Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Question No. ASQ GIQ 25 - 031

Senator Faruqi asked in writing on 18 November 2025 -

Cost of Nous services to ANU

Question

1. Please provide the total amount for which Nous Group (including Nous Consulting, Nous Cubane, Nous Data Insights and any other subsidiary of Nous Group) have invoiced ANU in the past 5 years.

2. Please provide a list of all contracts from which the above invoices derive, including the contracting parties, contract dates, cost of services, and descriptions of services provided.

Answer

1. ANU has two applicable suppliers registered in our financial management information system: Cubane Consulting Pty Ltd; and Nous Group Pty Ltd. The total amount (excluding GST) invoiced by both entities from 2020 to 2025 (inclusive) is provided in the table below. Both contracts have been fully completed.

Supplier Name	2020	2021	2022	2023	2024	2025	Total
Nous Group Pty Ltd	$101,818	$189,474	$187,000		$757,014	$777,732	**$2,013,037**
Cubane Consulting Pty Ltd*	$205,716	$258,729	$333,882	$248,49	$9,847		**$1,056,665**

**Note: Cubane Consulting was acquired by Nous Group in April 2021. Following the acquisition, it was branded as NousCubane before rebranding again to Nous Data Insights in May 2025.*

2. A. The tables below list all consultancy agreements between ANU and **Nous Group Pty Ltd** under which invoices were received between 1 January 2020 and 15 December 2025 (inclusive), together with details of all associated invoices.

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Oct-19	Measure and evaluate action against the key initiatives contained within the strategic plan which encompass our commitment to Indigenous Australians	INV05158	27/02/2020	$26,500
			Total	**$26,500***

*Note: This contract spanned 2019 and 2020. It included an invoice for $15,750 (excluding GST) received in 2019. This amount has not been included in the table as it is outside the timeframe for which information was requested. Total expenditure for this contract was $42,250.

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Nov-19	Review ANU employment policy and make recommendations on policy changes to enhance Aboriginal and Torres Strait Islander employment, retention and staff development	INV05159	27/02/2020	$15,750
			Total	**$15,750**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Jul-20	Strategic advice relating to the implementation of the Expenditure Control Framework (ECF)	INV05737	16/06/2020	$10,054
		INV06069	7/08/2020	$9,964
			Total	**$20,018**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Aug-20	Provide critical analysis of options of allied health services delivery in the longer term	INV06343	13/10/2020	$19,775
		INV06526	20/11/2020	$19,775
			Total	**$39,550**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Jan-21	Review governance arrangements within the Residential Experience Division	INV07026	2/03/2021	$28,000
		INV07344	3/05/2021	$42,000
			Total	**$70,000**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Jun-21	Clinical and Social Services Redesign	INV07843	30/06/2021	$47,790
		INV08567	3/12/2021	$71,684
			Total	**$119,474**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Feb-22	Specialist advice on Sustainable Kambri Clinic Model	INV08950	23/02/2022	$26,100
		INV09276	4/05/2022	$26,100
		INV09277	4/05/2022	$34,800
			Total	**$87,000**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Jun-22	Specialist advice on Sustainable Kambri Clinic Model Phase 2	INV09510	7/06/2022	$30,000
		INV10029	11/08/2022	$70,000
			Total	**$100,000**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Mar-24	Strategic research and analysis of the Australian Higher Education Sector	INV14527	17/05/2024	$24,000
		INV15112	11/07/2024	$26,940
			Total	**$50,940**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Sep-24	Strategic advisory services to inform cost reduction strategy at ANU	INV15618	7/10/2024	$139,500
		INV15674	14/10/2024	$139,500
		INV15762	1/11/2024	$139,500
		INV15906	15/11/2024	$148,073
		INV15963	25/11/2024	$139,500
		INV16473	20/02/2025	$139,500
		INV16476	25/02/2025	$30,000
		INV16485	25/02/2025	$145,499
		INV16630	20/03/2025	$130,484
			Total	**$1,151,556**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
Apr-25	Provide consultancy and advisory services to ANU to support transformation work associated with Renew ANU	INV17217	12/06/2025	$50,114
		INV17218	12/06/2025	$126,307
		INV17219	12/06/2025	$66,818
		INV17547	16/07/2025	$33,409
		INV18690	29/01/2026	$55,601
			Total	**$332,249**

B. The table below lists all agreements between ANU and **Cubane Consulting Pty Ltd** under which invoices were received between 1 January 2020 and 15 December 2025 (inclusive), together with details of all associated invoices.

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
2018	University Operations Forum and chapters is a private forum, for universities work together to improve efficiency and effectiveness of support services at their University. ANU participated from 2018-2023. UniForum expenses from 2020 are reported on this row.	INV-0877	6/01/2020	$98,500
		INV-0937	23/06/2020	$5,966
		INV-0991	12/10/2020	$101,250
		INV-1023	4/01/2021	$101,250
		INV-1091	20/06/2021	$728
		INV-1114	1/09/2021	$102,750
		INV-1161	4/01/2022	$102,750
		SIN004396	17/11/2022	$110,050
		SIN005589	4/01/2023	$110,050
		SIN005900	20/02/2023	$4,348
		SIN009332	22/03/2024	$5,250
		SIN009609	18/04/2024	$4,597
	Total UniForum Participation Expenses 2020- 2025 (Inclusive)			**$747,489**

Contract Start	Description of Contracted Services	Invoice Reference	Invoice Date	Invoice Amount (Excluding GST)
2021	Services Effectiveness Agreement	INV-1076	30/06/2021	$28,000
		INV-1143	19/11/2021	$26,000
2022	Services Effectiveness Agreement	INV-1175	28/02/2022	$32,150
		SIN002267	26/05/2022	$29,150
		SIN004504	13/09/2022	$31,150
		SIN004936	17/11/2022	$29,150
		SCR000368	24/08/2022	-$518
2023	Services Effectiveness Agreement	SIN006113	30/03/2023	$33,200
		SIN006758	1/06/2023	$31,200
		SIN007465	26/07/2023	$3,293
		SIN007967	2/10/2023	$35,200
		SIN008495	22/11/2023	$31,200
	Total Services Effectiveness Expenses 2020-2025 (Inclusive)			**$309,175**

Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Portfolio Question No. ASQ GIQ 25 - 032

Senator Faruqi asked in writing on 18 November 2025 -

NOUS services to ANU

Question

1. Has the ANU ever received from Cubane, Nous Cubane, or Nous Data Insights any UniForum documents, briefings, reports, or slide decks that set out any kind of 'case for change' at the ANU, or that make any recommendations relating to ANU structures, service delivery, staffing levels, or processes?

2. If such documents were received, can the ANU please provide copies to the Inquiry?

Answer

1. Yes.

2. ANU has received UniForum documents, UniForum briefings, UniForum reports, and UniForum slide deck as noted above. Please refer to ANU response to ASQ CIQ 25 – 033 and ASQ CIQ 25 – 034 for further information and attachments.

Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Portfolio Question No. ASQ GIQ 25 - 033

Senator Faruqi asked in writing on 18 November 2025 -

Subscription to Uniforum

Question

1. In which years between 2020 and 2025 did the ANU subscribe to or participate in the UniForum benchmarking service provided by the entity known variously as Cubane, Nous Cubane, or Nous Data Insights?

2. What was the cost of the UniForum membership/subscription in each of those years that ANU subscribed to/participated in UniForum?

3. Could you please provide the Committee with copies of the UniForum reports and briefings that ANU have made available to its staff?

On 10 October, ANU told Senate Estimates that ANU "don't have access to the underlying [UniForum] raw data". ANU's COO implied that the data was held by UniForum's owner, Nous. On 12 November, Nous Group's CEO insisted that Nous do not own this raw data, and that it is instead owned by universities like ANU. Both of these statements cannot be true.

4. Can you please clarify who owns and who has access to the raw data from UniForum surveys that have been conducted at ANU?

5. On 10 October ANU also told me, "We've made the [UniForum] data that we have available to the community." Can you please confirm that this statement is true, and that there is therefore no UniForum data held by ANU that has not been shared with all staff?

Answer

1. ANU participated in the UniForum benchmarking in 2020, 2021 and 2022. In 2023, ANU participated in the effectiveness benchmarking component only.

2. Please refer to the ANU response provided to ASQ GIQ 25-031 which provides details of all UniForum related expenditure across those years.

3. The attached reports were made available to all staff as part of Renew ANU program of work.

These have been redacted to remove benchmarking data pertaining to universities other than ANU.

Please note ANU had engaged with the UniForum survey since 2013. Historic benchmarking and service effectiveness results have not been made available to all staff but would have been shared with a relevant subset of staff at the time of their production.

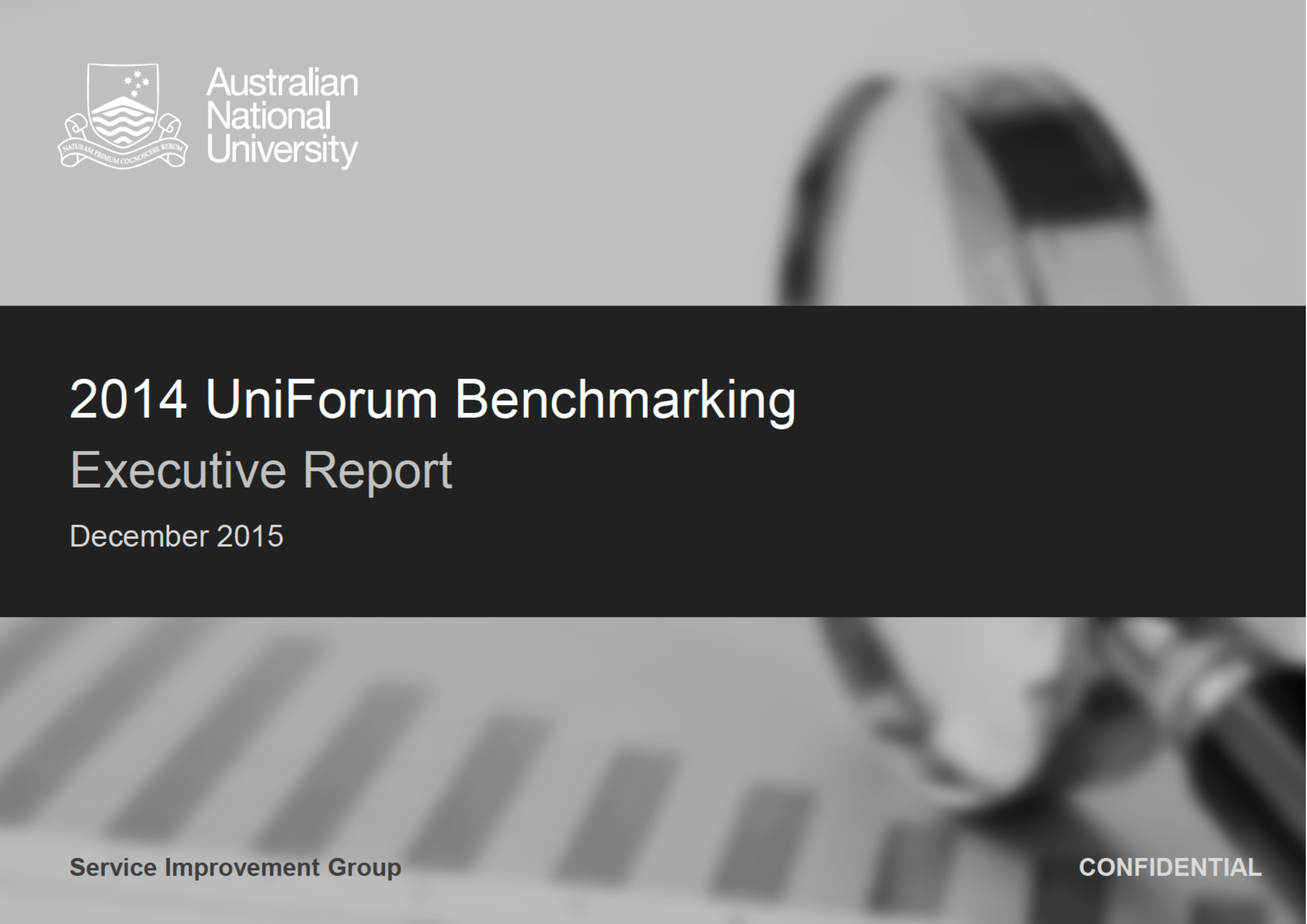
In addition, during periods ANU had an active UniForum subscription, the University was able to generate its own personalised reports via the UniForum reporting modules. These reports were primarily prepared for, and shared at, the local level but not with all staff. While an exact count of these tailored reports cannot be provided, it is estimated the number of reports generated between 2020 and 2023 (when ANU ceased its UniForum subscription) was in the order of several hundred. The University does not hold a comprehensive record of these tailored UniForum reports.

