



Australian  
National  
University

# **ANU by 2025**

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Vice-Chancellor



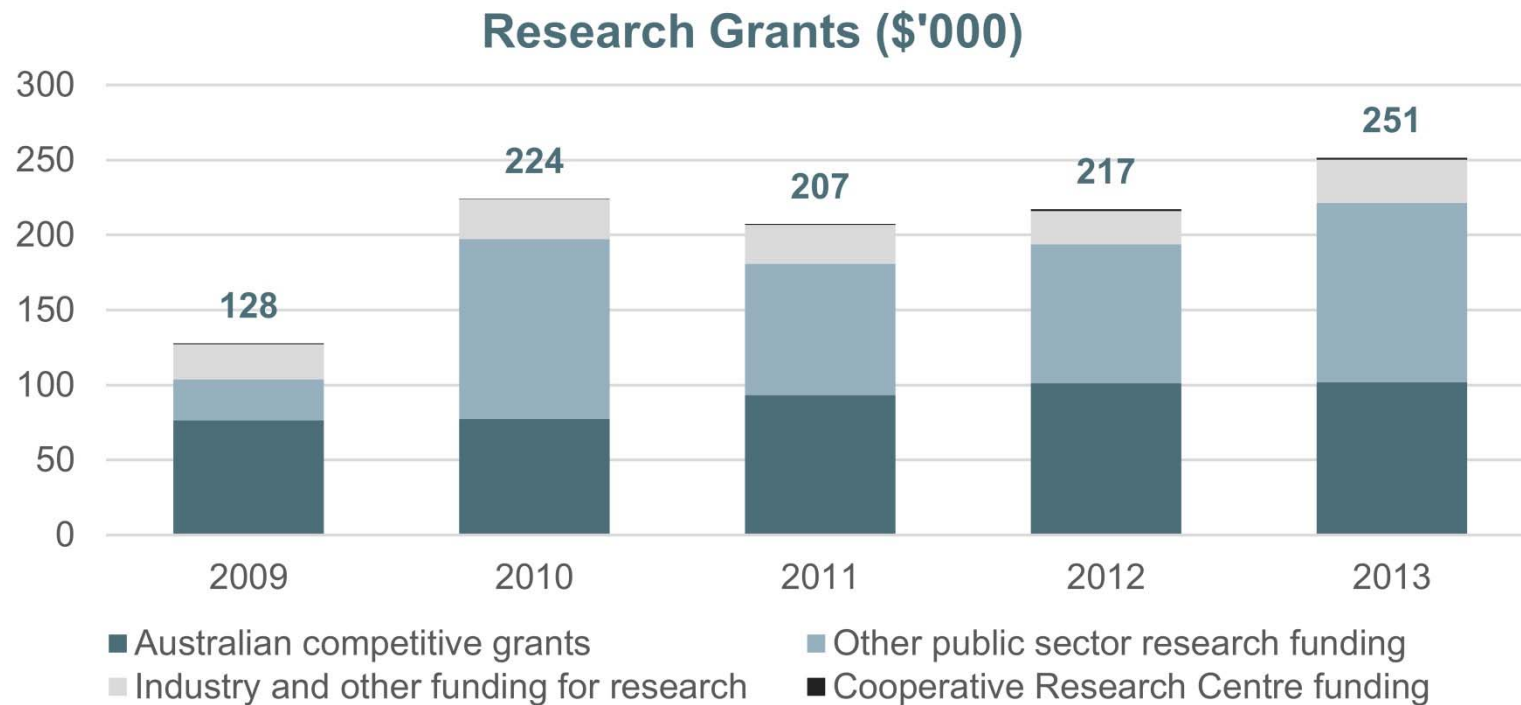
## Overview of Presentation

- Assessment of how we have performed against ANU by 2020
- What does this tell us about where we presently sit
- What are our strategic strengths and weaknesses
- What does this mean for shaping ANU by 2025
  
- Discussion about specific issues which may be key to ANU by 2025



## ANU by 2020 - Research

Successfully grown research income  
Particularly Categories 1 and 2





# ANU by 2020 - Research

Successfully grown publications





## ANU by 2020 - Research

Maintained a very high level of grants per staff member

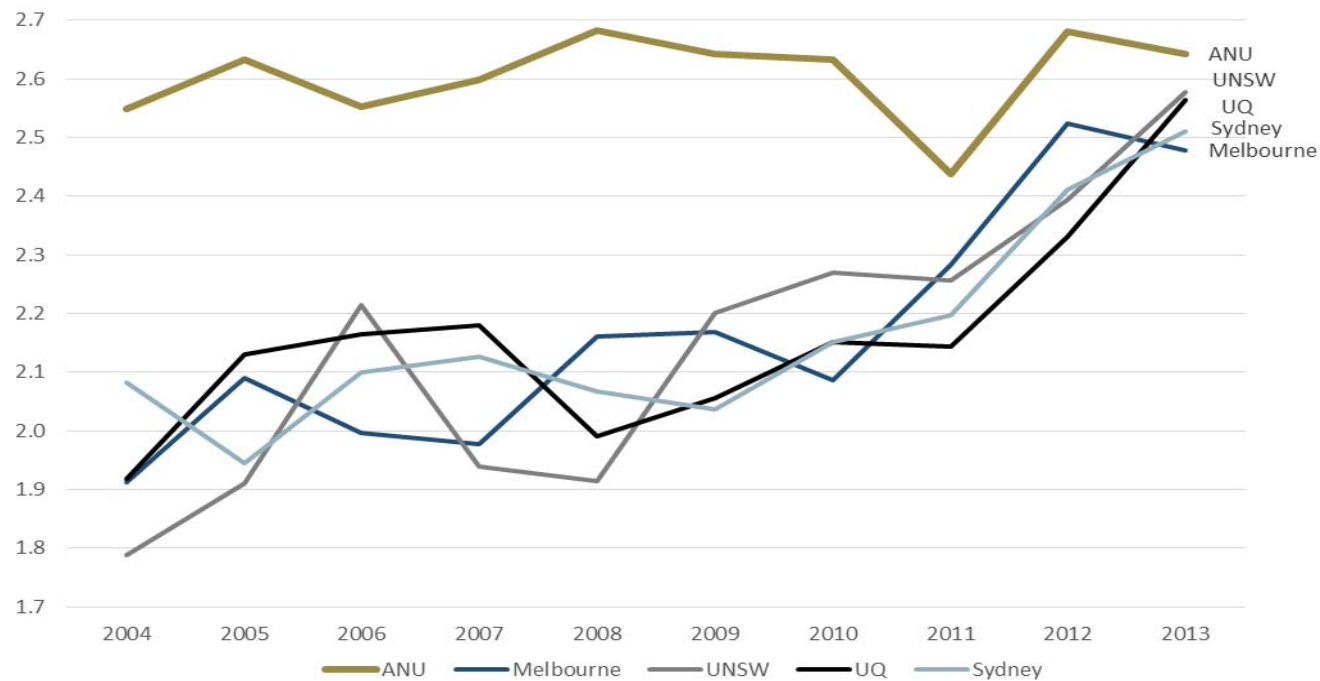
### Research-active academic staff

Staff	2009	2010	2011	2012	2013
ARC grants and fellowships	529	548	548	592	587
NHMRC grants and fellowships	114	110	109	104	91
Total academic staff (FTE)	1,477	1,507	1,558	1,616	1,634
Staff FTE, level C+	800	823	853	862	880
ARC and NHMRC grants/ staff (FTE, Level C+)	0.80	0.80	0.77	0.81	0.77



