisions.

4.2
New alumni opportunities will be developed as part of an enhanced Alumni Strategy.

4.3
We will make ANU collections and the cultural life and amenity of our campus more accessible to the national capital community and beyond.

4.4
A renewed philanthropy strategy will grow engagement with the University’s supporters, existing and new.

4.5
The University’s diverse international student and staff mix will be cultivated and harnessed as a key asset to ANU.
5. Creating an Unrivalled Campus Environment

The natural environment, landscaping and amenity of our campus are unsurpassed and are much loved by students, staff and alumni. We will plan and invest in our campus to reflect the needs and desires of our people now and in the future.

The facilities, infrastructure and environment of ANU will exemplify the excellence we seek to achieve across the University. As a national leader in climate science and policy, ANU will prioritise sustainability as a principle.

**Key initiatives:**

5.1
We will invigorate Kambri as the heart of University life. It will be home to outstanding student and staff services, event spaces, and new sporting and recreation facilities.

5.2
We will develop and refine the Campus Plan to focus on further enhancing the beauty of our natural environment, and the elegance, coherence and liveability of our built environment.

5.3
We will reduce our carbon emissions intensity over the life of the Plan.

5.4
ANU will develop or redevelop internationally-significant, national scale research and teaching infrastructure within the capital management fund.
MEASURING OUR PROGRESS
Strategic Plan Key Performance Indicators

We will rigorously measure our progress in achieving change and improvement against the strategic objectives in this Plan. The following broad Key Performance Indicators (KPIs) will allow us to evaluate our success year-on-year in the areas of greatest strategic priority.

1. Improvement in the proportion of academic staff contributing to ERA level-4 and level-5 results.
2. Annual increase in the quantity of research income, and diversity of sources of this income, relative to the quantity and sources available.
3. Increase in citations normalised to subject areas.
4. Increase in the ratio of student applications to acceptances.
5. Improvement in the overall satisfaction of ANU students.
6. Annual independent evaluations of ANU impact in public policy and Asia and the Pacific, demonstrating improvement year-on-year.
7. Annual independent evaluations of ANU meeting its responsibilities to Indigenous Australia, demonstrating improvement year-on-year.
8. Achievement of Bronze, then Silver, and subsequently Gold recognition within the Australian SAGE Athena SWAN program.
9. Increase in the proportion of commencing domestic undergraduate students from low SES, Indigenous, regional, and remote backgrounds so that it equals the national population share.
10. Improved collegiality as indicated by the ‘participation cluster’ results in the VOICE survey.
11. Increased number of engaged alumni year-on-year.
Supporting Operational Plans

The high-level indicators listed will be supplemented by more granular indicators included in six supporting plans that will underpin and operationalise the ANU Strategic Plan, for each of which a designated member of the executive will have primary responsibility as indicated:

- **Academic Plan**  
  Deputy Vice-Chancellor (Academic)

- **Research and Innovation Plan**  
  Deputy Vice-Chancellor (Research and Innovation)

- **Student and University Experience Plan**  
  Deputy Vice-Chancellor (Student and University Experience)

- **International Strategy**  
  Deputy Vice-Chancellor (International Strategy)

- **Societal Transformation Plan**  
  Vice-Chancellor

- **Service Plan**  
  Chief Operating Officer
Risk Oversight and Management

ANU is committed to embedding a robust risk management culture that will enable the University to be agile and responsive to changes in the higher education landscape, whilst driving maximum benefit from opportunities and facilitating innovation.

Our Risk Environment

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 and in compliance with legislation, policy and operational guidelines.

In 2020, the University updated its Enterprise Risk Management Framework and supporting documentation in order to:

> Outline the University’s expectations about how opportunities and threats are to be engaged with, managed, and reported;

> Influence the existing culture to better manage risks and opportunities;

> Encourage a consistent and demonstrable risk management process across the University to align with expectations of external stakeholders (such as regulators, funding bodies and auditors).

The University governance process provides the appropriate frameworks and systems for risk oversight, management and reporting; and provides staff with the capability, knowledge and tools to effectively identify and manage risks.

The University’s Audit and Risk Management Committee (ARMC) provides advice on the appropriateness of the system of risk oversight and management as a whole and any specific areas of concern or suggestions for improvement. The Finance Committee supports and advises Council and the Executive in respect of risks applicable to the University’s financial performance, investment portfolio and commercial activities. The Internal Audit program of performance and compliance audits assist to validate and improve the effectiveness of the University’s systems of internal control and risk management.

The University’s Fraud Control Framework and Fraud Control Plan, policy and procedures are maturing and serve to underpin the University’s zero tolerance for fraud. These are supported by fraud risk assessments and ongoing activities in relation to fraud prevention, detection and reporting.

The University also engages with government and industry to monitor and respond to emerging strategic risks involving, for example, foreign interference, money-laundering and cyber security.

During 2021, further training will be delivered to support and promote positive and informed risk behaviour.
Risk Management

The University recognises that it is not possible, nor desirable, to eliminate all of the risks inherent in our work. Accepting some degree of risk in our business practices promotes efficiency and innovation. The University is willing to accept higher levels of risk when the potential benefits outweigh the negative consequences of informed risks being taken. In doing so, we must be able to demonstrate that we have made evidence and risk based decisions.

The University’s risk appetite statements below assist in decision making and help determine our approach to controlling risks and prioritising resources.