4. ANU retains ownership of the raw data that the University contributed to the UniForum survey. However, the University's dataset represents only one component of the overall UniForum dataset, as each participating University contributes their own raw data to the benchmarking process. UniForum then processes all data sets to provide reports, analysis, and normalised benchmarking statistics to the University.

   With regard to access, ANU holds a copy of the raw data that the University contributed to UniForum. This data has not been released because it contains potentially identifiable and sensitive information about pay and work arrangements for individual positions.

   ANU no longer has an active UniForum subscription and therefore does not have current access to the processed dataset.

5. Yes. The statement is true. Please refer to responses to questions 3 and 4 above for further information.



Australian National University

2014 UniForum Benchmarking

Executive Report

December 2015

Service Improvement Group

CONFIDENTIAL

2014 ANU Snapshot

Page 6



Highest research revenue

Page 8

Largest drop in core services wFTE

Page 15



Above predicted professional staff cost

Page 19



Highly devolved administration

Page 22, 23



Above average staff seniority

Page 25



Highly resourced administration

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Executive Summary

ANU experienced the largest decrease in professional staff wFTE, however, ANU is still expensive with above average cost per wFTE, a high proportion of senior staff and a highly devolved model.

The purpose of this report is to provide the ANU Executive with a snapshot of the results from the 2014 UniForum Benchmarking Project. Comparative results are also provided against the 20 participating universities across Australia and New Zealand, including the Group of Eight (Go8) Universities.

To supplement this Executive Report, a series of business unit reports will be produced and distributed to relevant areas.

Since commencing the survey at ANU in 2011, the data has been used to:

- inform service delivery redesign for HR, Finance and Research Services
- provide insights into areas that are under or over resourced
- provide insights into the outcome of the 2013-2014 recruitment freeze
- understand the profile of professional staff
- understand resourcing in comparison to other universities, including the Go8

Key findings:

High research revenue	ANU has the highest research revenue of all participating universities and is relatively small in terms of teaching revenue and student load. ANU has experienced growth each year in both research and teaching revenue at a rate close to the median of participating universities.
Largest wFTE drop	Professional staff wFTE at ANU experienced the largest drop of the participating universities between 2012-2014. However, the actual cost increased 1% due to salary increases and higher contractor costs. Normalised costs have seen an improvement between 2012-2014 using a 3 year model.
Above predicted professional staff cost	Despite recording the biggest drop in core services costs, ANU remains expensive in comparison to the participating universities.
Devolved	ANU has the least centralised service model of all participating universities with 58% of resources located in Colleges and Schools.
High staff seniority	ANU has a high proportion of senior professional staff with 29% at Higher Education Worker (HEW) 8 or above.
Resource distribution	ANU is highly resourced with an above average proportion of resources in Finance, Human Resources and Facilities Management functions across ANU. ANU has the lowest proportion of wFTE in Teaching Support and Student Support. ANU has a large proportion of transactional activities across all functions.



Highest research revenue

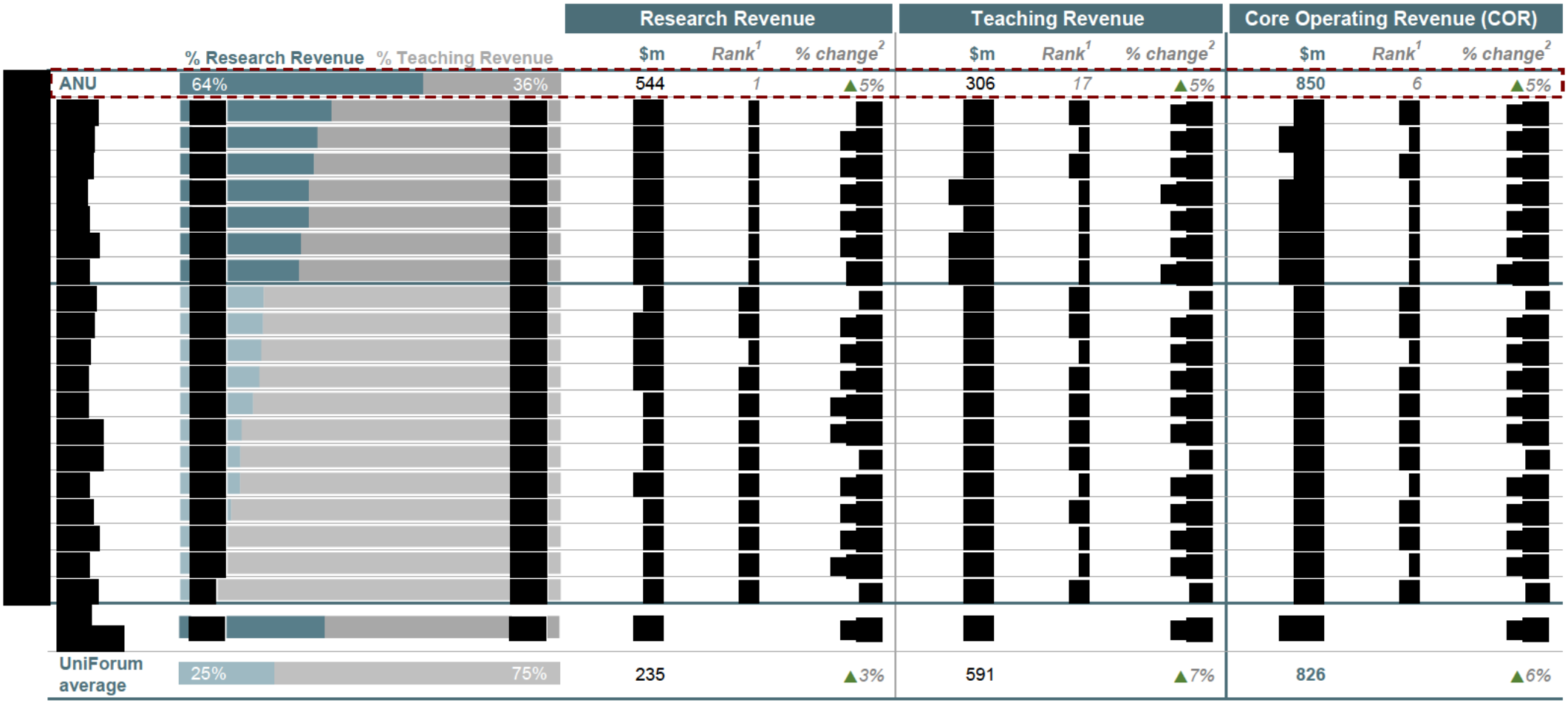
1 REVENUE

ANU has the highest research revenue of all participating universities and is relatively small in terms of teaching revenue and student load. ANU has experienced growth each year in both research and teaching revenue at a rate close to the average of participating universities.

Revenue

ANU has the highest research revenue of all participating universities and one of the lowest teaching revenues. ANU has experienced growth each year in both research and teaching revenue.

Core revenue for UniForum universities (2014)



Note: [1] Rank represents highest to lowest; [2] Decreases and increases (▼ ▲) shown are variations on actuals between 2013 and 2014 data. Where no data collected in 2013, shown as n.a. (not available)

2 CORE SERVICES COSTS

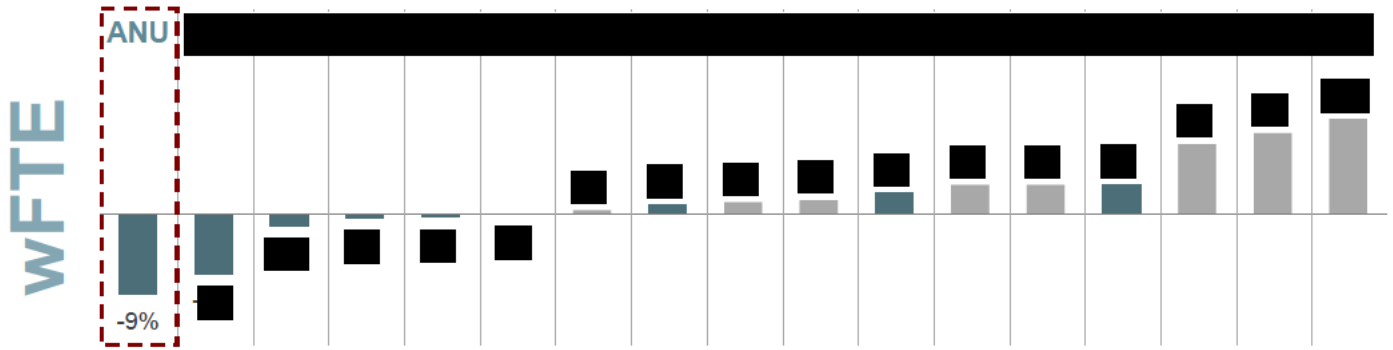
Professional staff wFTE at ANU experienced the largest drop of the participating universities between 2012-2014. However, the actual cost increased 1% due to salary increases and higher contractor costs. Normalised costs have seen an improvement between 2012-2014 using a 3 year model.