## ANU by 2020 - Research

We have not declined, but the sector has caught up

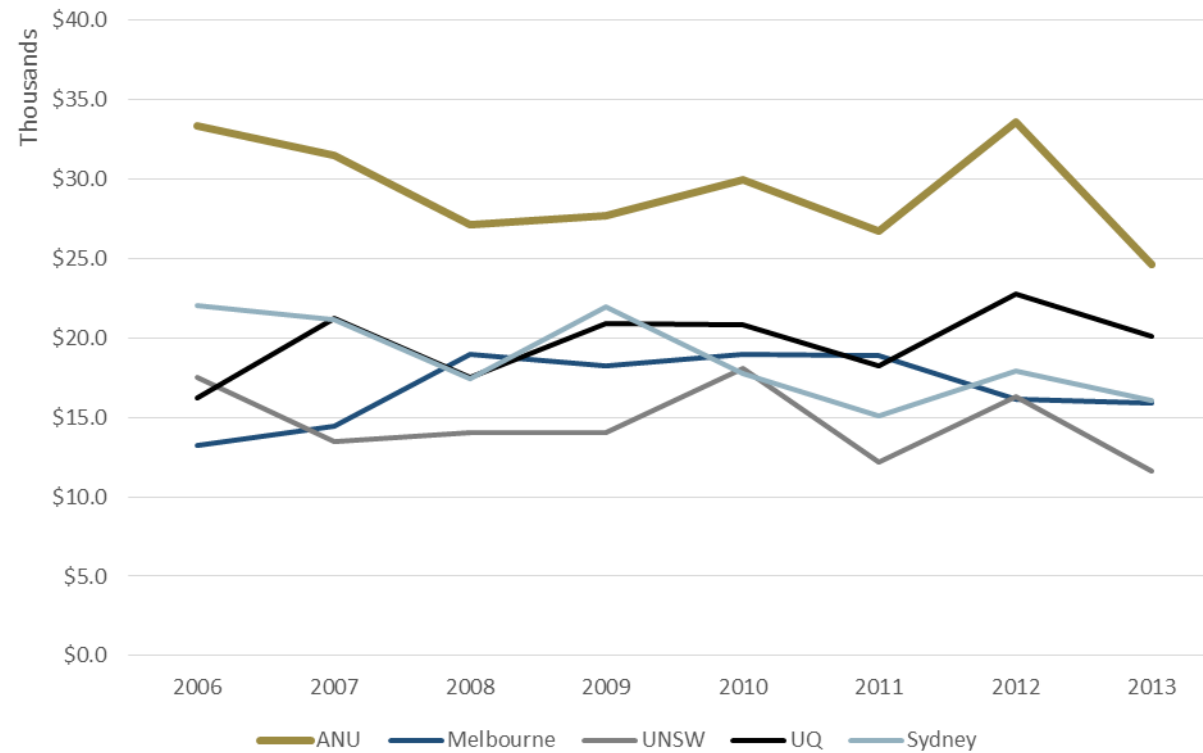


Publications per academic staff member



## ANU by 2020 - Research

Lead the sector in ARC

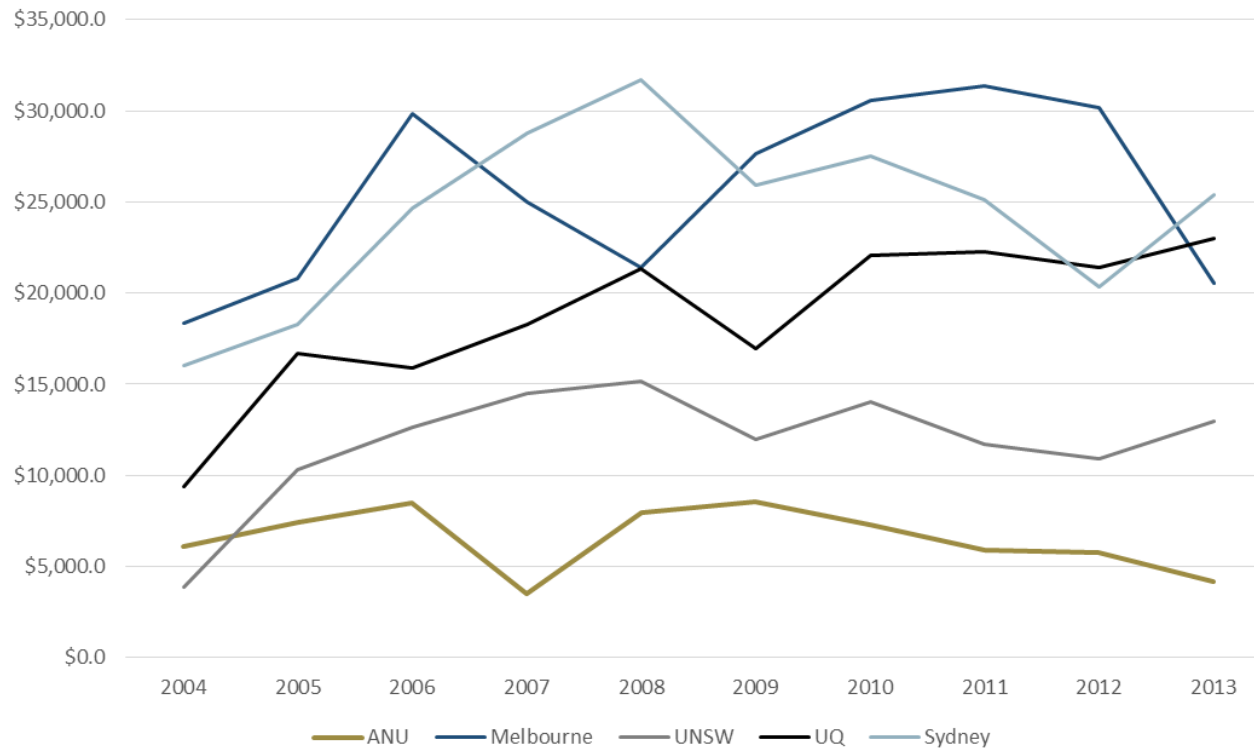


ARC Discovery Grants per academic FTE