<table>
<thead>
<tr>
<th>Risk Category</th>
<th>Principle Statements</th>
<th>Application of Principle Statements</th>
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<tbody>
<tr>
<td>Values &amp; Culture</td>
<td>The University has NO APPETITE for intentional breach of its values and Code of Conduct. The University has NO APPETITE for discrimination based on gender, sexuality, ethnicity and culture. The University has NO APPETITE for violence, sexual misconduct, harassment, bullying and any other inappropriate behavior that contravenes our values. The University has NO APPETITE for fraud, corruption and misuse of office or resources. The University has a HIGH APPETITE for a collaborative, collegiate, performance-focused, agile and flexible culture that will enable organisational change to happen more readily and productively.</td>
<td>We have no tolerance for:  &gt; implicit or explicit gender bias and discriminatory practices in the progression of academic and professional staff.  &gt; fraud or corruption and the University will take all reasonable steps to prevent, detect and respond to fraud.  &gt; inappropriate staff and student behavior, that impact on the University’s culture and reputation.  &gt; We have very low tolerance for irresponsible use of University resources.  &gt; We have a high tolerance for investment in innovative solutions that increase efficiency in systems and processes across both academic and professional activities.</td>
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<td>Risk Category</td>
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<td>Application of Principle Statements</td>
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<tr>
<td>Reputation &amp; Brand</td>
<td>The University recognizes that reputation is critical to our brand and marketing position and has <strong>LOW APPETITE</strong> for activities that put our reputation in jeopardy.</td>
<td>We have <strong>very low tolerance</strong> for: &gt; diminution of the University’s credibility nationally or internationally, resulting in a loss of confidence by government, key stakeholders, partners and the community. &gt; conditions imposed by donors which may impact on the University’s key values.</td>
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<tr>
<td>Governance &amp; Legal Compliance</td>
<td>The University has <strong>LOW APPETITE</strong> for material breaches of law, regulations and statutes including those relating to teaching, research and medical ethics.</td>
<td>We have <strong>no tolerance</strong> for deliberate or purposeful violations of legislative or regulatory requirements. &gt; We have <strong>low tolerance</strong> for breach of privacy obligations to students, staff and stakeholders. &gt; We have <strong>moderate tolerance</strong> for non-compliance with internal policies and procedures.</td>
</tr>
<tr>
<td>Work health &amp; Safety</td>
<td>The University has a <strong>VERY LOW APPETITE</strong> for practices that put the health and safety of our staff, students, contractors and visitors at risk.</td>
<td>The University aspires to <strong>ZERO harm</strong> and has <strong>very low tolerance</strong> for threats to the physical safety and security of staff, students and visitors on campus.</td>
</tr>
<tr>
<td></td>
<td>The University has a <strong>LOW APPETITE</strong> for activities that degrade the campus environment and compromise on workplace health and safety.</td>
<td>The University is focused on protecting its campus environment and has <strong>low tolerance</strong> for inappropriate handling of hazardous materials on its campuses.</td>
</tr>
<tr>
<td>Risk Category</td>
<td>Principle Statements</td>
<td>Application of Principle Statements</td>
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| Information, systems & data security | The University has a **LOW APPETITE** for any cyber threats that may lead to loss of strategic and critical systems or information relating to staff, students, research or other University operations. | The University strives to minimise significant operational disruptions to critical support/enabling services and has a **low tolerance** for:  
  > Unmanaged information security breaches.  
  > activities, events or behaviors that adversely impact on the confidentiality, integrity and availability of all University data. |
| Service Delivery (operations, infrastructure & assets) | The University has a **LOW APPETITE** for insufficient preparation to mitigate disruption to service delivery. | > We have a **very low tolerance** for practices or unmanaged activities that result in:  
  > Damage to property/assets resulting in critical business failure.  
  > Significant loss to research, including research resources, outcomes (actual or potential) and time.  
  > Delays in teaching and learning activities resulting in deliverables not being achieved and/or widespread student dissatisfaction.  
  > Disruption to services causing campus closure or key business closure.  
  > Significant operational disruptions to critical support/enabling services. |
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<tr>
<th>Risk Category</th>
<th>Principle Statements</th>
<th>Application of Principle Statements</th>
<th>Zero</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
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| Teaching & Learning   | Subject to maintaining excellence in teaching quality, the University has a **HIGH APPETITE** for investment in scholarships and pathways to enable our programs to be accessible by a diverse range of students, innovation to our teaching models and providing equitable access to our courses for Indigenous Australians, students from low SES, regional and remote backgrounds, through targeted activities. The University also has a **HIGH APPETITE** to attract top academic talent to the University. | We have a **very low tolerance** for:  
> declining teaching standards and curriculum which threatens the University’s standards of excellence.  
> erosion of our position in international rankings.  
We have a **low tolerance** for:  
> actions that result in sustained negative impact on the student experience.  
> the lack of agility in responding to changes in the tertiary education sector.                                                                                              | 0    | 1   | 2        | 3    |
| Research & Innovation | Subject to maintaining excellence in research quality and ethical standards, the University has a **HIGH APPETITE** for programs to drive entrepreneurship, innovation, and high quality research outcomes.                                                                 | We have a **low tolerance** for:  
> A culture averse to entrepreneurship and partnering with industry.  
> Lack of willingness to compete in the growth market of public-private partnerships.                                                                                                             | 0    | 1   | 2        | 3    |
| Financial Sustainability | The University has **HIGH APPETITE** for its 2021 Credit Rating Profile to remain at AA+. The University has **LOW APPETITE** for pursuing initiatives that puts at risk the financial sustainability of the University over the short to medium term. The University has a **LOW APPETITE** for application of capital that is not planned and executed in a sustainable and prudent manner. | > We have **very low tolerance** for systemic financial control failures or breakdowns and unexplained variances to administered finances.  
> We have a **low tolerance** for incurring significant expenditure beyond the approved Financial Health Strategy.  
We have a **moderate tolerance** for:  
> diversification of revenue streams from potential external sources, through commercially viable arrangements and strategic industry partnerships.  
> increased borrowing to support financial sustainability under appropriate governance and oversight structures. | 0    | 1   | 2        | 3    |