University resourcing

ANU had the largest improvement in actual wFTE between 2012-2014, however costs increased by 1%.

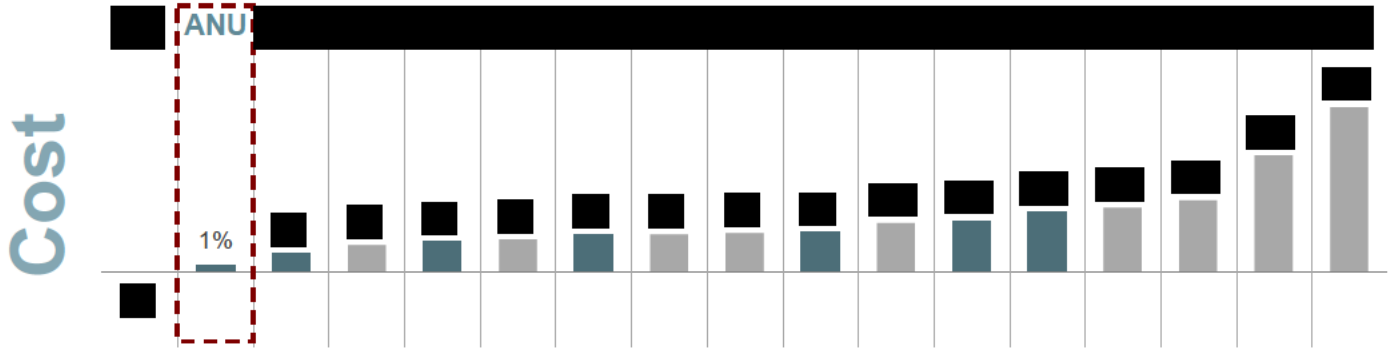
Core services cost and wFTE (including Contractors): % change between 2012-2014

[redacted]



Decrease in wFTE for ANU is likely due to:

- measures implemented as part of the ANU Budget Solutions Package, including:
  - staff recruitment freeze which was in effect for six months of the survey period, and
  - Voluntary Early Retirement Scheme, contributing to a 20% drop of staff over the age of 55[1]



Despite the large drop in wFTE, cost had an increase, likely as a result of:

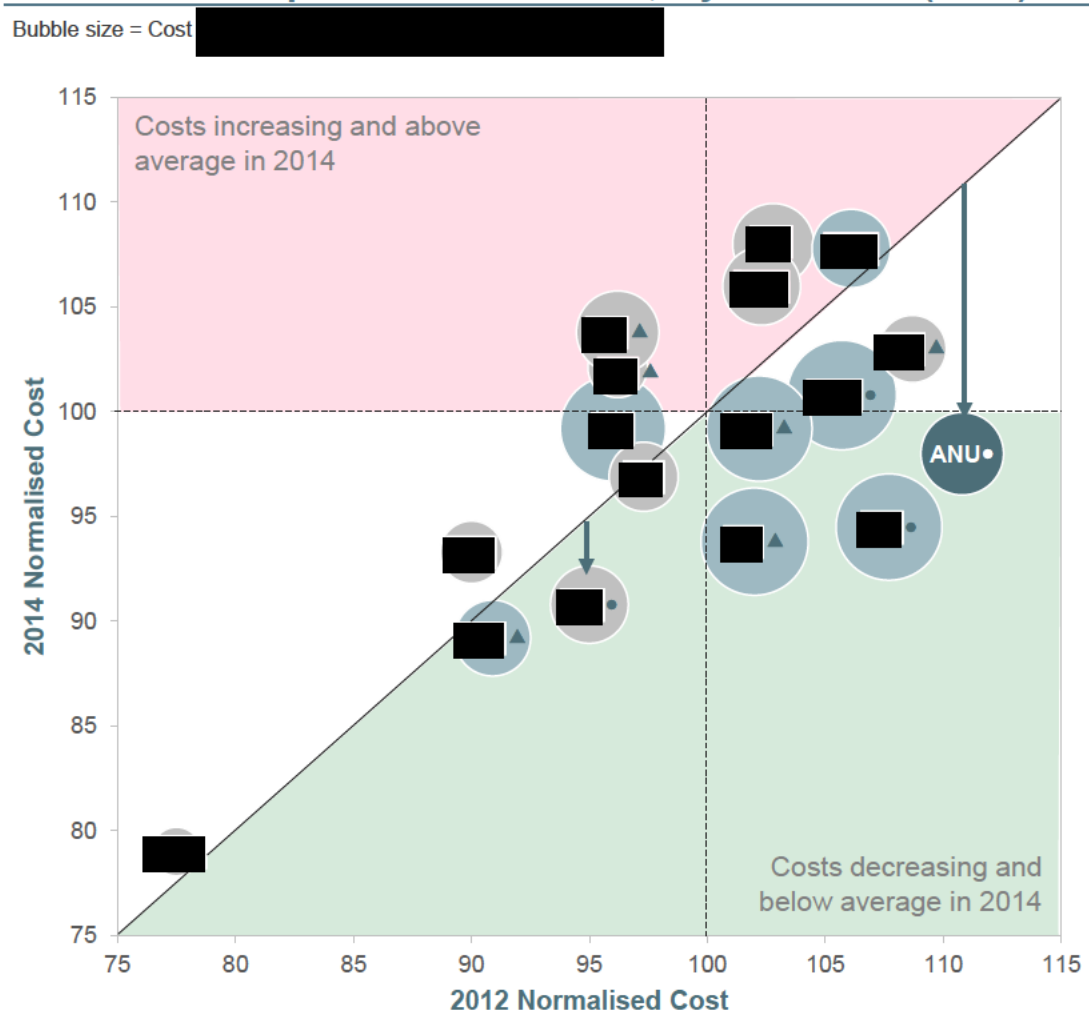
- wFTE reductions largely from staff under ANU04
- 12% increase in contractor costs
- pay increases for staff in the EBA and senior staff

Notes: [1] Source: PPM Full Time Fractional Pivot table

Normalised cost by university

When using a 3 year model, that takes into account efficiencies made between the years, ANU showed the second largest improvement in normalised cost, likely as a result of staff reductions.

Actual Cost as percent of Predicted, 3 year model[1] (2014)



What is normalised cost / wFTE?

Scaled data based on a university's profile to enable cross-institutional comparison. Generally, a normalised result above 100 equates to less efficiency, where a result under 100 being more efficient. Please refer to Appendix G for more information on normalised data and the models used.

- ANU's normalised Operations costs improved by 13 percentage points between 2012 and 2014, from 111 to 98. The largest drop was achieved by University [redacted] which improved 14 percentage points between 2012 and 2014, from 108 to 94.
- Over the same period, the Group overall also became more efficient:
  - Universities that have completed change programs have improved the efficiency of their support service Operations relative to the Group between 2012 and 2014
  - Several universities are currently undergoing change programs that are expected to deliver efficiency improvement in 2015 and beyond

A university's change program status is shown as:

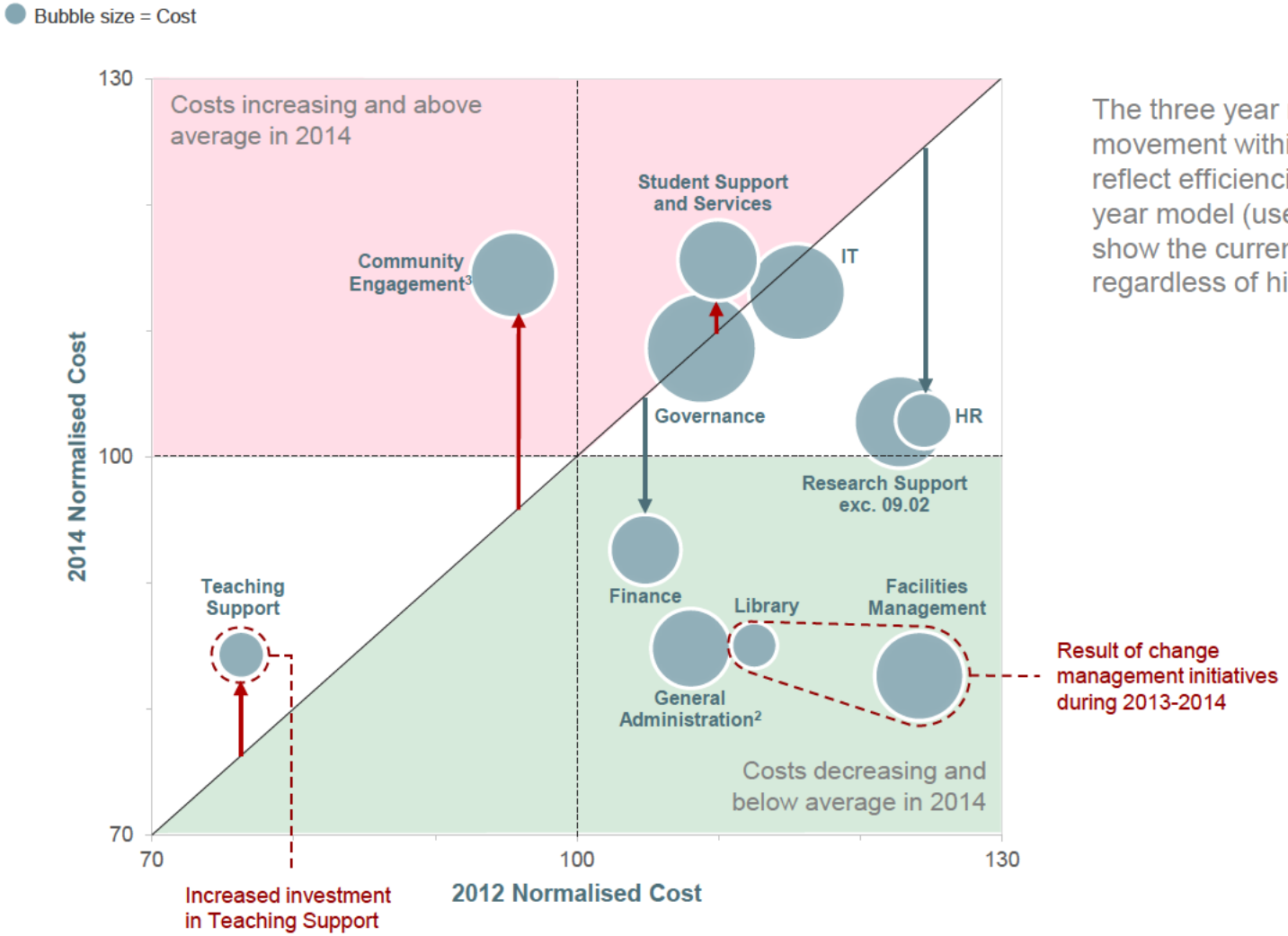
- **Change recently implemented** [redacted]
- ▲ **Change under way** [redacted]

Notes: [1] A 3 year model was used in this analysis to show efficiency gains over the period of time. Refer to Appendix G for further information. The analysis on page 8 uses actual costs while this page shows normalised costs.