# ANU by 2020 - Research

Trail the sector in NHMRC



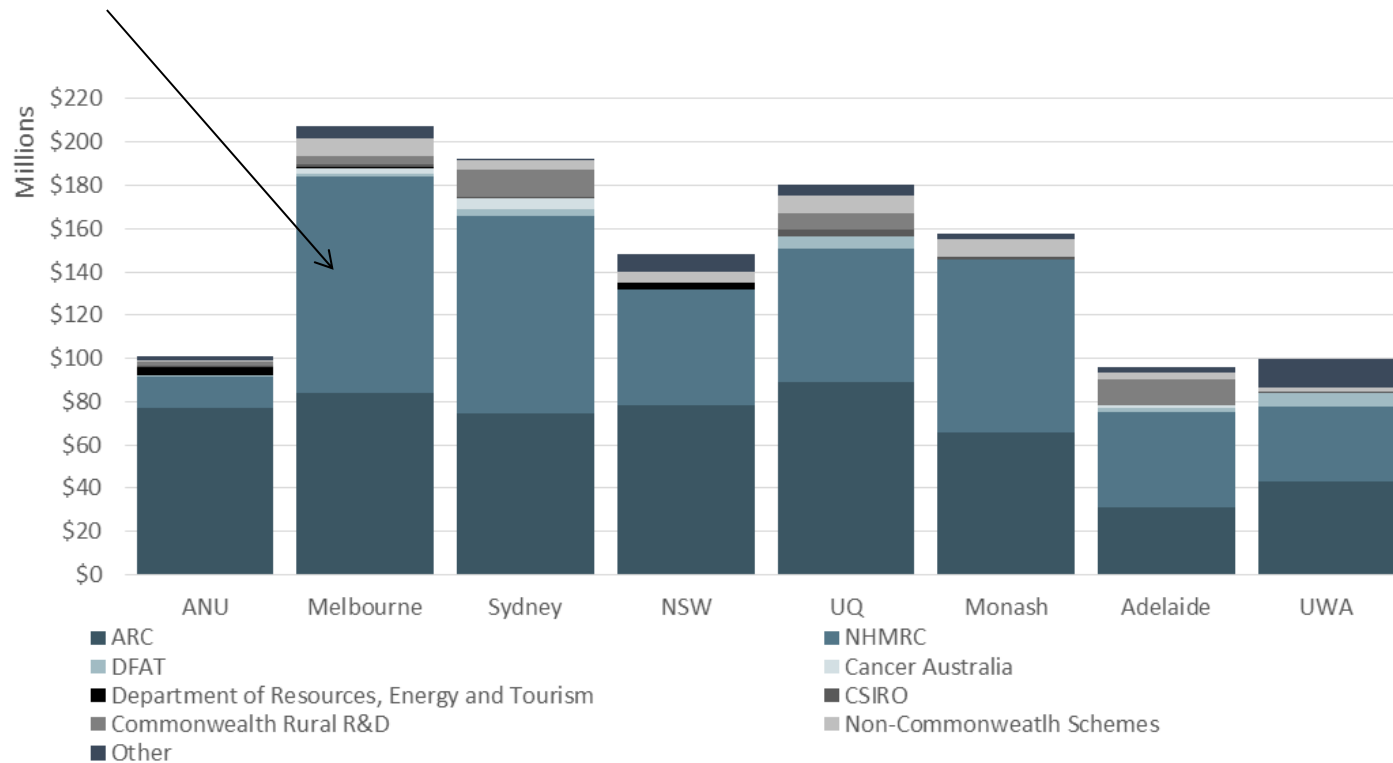
NHMRC Project Grants per academic FTE





## ANU by 2020 - Research

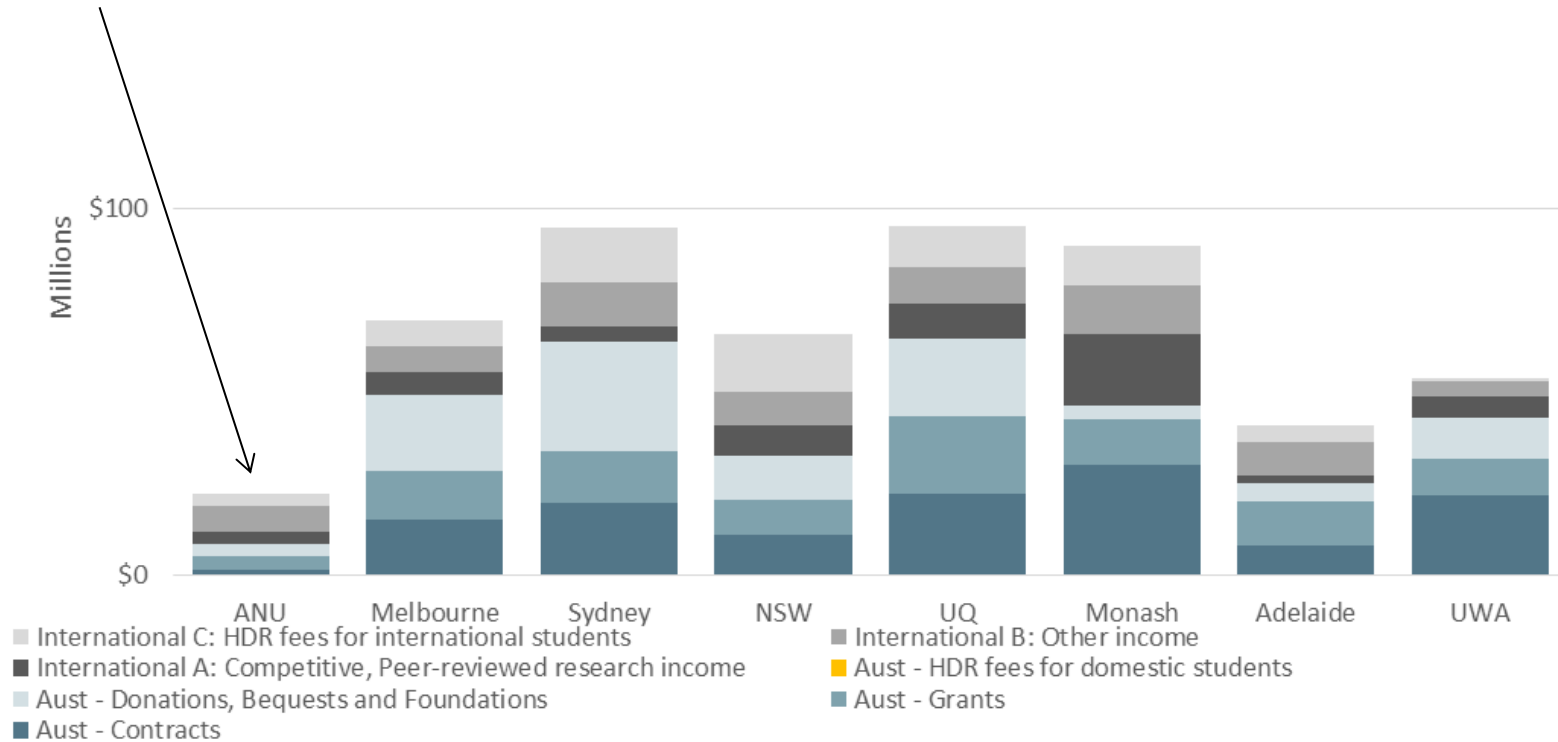
For ANU, NHMRC is tiny, for our competitors it is the majority of their research funding