Normalised cost by Function

A number of Functions have shown improved normalised results post review processes undertaken at ANU.

Actual Cost as percent of Predicted, 3 year model[1] (2014)



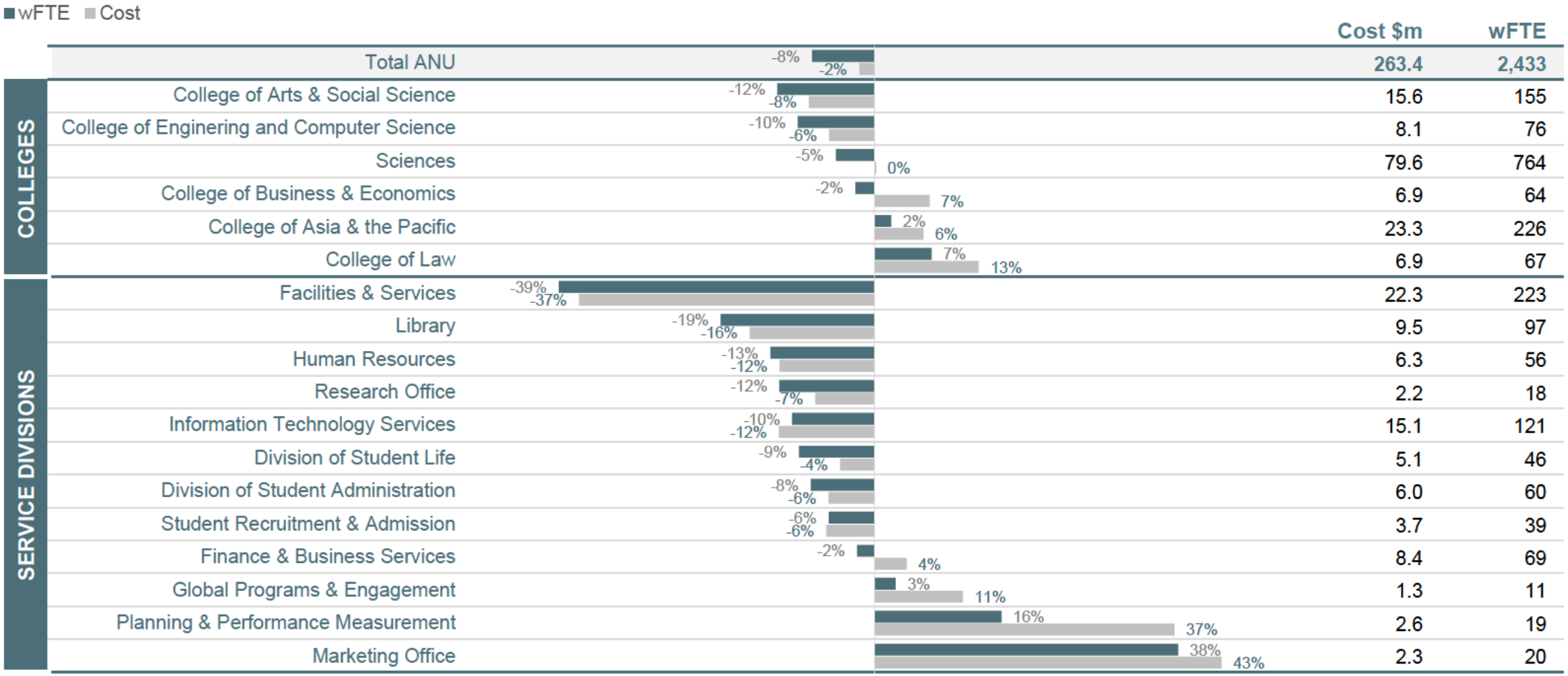
The three year model takes into account relative movement within a university between the years, so will reflect efficiencies made over time. However, the one year model (used in the tables on pages 15 and 16) will show the current position (snapshot) of a university, regardless of historical improvements.

Notes: Operations level view of Functions excludes 09.02 Researcher Support and Sub-functions classified as "Develop and Transform"; [1] A 3 year model was used in this analysis to show efficiency gains over the period of time. Refer to Appendix G for further information; [2] Changes in General Administration and Community Engagement are likely as a result of variations in data collection methodology.

Business unit year-on-year change

The majority of core business units at ANU achieved a decrease in wFTE and Cost between 2013 and 2014.

Overall Core Services % change by business unit (2013-2014)



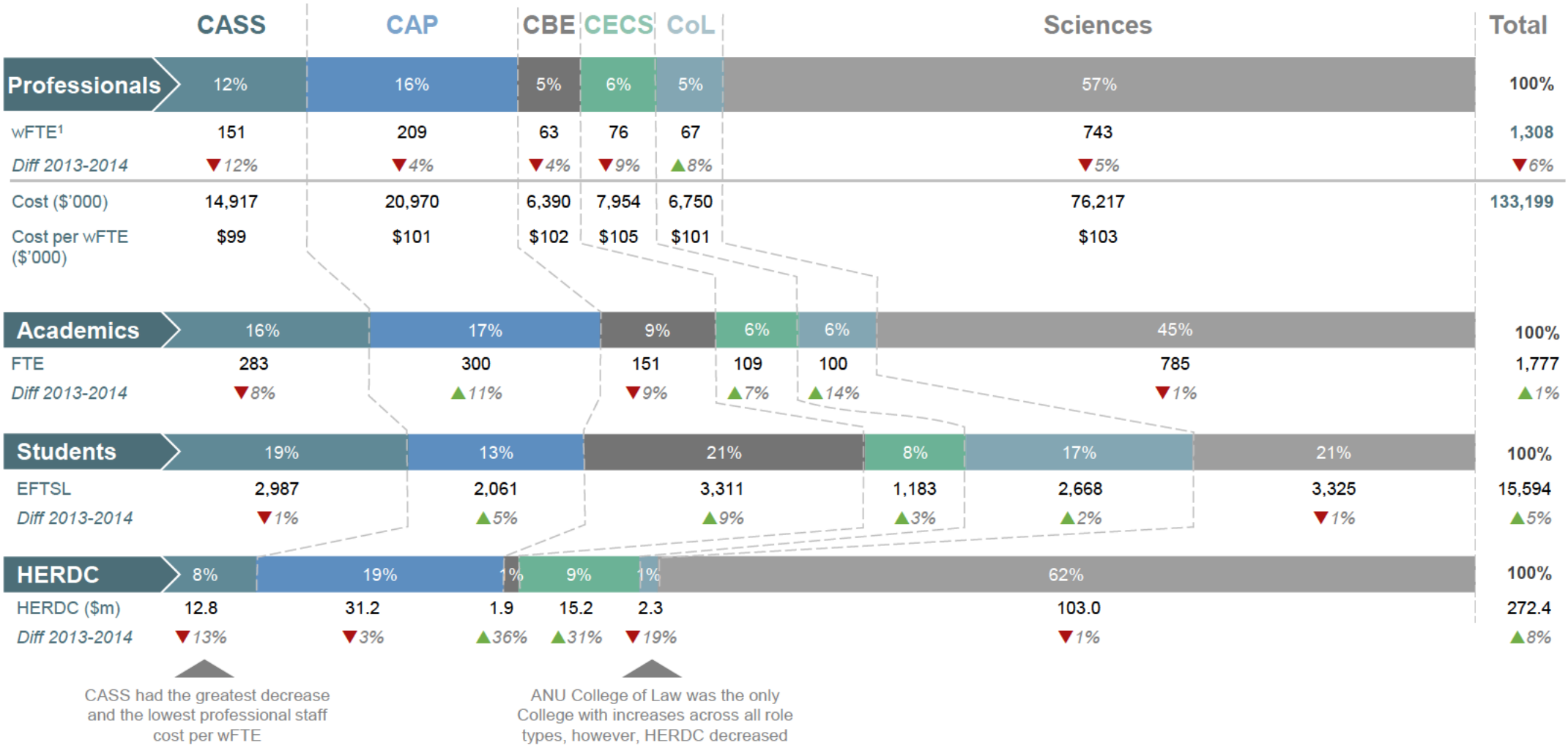
		Cost $m	wFTE
	Total ANU	263.4	2,433
COLLEGES	College of Arts & Social Science	15.6	155
COLLEGES	College of Enginering and Computer Science	8.1	76
COLLEGES	Sciences	79.6	764
COLLEGES	College of Business & Economics	6.9	64
COLLEGES	College of Asia & the Pacific	23.3	226
COLLEGES	College of Law	6.9	67
SERVICE DIVISIONS	Facilities & Services	22.3	223
SERVICE DIVISIONS	Library	9.5	97
SERVICE DIVISIONS	Human Resources	6.3	56
SERVICE DIVISIONS	Research Office	2.2	18
SERVICE DIVISIONS	Information Technology Services	15.1	121
SERVICE DIVISIONS	Division of Student Life	5.1	46
SERVICE DIVISIONS	Division of Student Administration	6.0	60
SERVICE DIVISIONS	Student Recruitment & Admission	3.7	39
SERVICE DIVISIONS	Finance & Business Services	8.4	69
SERVICE DIVISIONS	Global Programs & Engagement	1.3	11
SERVICE DIVISIONS	Planning & Performance Measurement	2.6	19
SERVICE DIVISIONS	Marketing Office	2.3	20

Notes: Sorted by wFTE % change (largest decrease to largest increase). Data includes Contractors.

ANU Colleges Profile

Most Colleges had decreases in professional wFTE in 2014.

Distribution of staff and students across Colleges



Notes: Total includes academics and students not located in the core colleges; [1] Excludes contractors.

ANU Service Division Profile

Overall, ANU has decreased wFTE by 6%, with the largest contributors to this drop being from F&S, Library and HR. ANU is highly devolved, with most of the main corporate Service Divisions being responsible for less than half of their primary activities.