# ANU by 2020 - Research

ANU receives very little industry and international income



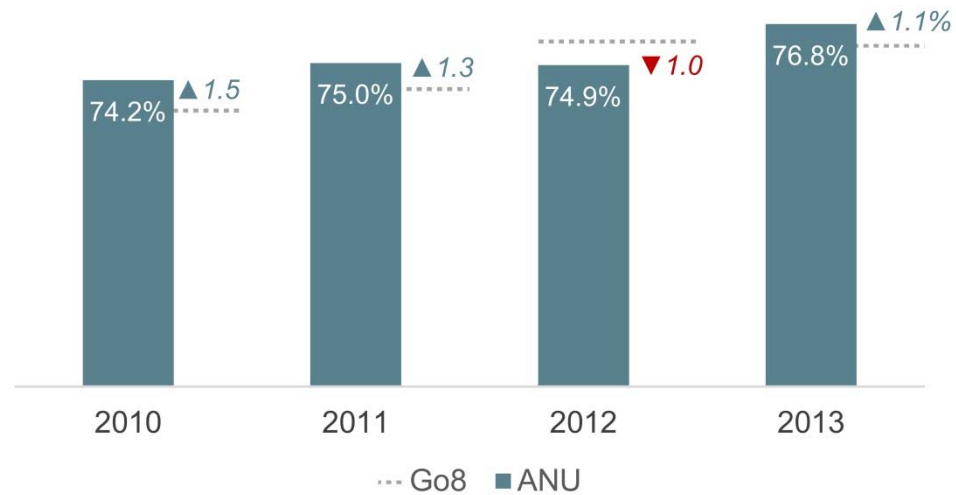
Industry and international income



## ANU by 2020 - Education

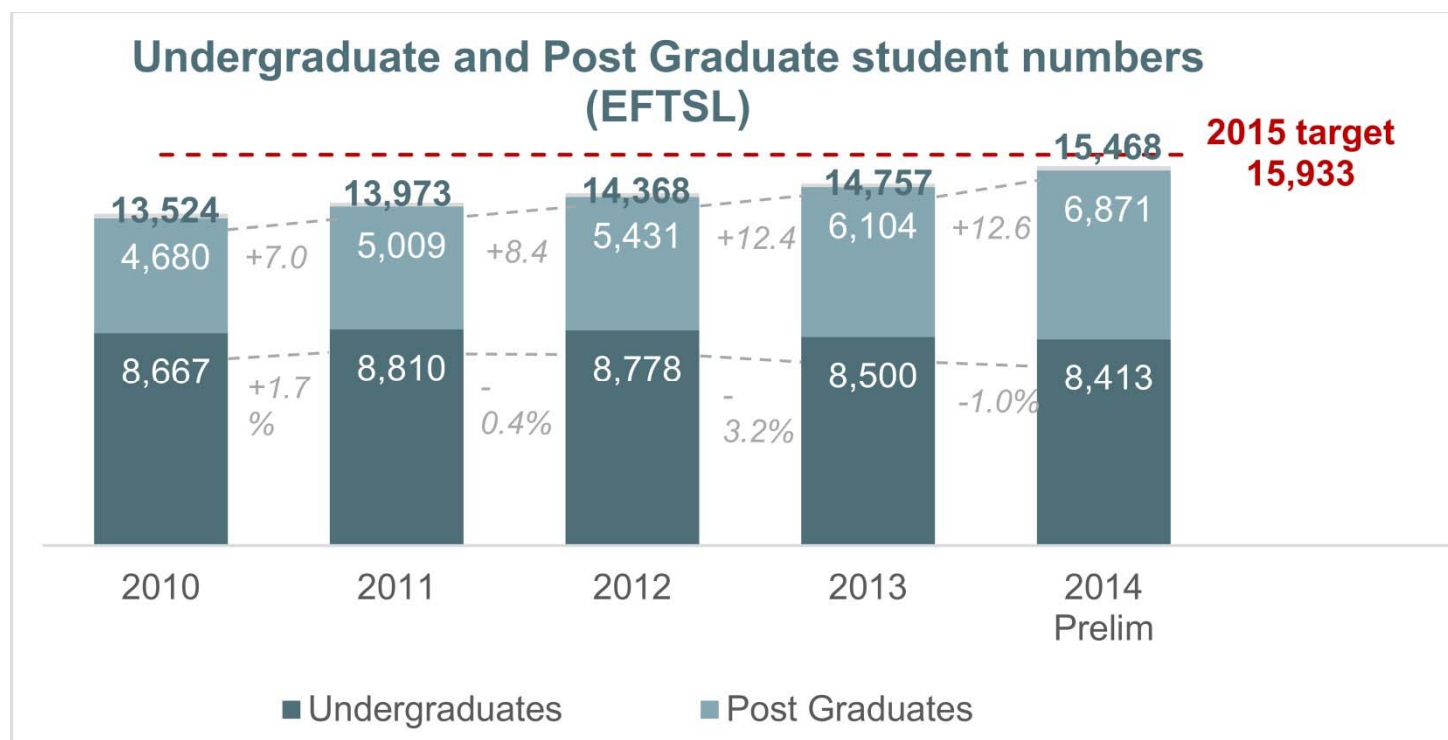
Graduate satisfaction rising and leads the sector

% Graduate satisfaction, ANU vs Go8



## ANU by 2020 - Education

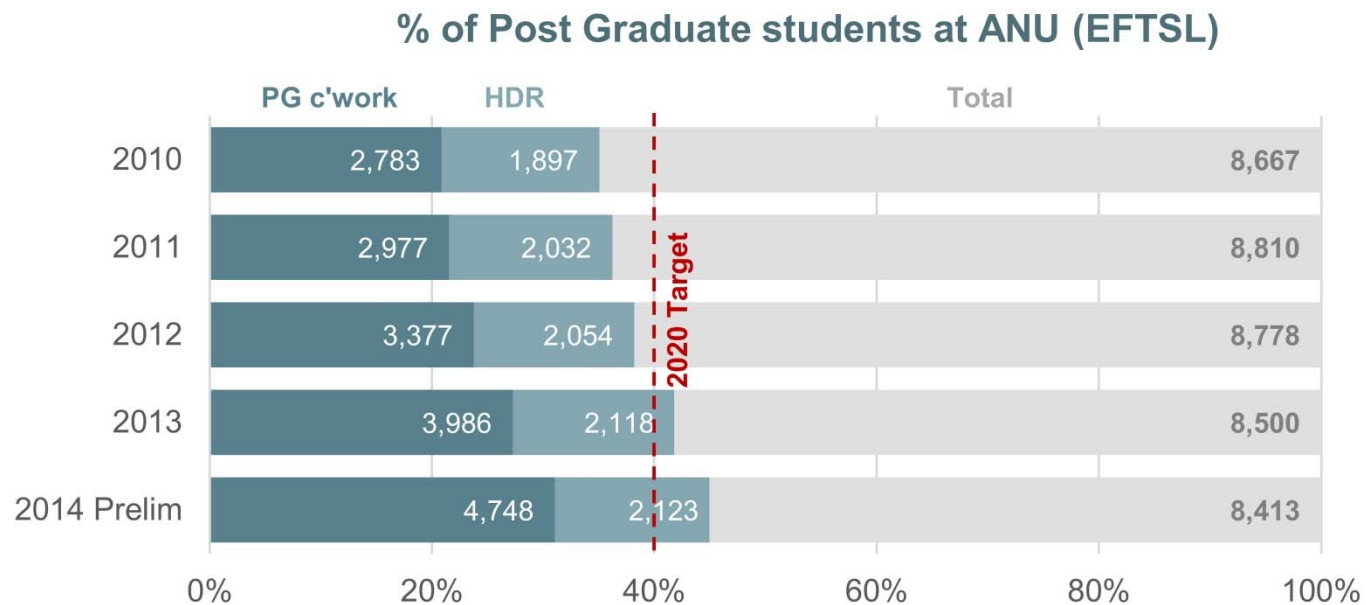
Demonstrated that we can grow student numbers





## ANU by 2020 - Education

And grow at post-graduate level!



## ANU by 2020 - Education

Our on-campus accommodation is in demand  
Estimate we are 1600 beds short!

Building Name	Building Type	Building capacity (# beds)	In Room (#)			% Occupancy in 2014
			2012	2013	2014	
Davey	Lodge	491	491	491	462	94.1%
Kinloch	Lodge	502	502	502	496	98.8%
Lena Karmel	Lodge	558	554	539	553	99.1%
Warrumbul	Lodge	419	417	398	413	98.6%
<b>Total Lodges</b>		<b>1970</b>	<b>1964</b>	<b>1930</b>	<b>1924</b>	<b>97.7%</b>
Bruce (incl. Packard Wing)	Hall	333			323	97.0%
Burton & Garran	Hall	515			512	99.4%
Fenner	Hall	517			515	99.6%
Toad	Hall	227			227	100.0%
Ursula (incl. Laurus Wing)	Hall	395			391	99.0%
<b>Total Halls</b>		<b>1987</b>			<b>1968</b>	<b>99.0%</b>
Burgmann (incl. PG Village)	College	357			356	99.7%
John XXIII	College	317			316	99.7%
<b>Total Colleges</b>		<b>674</b>				
Graduate House	House	150			150	100.0%
University House	House	61			54	88.5%
<b>Total beds</b>		<b>4842</b>			<b>4768</b>	



# ANU by 2020 – Public Policy

## Host of Policy-related groups across campus

- Climate Change Institute (whole-of-campus)
- Energy Change Institute (whole-of-campus)
- National Centre for Indigenous Studies (whole-of-campus)
- Gender Institute (whole-of-campus)
  
- **College of Asia and The Pacific**
  - o Crawford School of Public Policy
    - HC Coombs Forum
    - Australian National Institute of Public Policy
    - Social Policy Institute
    - Tax and Transfer Policy Institute
    - Australian Centre for Biosecurity and Environmental Economics
    - Centre for Applied Macroeconomic Analysis
    - Development Policy Centre
    - National Security College
  
  - o School of Political and International Strategic Studies
  - o Regulatory Institutions Network
  - o Australian Centre on China in the World
  
- **College of Arts and Social Sciences**
  - o Research School of Social Sciences
    - Centre for Arab and Islamic Studies
    - Centre for Aboriginal Economic Policy Research
  - o Research School of Humanities
  
- **College of Law**
  
- **College of Business and Economics**
  - o Research School of Management
  - o Research School of Economics
  
- **College of Medicine, Biology and Environment**
  - o Fenner School of Environment and Society
  - o Research School of Population Health



## ANU by 2020 – Public Policy

- Numerous ANU staff in government advisory roles
- 63 ANU Public Policy Fellows, of which 32 are ANU academic staff ,  
28 are members of the Australian Public Service (including 11 current  
Departmental Secretaries).
- Public Policy Fellows from every College of the University.
- Crawford Australian Leadership Forum





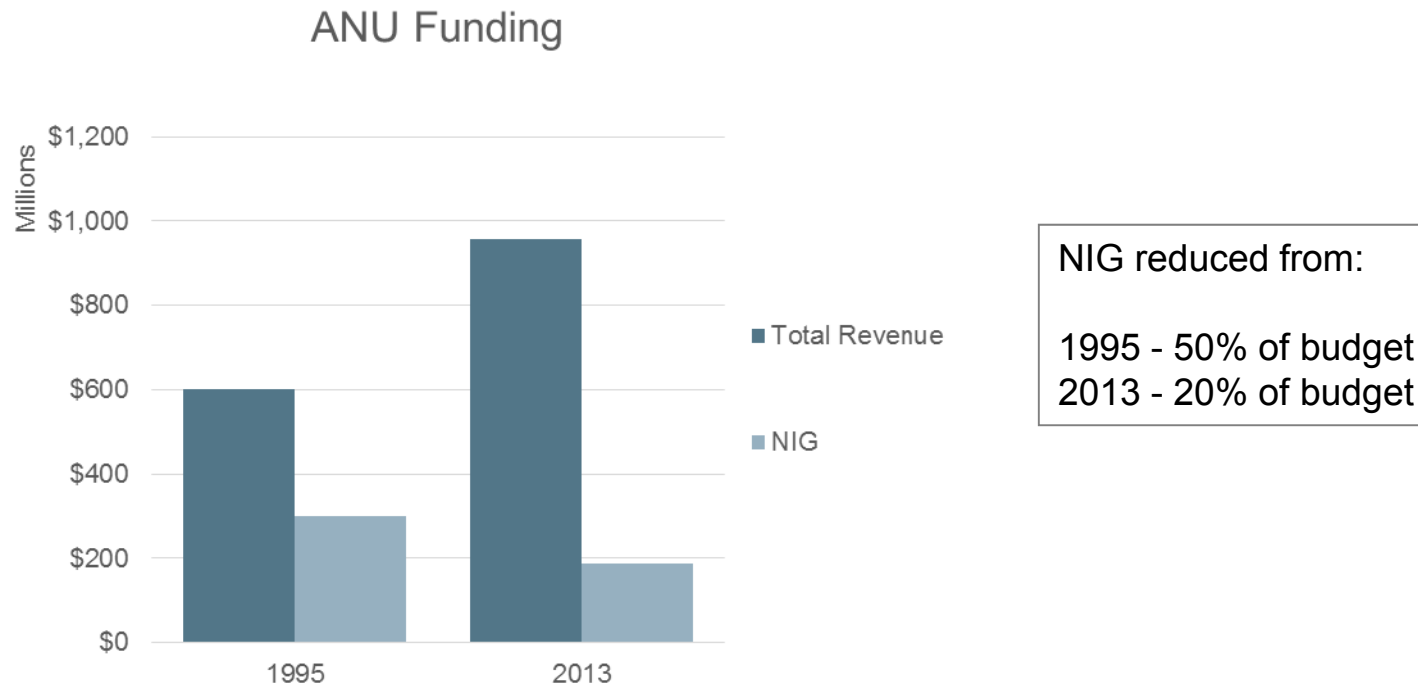
## ANU by 2020 – Public Policy

- But not clear we are recognised nationally for this role
- No measure of the quality or impact of our Public Policy engagement