Proportion of professional staff[1] across Service Divisions and cost per wFTE

	Core Service Divisions[2]	% of total professional wFTE in Service Divisions	wFTE 2014	wFTE Var	Cost ($'000) 2014	UniForum related activities[4]: Service Delivery Location	UniForum related activities[4]: UniForum Activity *(see Appendix C)*
UniForum activity mapped to Business Unit	Facilities & Services	15.5%	144	*(14%)*	14,500	43% / 57%	05: Facilities Management
	Finance & Business Services	7.3%	68	*(4%)*	8,000	27% / 73%	02: Finance
	Human Resources	5.9%	55	*(14%)*	6,1400	39% / 61%	03: Human Resources
	Information Technology Services	11.7%	108	*(12%)*	12,430	34% / 66%	04: Information Technology
	Legal Office	0.8%	8	*5%*	1,350	89% / 11%	GO11: Provide legal services
	Library	10.3%	96	*(20%)*	9,410	99% / 1%	10: Library
	Marketing Office	2.1%	20	*38%*	2,240	13% / 87%	7.02: Marketing (exc CE06)
	Research Office	1.9%	17	*(16%)*	2,170	13% / 87%	09: Research Support (excl 09.02, 09.05)
	Services Improvement Group	1.1%	10	*173%*	1,290	33% / 67%	GO14: Business improvements & change
	Strategic Comms & Public Affairs	1.7%	16	*65%*	1,690	34% / 66%	CE06: Public image and media mgt
	Student Administration	6.4%	60	*(8%)*[3]	6,010	42% / 58%	06.02 + 06.03: Stu Assess & Finance
	Student Life (excl residential)	4.9%	45	*(10%)*[3]	5,010	49% / 51%	06.04: Support & Campus Life
	Student Recruitment & Admissions	4.2%	39	*(6%)*[3]	3,690	24% / 76%	06.06 + 07.01: Recruit & Admissions
Other Core	Corporate Governance & Risk	0.7%	7	*35%*[3]	990		
	Global Programs & Engagement	1.2%	11	*4%*[3]	1,310		
	Planning & Performance Measurement	1.9%	18	*13%*	2,240		
	Total All ANU Service Divisions (including those not listed)		**928**	**(7%)**	**102,460**		
	Total ANU Overall (Service Divisions and Colleges)		**2,236**	**(6%)**	**234,390**		

■ Service Division (central function)
■ Other Service Divisions, Colleges & Schools

Less than a third of finance activities are delivered at F&BS

Up $4k (3.8%) per wFTE from 2013

Notes: [1] Excludes contractors; [2] Only core Service Divisions have been included; [3] Major restructure of activities across Services Divisions; [4] Activities undertaken at a central division (e.g. Facilities activities at F&S) where a Service Division's primary activity directly maps to a UniForum function, sub-function or activity (refer to the Activity Framework in Appendix C).

3 EXPENSIVE

Despite a drop in core services costs, our administration is expensive in comparison to the participating universities. Staff costs remain above average.



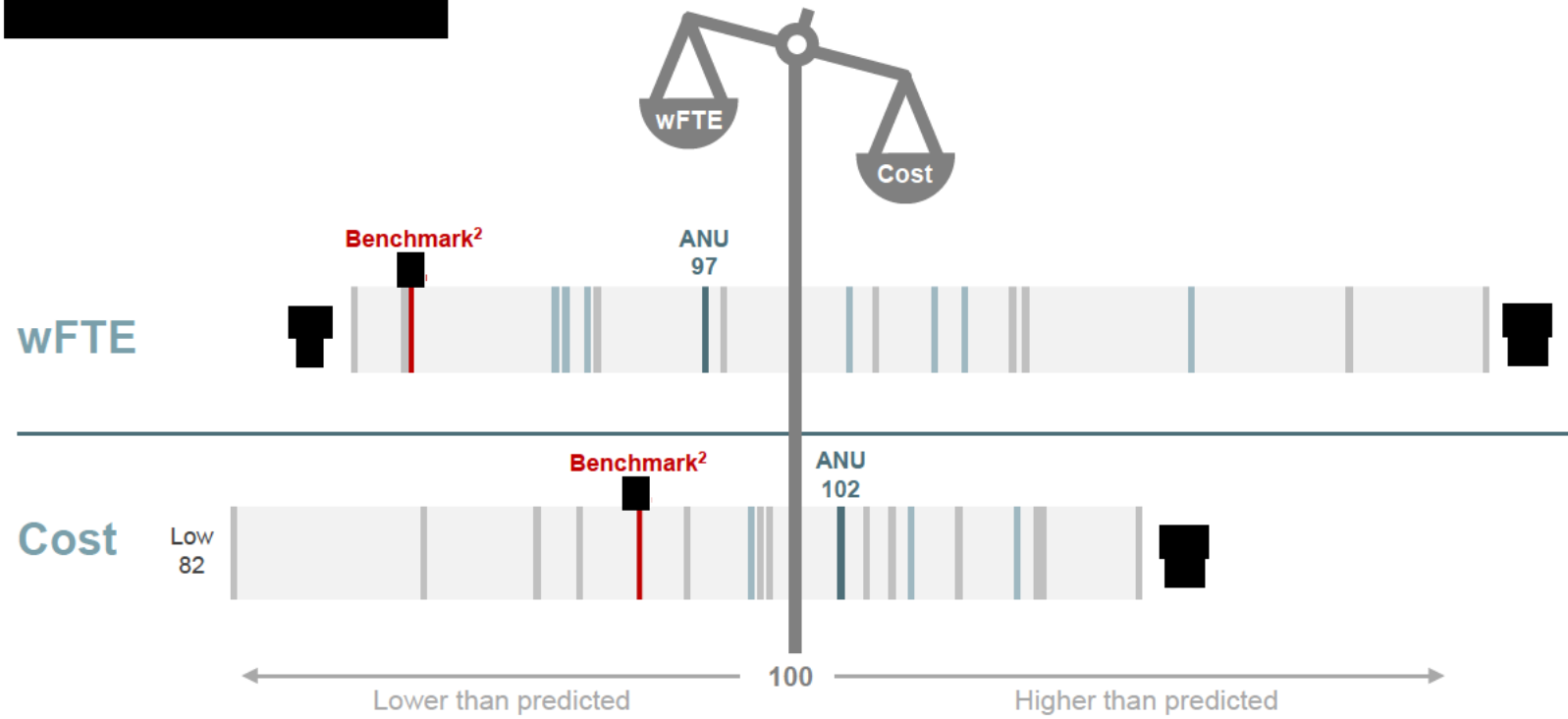
Above predicted professional staff cost

Service Delivery Characteristics

ANU has above normalised costs but below normalised wFTE, indicating an expensive workforce.

Normalised Resourcing[1], 1 year model (2014)

[redacted]



	ANU Normalised Rank[3]	Actual Resourcing
wFTE 2014	11/20	2,433
wFTE 2013	9/18	2,638
Cost 2014	9/20	$263m
Cost 2013	6/18	$268m

The one year model (used above) shows the current position (snapshot) of a university against the benchmarking universities, regardless of historical improvements. The three year model used previously takes into account relative movements within a university between the years, so will reflect efficiencies made over time and be less affected by changes to the research income coefficient.

Notes: [1] The normalised result is 100, which is our predicted result (including contractors); [2] Benchmark University has the 5th lowest normalised result; [3] Rank represents highest to lowest

Function normalised resourcing

ANU has above normalised cost in seven of the eleven functions. Information Technology has the highest normalised cost and wFTE followed by Student Support and Services.

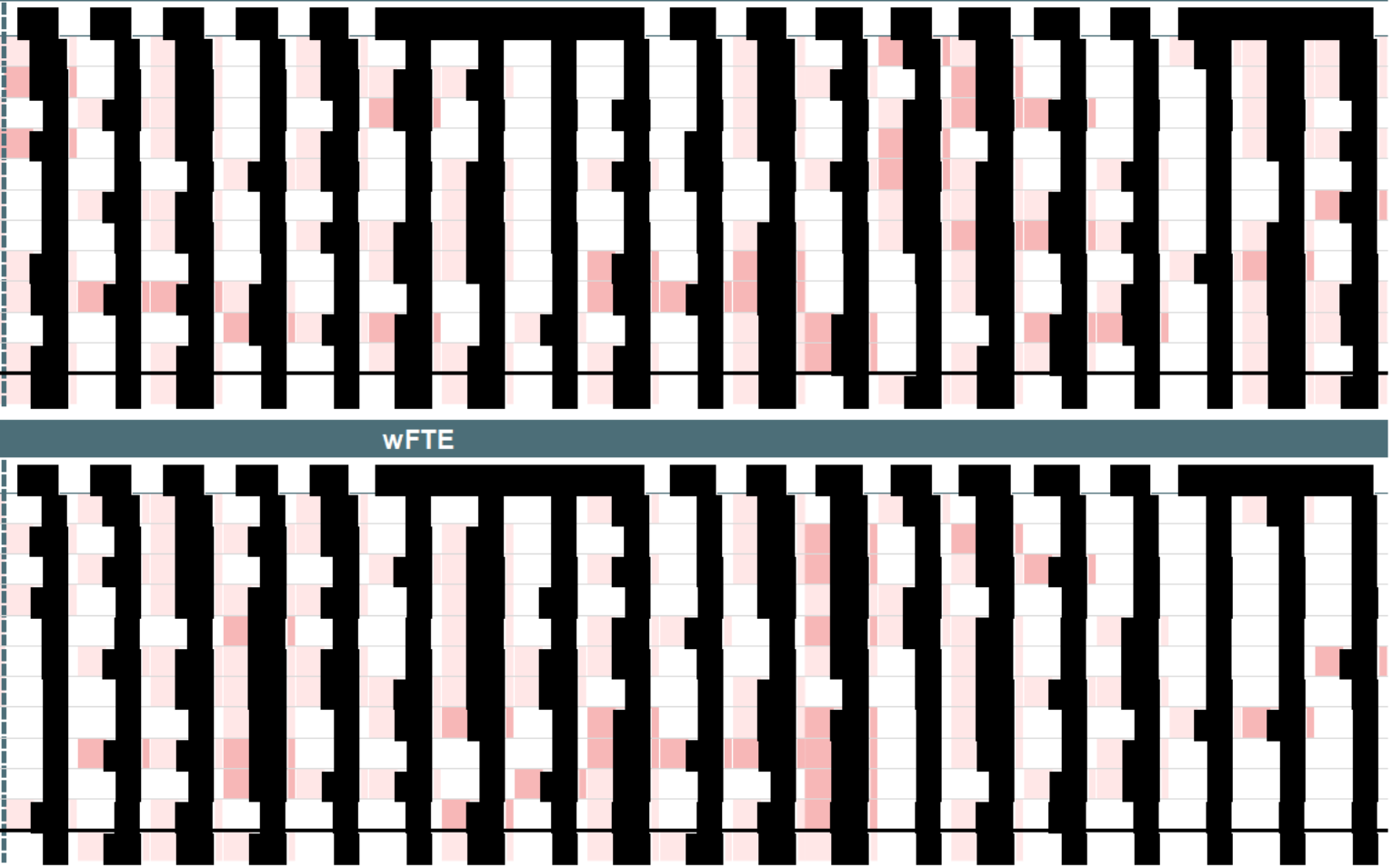
Core Services function level normalised cost and wFTE[1], 1 year model (2014)

Cost

Function	ANU Rank[2]	ANU
01. Governance	7	106
02. Finance	11	93
03. Human Resources	6	106
04. Information Technology[3]	2	131
05. Facilities Management	7	106
06. Student Support and Services	2	113
07. Community Engagement	8	109
08. Teaching Support	19	76
09. Research Support	16	89
10. Library	11	103
11. General Administration	11	98
Total core services cost	**9**	**102**

wFTE

Function	ANU Rank[2]	ANU
01. Governance	8	103
02. Finance	11	93
03. Human Resources	10	101
04. Information Technology	1	119
05. Facilities Management	9	101
06. Student Support and Services	3	115
07. Community Engagement	6	110
08. Teaching Support	20	71
09. Research Support	14	84
10. Library	9	98
11. General Administration	13	95
Total core services wFTE	**11**	**97**



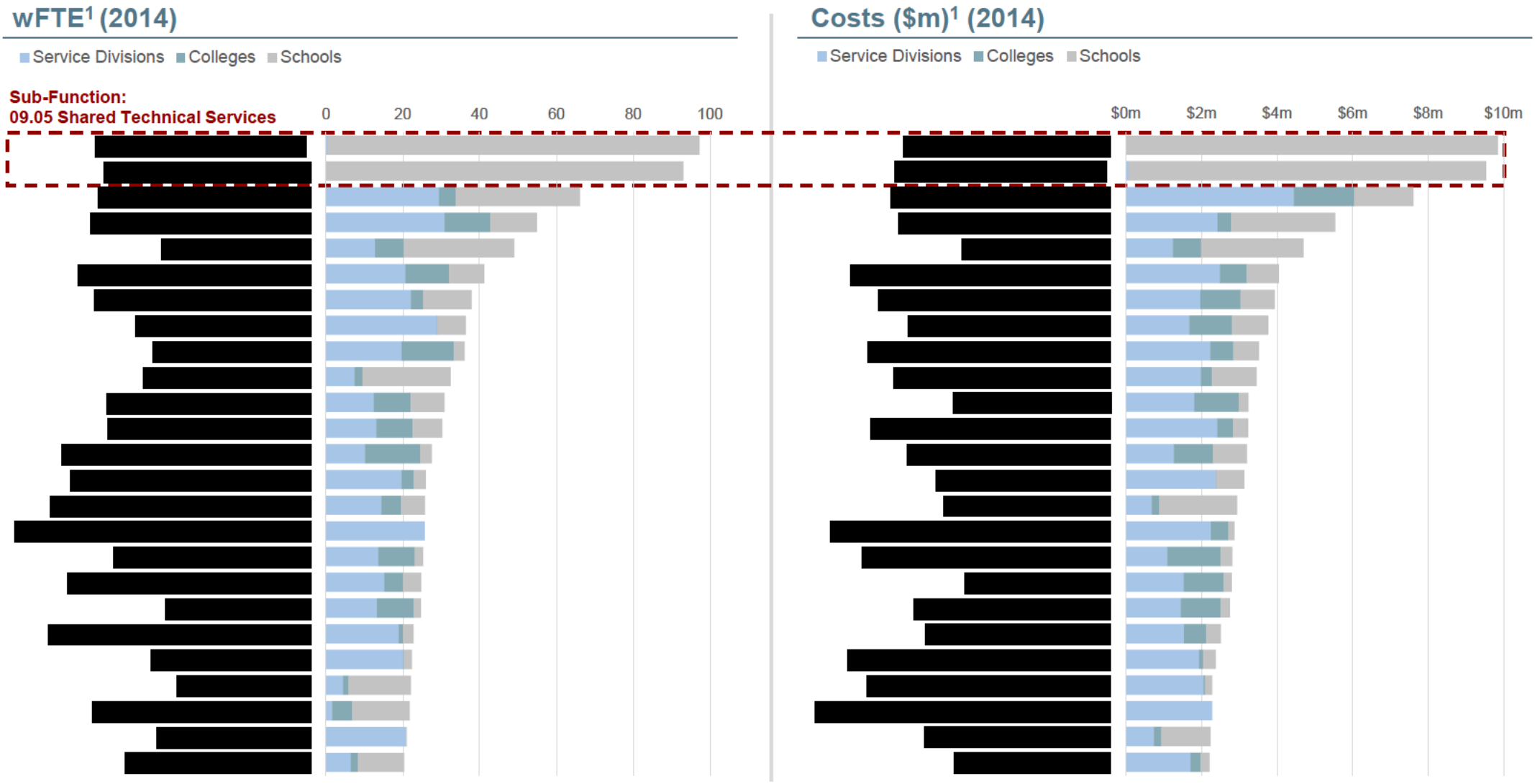
Normalised result >120
Greater than 20% above predicted cost and wFTE

Normalised result 100-119
Higher than predicted resourcing

Notes: [1] Normalised results are scaled on university profile to enable cross-institutional comparison; [2] Rank represents highest to lowest; [3] Includes National Computational Infrastructure (NCI) costs. Normalised cost is 116 excluding NCI.

ANU highest resourced activities

Of the 25 most highly resourced activities at ANU, the two activities that comprise the Shared Technical Services sub-function (09.05) represent our highest cost and wFTE.



Notes: [1] Excludes contractors and Researcher Support (RS05, RS06) activities



Highly devolved administration

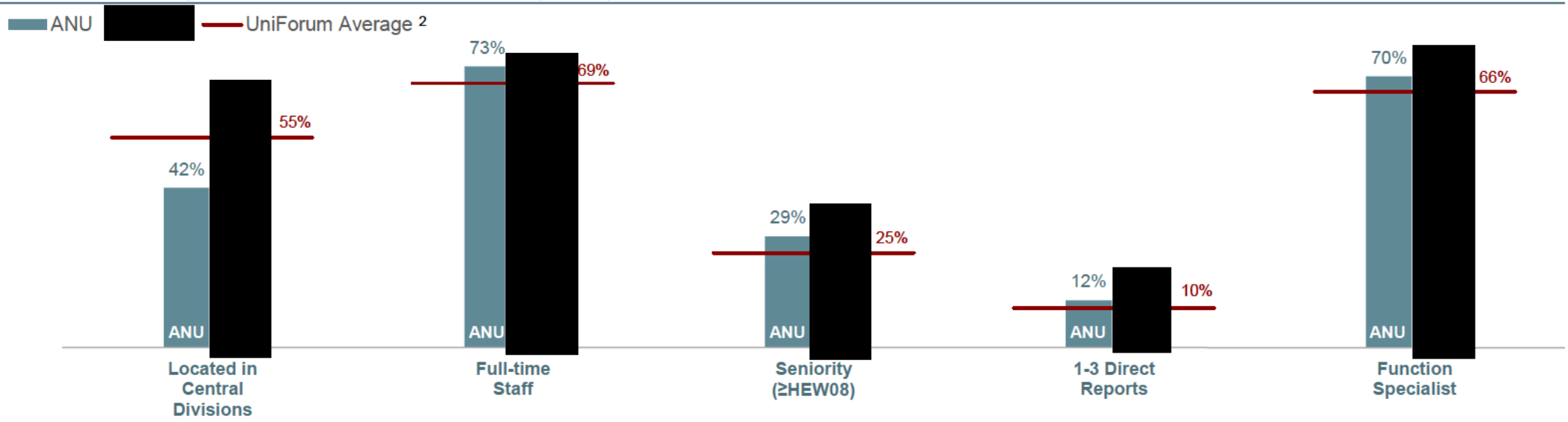
4 DEVOLVED

ANU has the least centralised service model of all participating universities with 58% of resources located in Colleges and Schools.

Service Delivery Characteristics

ANU is the least centralised of participating universities.

Service Delivery Model Measures: wFTE[1] (2014)



	Located in Central Divisions	Full-time Staff	Seniority (≥HEW08)	1-3 Direct Reports	Function Specialist
ANU 2013:	42% (↓0.4%)	71% (↑1.6%)	28% (↑0.5%)	12% (↑0.2%)	72% (↓1.3%)
Rank[3]:	20/20	5/20	4/20	4/20	4/20
ANU…	…is the least centralised of all universities	…has a high proportion of full-time staff	…has the fourth highest percentage of senior staff	…has above average managers with low direct report numbers	…is highly specialised[4] at the function level

ANU does not perform well against the identified characteristics of a low cost service delivery university as defined by Cubane, which include:

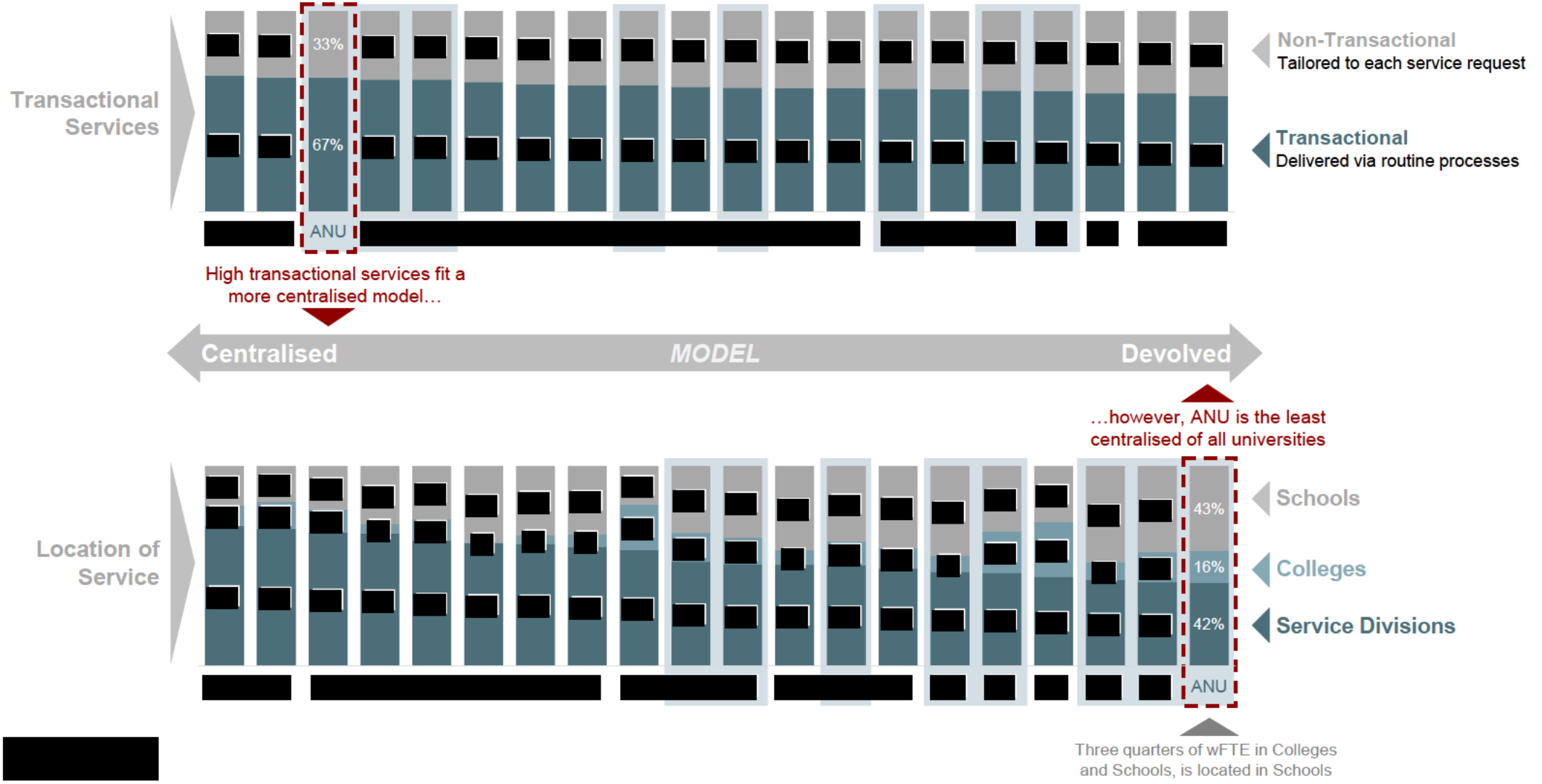
- Broader management span
- Flatter structure
- Fewer direct reports
- Fewer functional specialists

Notes: [1] Excludes contractors; [2] UniForum average is the average of the 20 participating universities; [3] Rank represents highest to lowest; [4] A function specialist where greater than 80% of a staff member's time is on a single function (e.g. 80% or more time spent undertaking IT)

ANU Transactional Services Profile

ANU has a high proportion of transactional services and is also the most devolved of all the Universities. Transactional activities typically benefit from economies of scale, so this suggests a high potential for centralisation.