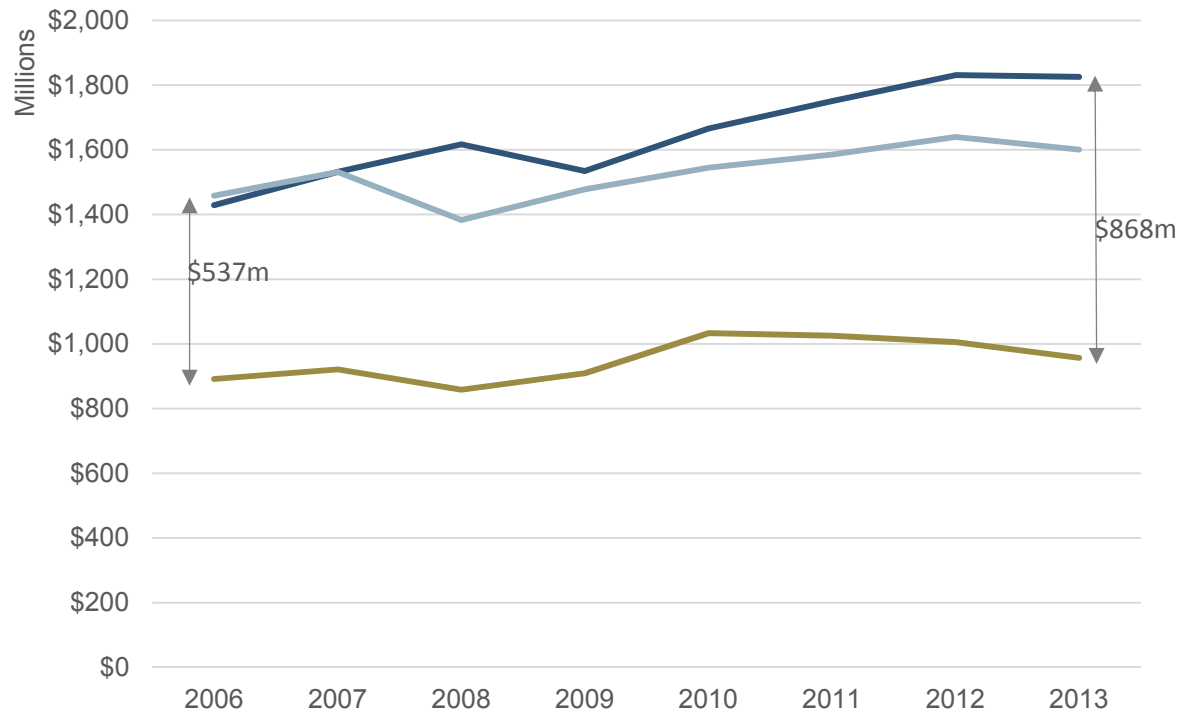
# A challenged business model

- Historically, ANU has sustained its large research activity with such a small student base due to its National Institutes Grant (NIG)
- Lack of indexation has, however, eroded the value of the NIG





### Total Revenue 2013 dollars



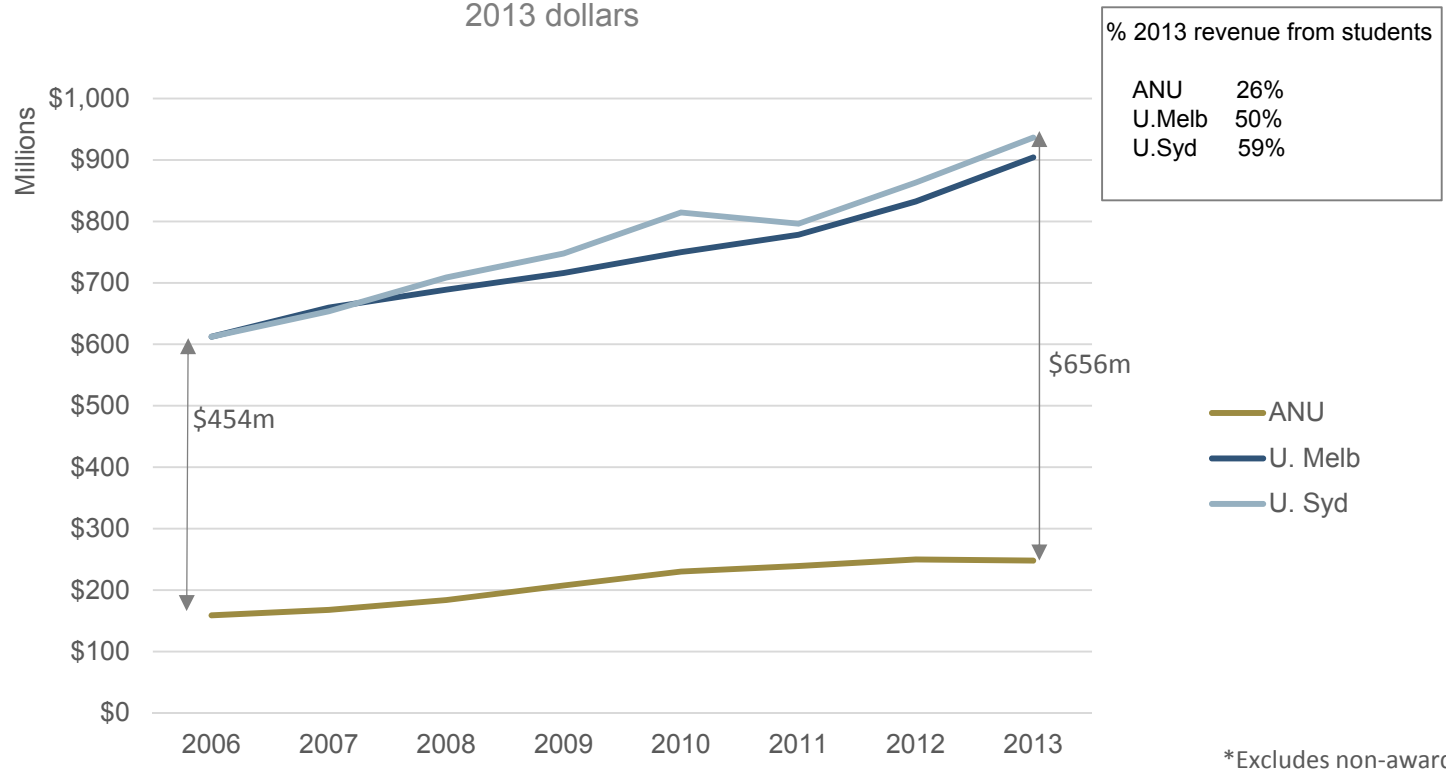
#### ANU budget as % of U.Melb

1995	77%
2006	62%
2013	52%

- ANU
- U. Melb
- U. Syd

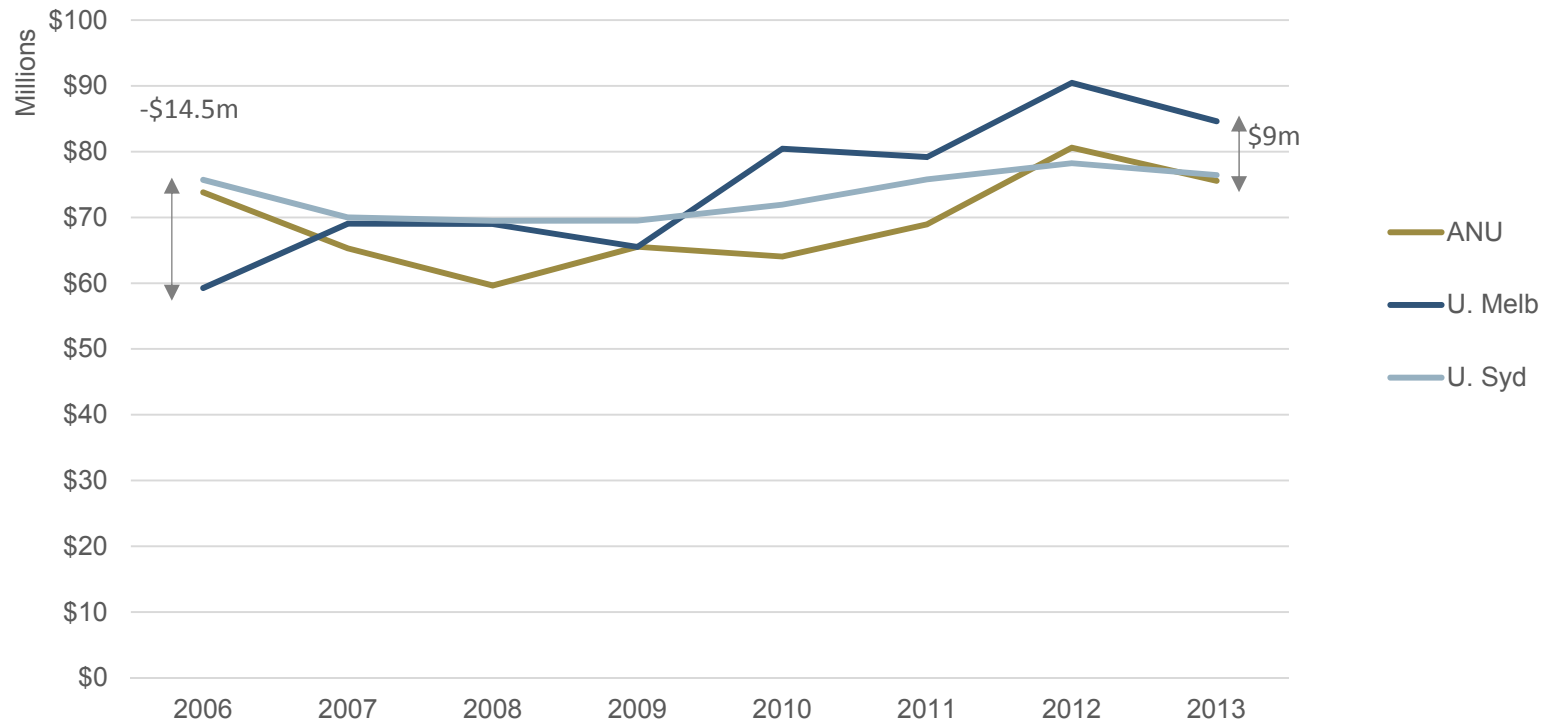


### Student Revenue\* 2013 dollars





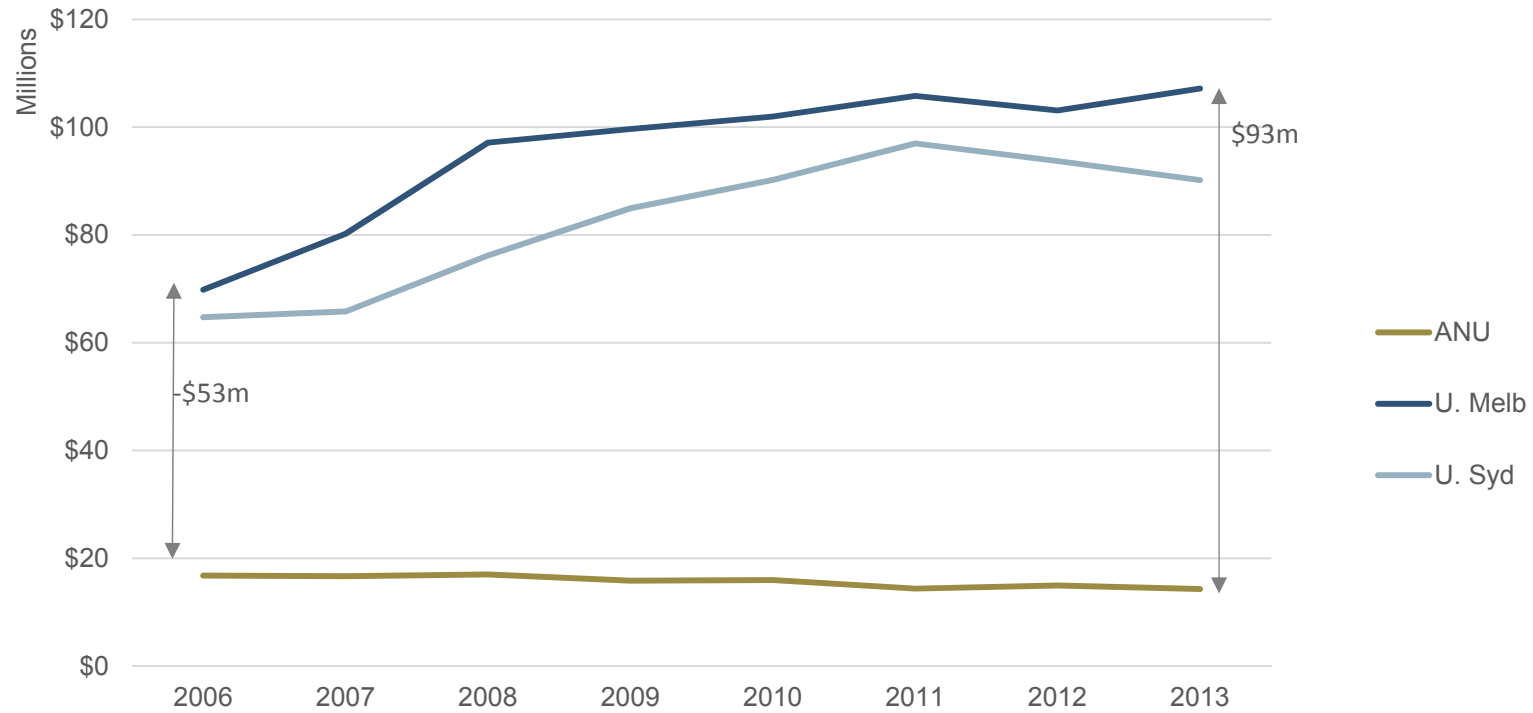
### ARC 2013 dollars



(ARC – Australian Research Council)