Transactional Services[1] and Service Location: % of wFTE[2] (2014)



[redacted]

Notes: [1] Refer to Appendix C for a full list of Transactional activities and Appendix F for Transactional hierarchy; [2] Excludes contractors



Above average staff seniority

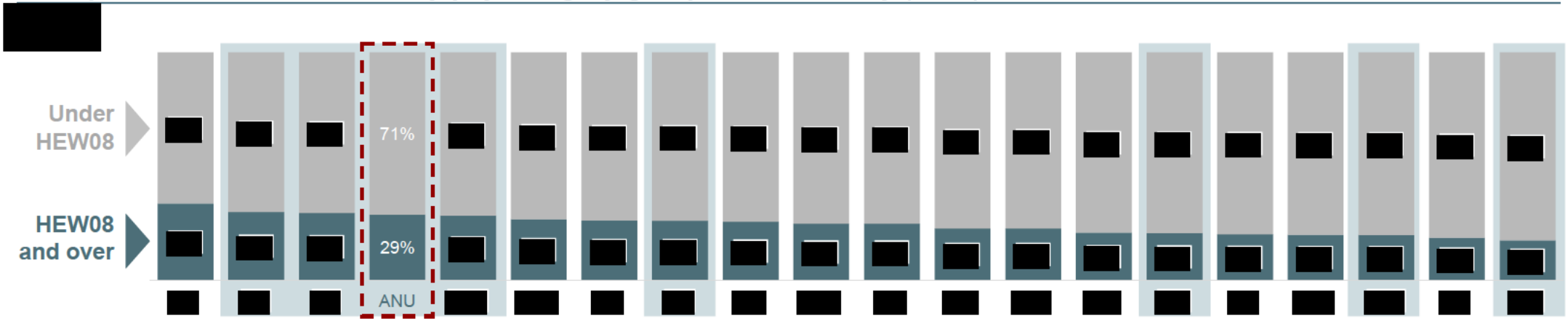
5 SENIOR STAFF

ANU has a high proportion of senior personnel with 29% at Higher Education Worker (HEW) 8 (ANU08) or above.

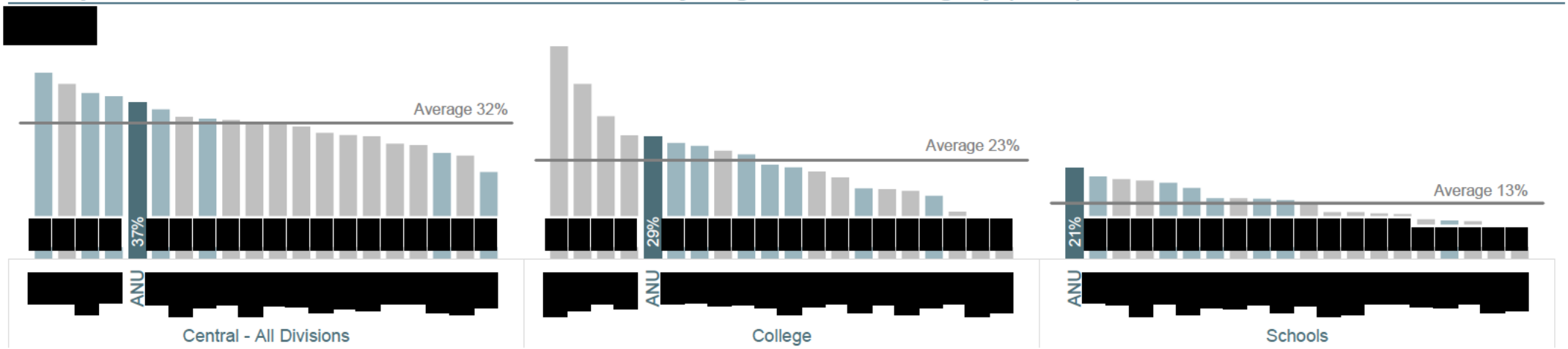
Staff Seniority

When compared to the participating universities, ANU has the fourth highest seniority (staff at or above Higher Education Worker (HEW) Level 8), and the highest seniority in schools.

% of professional staff[1] wFTE by pay category group and university (2014)



% of professional staff[1] wFTE at or above HEW08 by Organisation Category (2014)

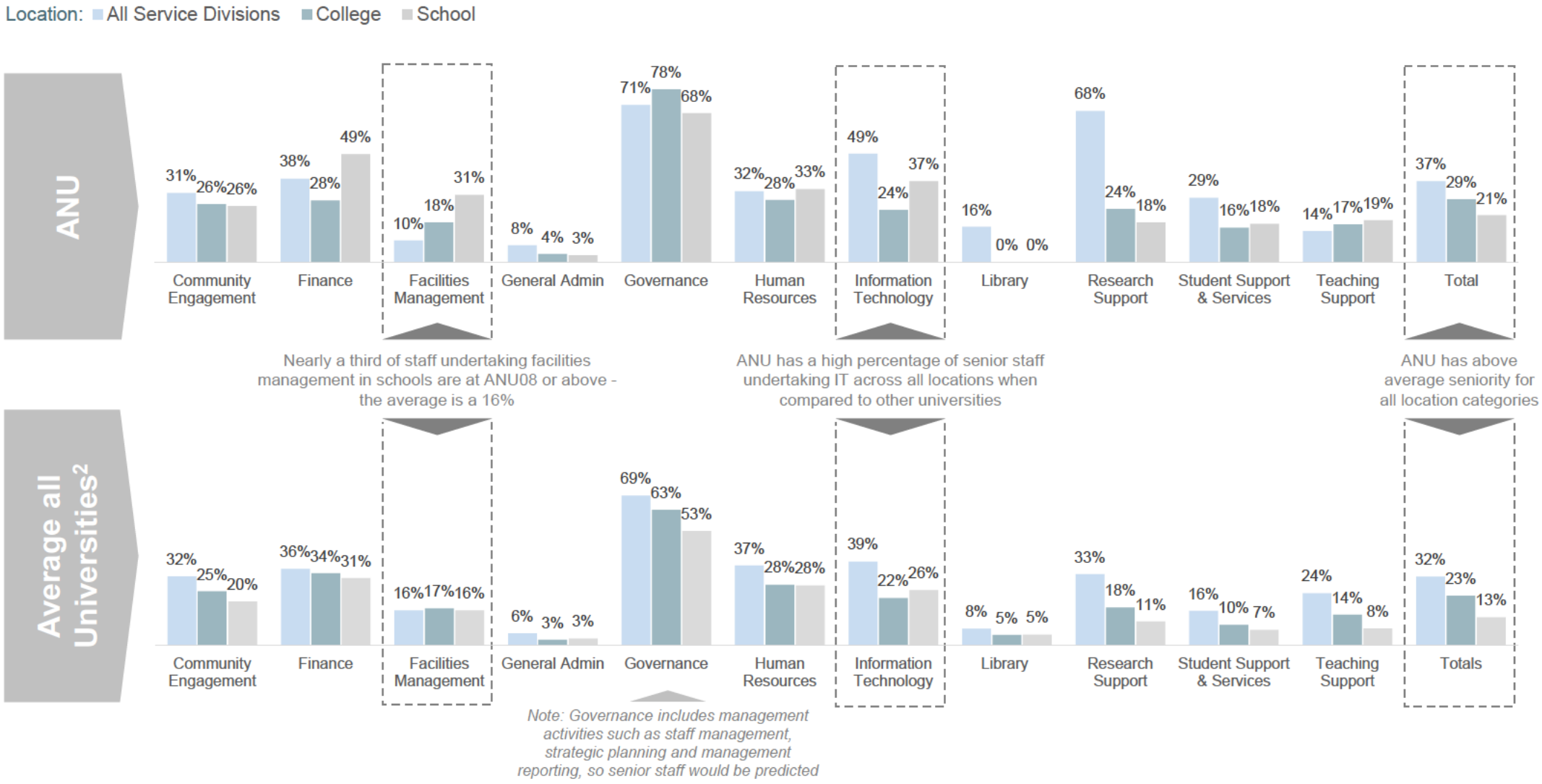


Notes: [1] Excludes contractors; [2] HEW salary structure is used to compare UniForum universities and is equivalent to the ANU salary structure

Staff Seniority: Service Divisions and Colleges

ANU has above average senior staff (HEW08 / ANU08 and above) across Services Divisions, Colleges and Schools.

% of professional staff[1] wFTE at or above ANU08 by function and location (2014)



Notes: [1] Excludes contractors; [2] HEW salary structure is used to compare UniForum universities and is equivalent to the ANU salary structure

6 RESOURCE DISTRIBUTION

ANU is highly resourced in administration with an above average proportion of resources in Finance, Human Resources and Facilities Management functions across ANU. ANU has below average wFTE in Teaching Support and Student Support. ANU has a large proportion of transactional activities across all functions.