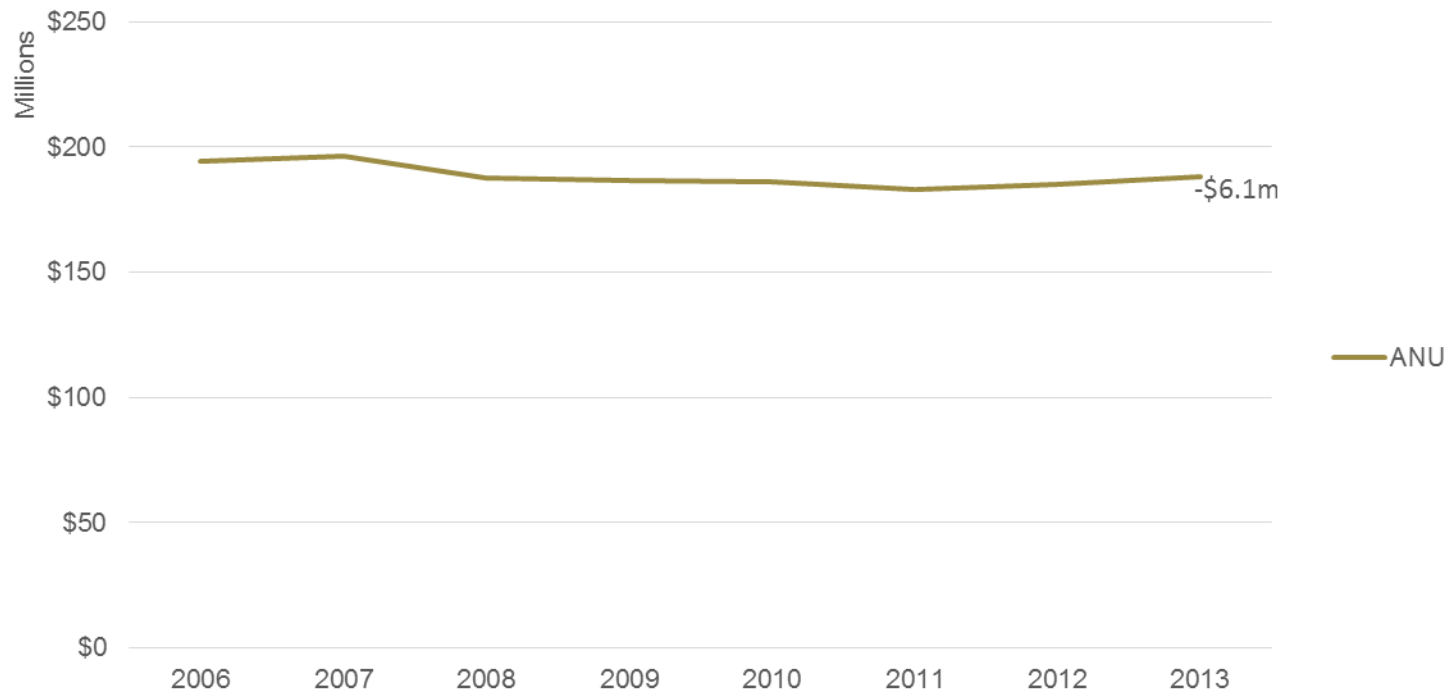
### NHMRC 2013 dollars



(NHMRC – National Health & Medical Research Council)

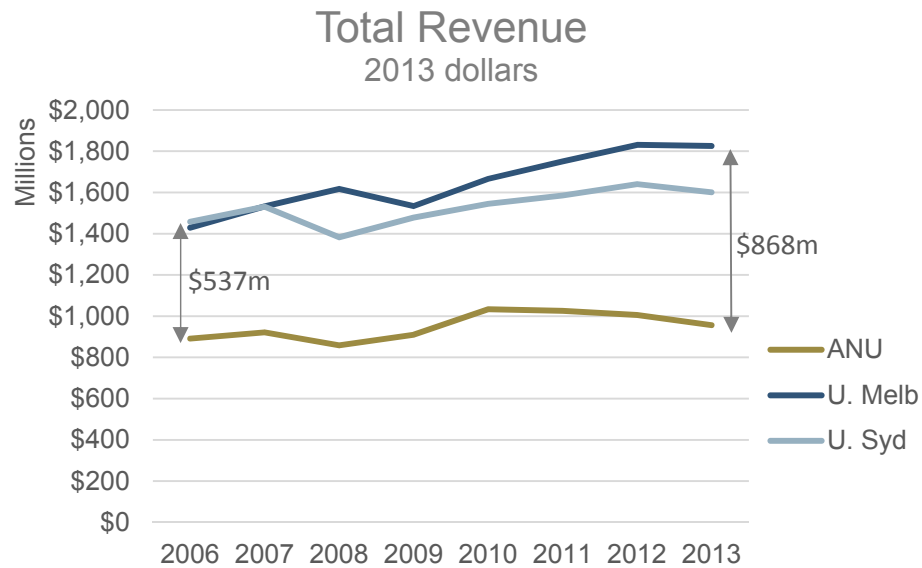


### ANU NIG 2013 dollars



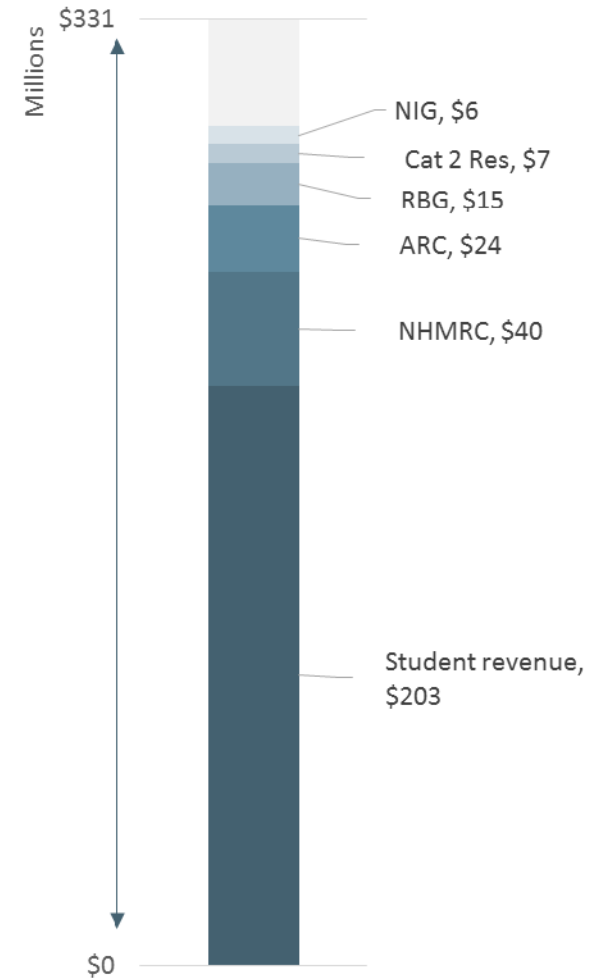


Revenue gap has increased by \$331M or approx. \$50M per year



### Revenue Gap 2006-13

2013 dollars







## What does this tell us?

- ANU performance has not declined
  - However, our competitors have closed the gap
  - They can teach large number of students and still research at a high standard
  - We have not invested at the same level as others in Health & Medical Sciences
  - We have not grown our student revenue at the same rate as competitors
  - We do basic research not applied
  - Our advantage – NIG is declining in value
  - Funding growth is occurring where we are weak
    - students, NHMRC, applied research
  - Our strengths are in areas of declining funding – NIG, ARC, basic research
- 
- We need to address these issues in our strategic planning



## ANU by 2025 – What we need to do

To address the issues raised we need to:

- Recognise our challenges – there is no “silver bullet”
- Recognise that we have a number of strategic weaknesses e.g. location
- Recognise that we have a major strategic advantage – NIG

Possible actions:

- Develop a stronger performance culture to allow staff to achieve their full potential
- Use the NIG strategically, not as base recurrent funding
- Ensure we protect the NIG by using it in areas of national importance
- Improve our performance in Health & Medical Sciences
- Build on our excellent educational position
- Offer programs of distinction and in demand
- Build our on-campus experience as a differentiator
- Grow in a managed way, noting we will always be comparatively small
- Reduce administrative costs whilst retaining excellence and re-deploy to academic activities



## ANU by 2025 – What we need to do

### Actions:

- Develop our outstanding people
  - Staff
  - Students
  - Alumni
- Develop our unique campus
- Give Public Policy substance as differentiator

Actions need to address each of our weaknesses and in a manner consistent with our vision of:

Australia's *national* university and Australia's *finest* university



## ANU by 2025 – Discussion points

- How do we enhance staff performance and support staff to succeed?
- Are we prepared to use the National Institutes Grant strategically?  
This will mean we will need to move funds!
- How can we perform better in applied research and commercialisation?
- What will education at ANU look like in 2025?  
What will be the balance between on-campus and on-line?  
Will we still hold lectures?
- The reality is that we must continue to grow student numbers.  
How do we do this and maintain a style of education that students value?
- What will the on-campus experience look like in 2025?
- How do we take Public Policy to the next level?



# ANU by 2025 – Feedback

Comments on:

[renew.anu.edu.au](https://renew.anu.edu.au)