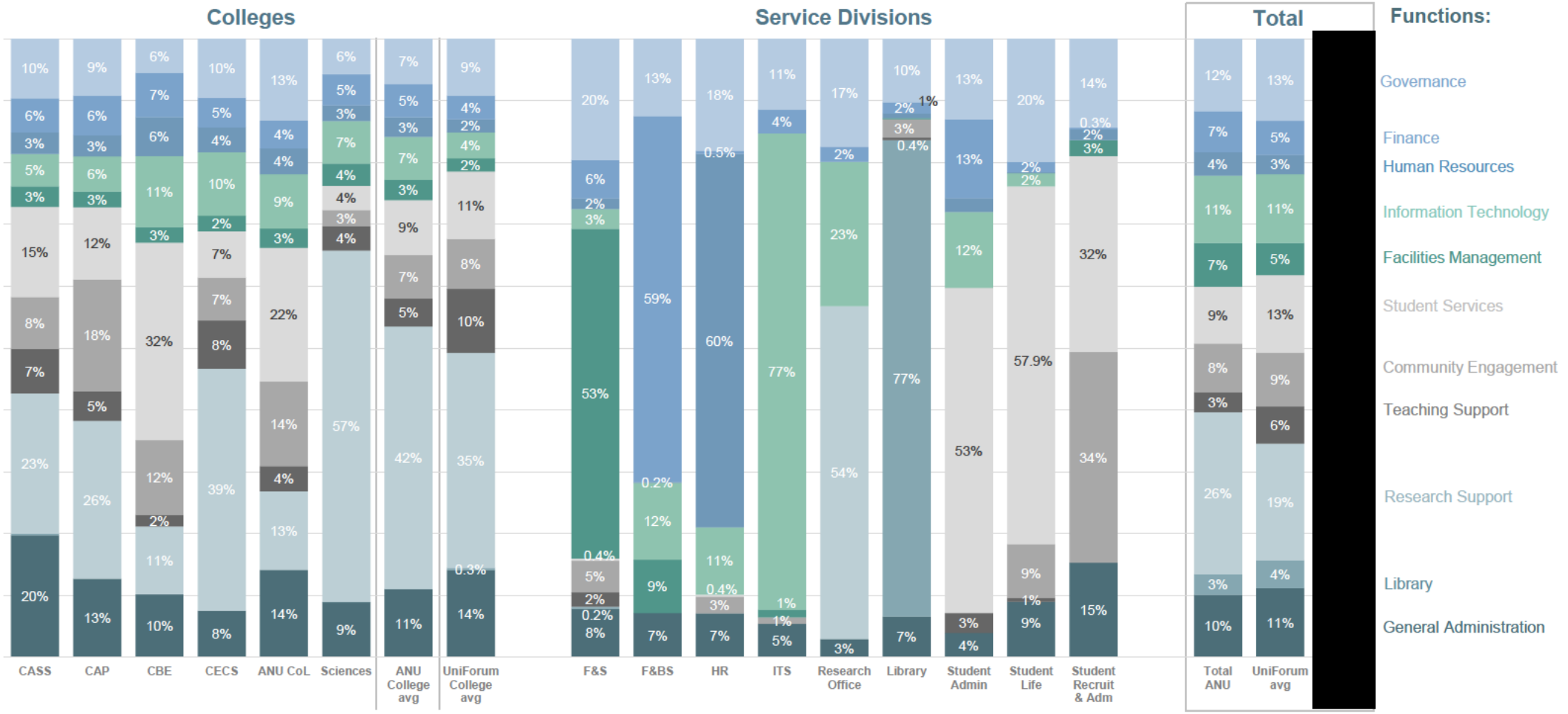


Highly resourced administration

ANU Service Divisions and Colleges

The largest function at ANU is Research Support, however, there are two Go8 universities with a higher percentage in this function, despite ANU having the highest research revenue of all the universities.

Functions by Select Organisation Units: % wFTE (2014)



CASS spends 20% of their time on General Administration

Science has the highest % of Research Support of all colleges

ANU has an average proportion of staff undertaking IT, however, based on the amount of teaching and research revenue at ANU, IT costs and wFTE are higher than predicted

Notes: [1] Excludes contractors

ANU Executive Report

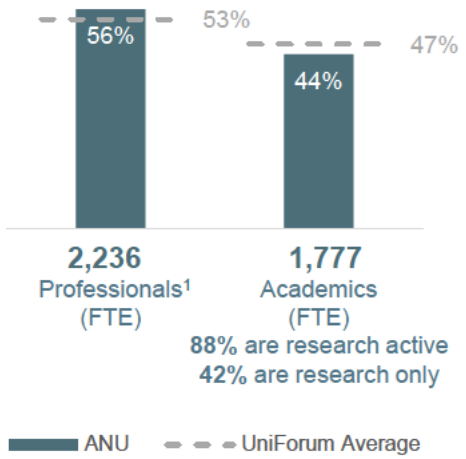
APPENDICES

Appendix A: ANU Profile

ANU has the highest proportion of research revenue, research active academics and HDR students. Professional wFTE dropped in 2014, and students and revenue increased.

Staff

	Total ANU	UniForum Average	Rank[2]
Professional wFTE[1]	2,236 (▼6%)	2,247 (▼0.3%)	9/20
Academic FTE	1,777 (▲1%)	1,980 (▲2%)	12/20
↳ Research Active	88% (▼4%)	78% (▲1%)	1/20
Headcount – All	8,115 (▼6%)	10,227 (▼2%)	12/20

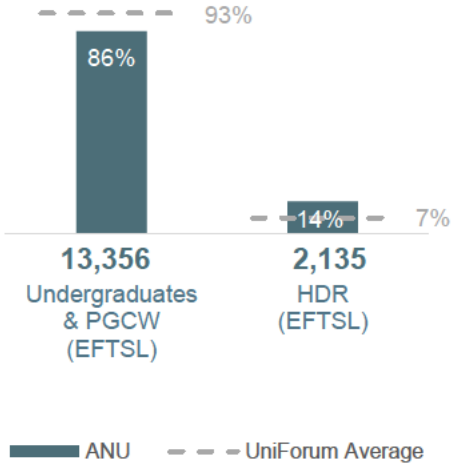


ANU has above an average proportion of professional staff wFTE to academics, however, ANU had a 6% decrease in professional wFTE this year

Source: PPM Full-Time Fractional and Casual staff pivot

Students

	Total ANU	UniForum Average	Rank[2]
Total EFTSL	15,594 (▲5%)	27,618 (▲3%)	18/20
↳ Int'l	31% (▲8%)	20% (–[3])	2/20
↳ HDR	14% (▲0.1%)	7% (▼5%)	1/20
Headcount – All	22,599 (▲7%)	36,758 (▲4%)	16/20

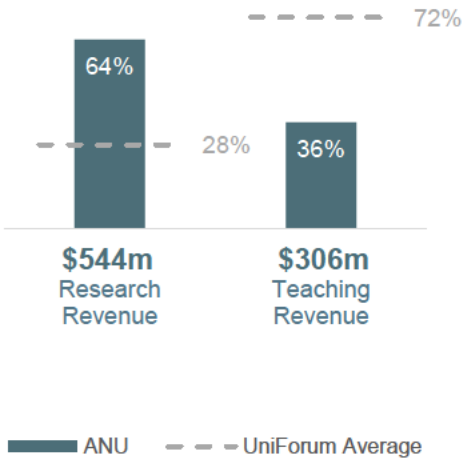


ANU has the highest proportion of HDR students, however, has the third lowest student EFTSL

Note: Non-award students not included in chart

Revenue ($m)

	Total ANU	UniForum Average	Rank[2]
Total Revenue	$996 (▲2%)	$982 (▲7%)	7/20
↳ COR*	$850 (▲5%)	$826 (▲6%)	6/20
↳ Research	64% (▲5%)	28% (▲3%)	1/20
↳ Teaching	36% (▲5%)	72% (▲7%)	20/20



ANU has the highest percentage of research revenue, with all other universities receiving less than 40% of their revenue from research (see page 6 for further details)

**Core Operating Revenue = Research Revenue + Teaching Revenue*

Notes: Decreases and increases (▼ ▲) shown are variations on actuals between 2013 and 2014 data where both years were reported; [1] Excludes contractors; [2] Rank represents highest (1) to lowest (20); [3] No data collected in 2013

Appendix B: Functions by ANU Organisation Unit

Function data is presented below, split by ANU Organisation Unit. This shows the devolved nature of ANU administration.

Organisation Level 1 contribution to total cost by function

Above 20% contribution to a function | Above 5% contribution but below 20% | Indicates area with primary responsibility for function

		UniForum Functions											
	Organisation Level 1	Governance	Finance	Human Resources	Information Technology	Facilities Mgt	Student Services	Community Engagement	Teaching Support	Research Support	Library	General Admin	TOTAL
Colleges	College of Arts & Social Sciences	4.7%	5.7%	6.1%	3.2%	3.4%	10.6%	6.5%	14.6%	5.6%	0.4%	13.3%	6.4%
	College of Asia & the Pacific	6.7%	8.4%	7.8%	4.1%	3.1%	12.5%	21.0%	14.1%	8.8%		11.5%	8.9%
	College of Business & Economics	1.4%	2.9%	4.9%	2.7%	1.0%	9.0%	4.5%	2.1%	1.2%		3.1%	2.7%
	College of Eng & Comp Science	2.6%	2.3%	3.6%	3.3%	1.4%	2.7%	2.9%	8.3%	5.2%		2.5%	3.4%
	ANU College of Law	3.1%	2.0%	3.2%	2.3%	1.2%	6.9%	4.7%	4.8%	1.3%		4.3%	2.9%
	Sciences	15.9%	24.5%	21.7%	20.8%	19.5%	14.6%	12.0%	39.4%	71.5%	0.1%	29.6%	32.5%
Business Units	Alumni Relations & Philanthropy	2.0%	0.6%	0.2%	0.9%		0.4%	11.5%				2.0%	1.6%
	Corporate Govern & Risk Office	2.7%					0.1%					0.1%	0.4%
	Division of Student Admin	3.1%	4.2%	1.8%	2.9%		14.4%		2.6%			1.1%	2.6%
	Division of Student Life	3.4%	0.7%	0.1%	0.4%		14.4%	2.0%	0.4%			1.7%	2.2%
	Facilities & Services	10.2%	6.2%	3.0%	1.9%	49.6%	0.3%	2.7%	4.2%	0.0%	0.5%	4.8%	6.2%
	Finance & Business Services	4.0%	29.1%	0.2%	3.6%	3.5%						2.0%	3.4%
	Global Programs & Engagement	0.8%	0.3%		0.2%		2.4%	1.9%				0.4%	0.6%
	Human Resources	3.6%	0.2%	40.5%	2.3%		0.1%	0.9%				1.7%	2.6%
	Information Technology Service	5.0%	2.7%		35.1%	1.2%		0.5%				2.4%	5.3%
	Marketing Office	1.2%	0.8%	0.2%	2.1%	0.1%		5.6%				0.3%	1.0%
	Nat'l Computational Infrastr	1.9%	0.6%	0.3%	10.0%	0.1%		1.5%		2.8%		0.8%	2.4%
	Planning & Stat Services Div	4.6%	0.3%	0.1%	1.2%				2.7%			0.2%	1.0%
	Research Office	1.7%	0.3%		1.6%					1.8%		0.2%	0.9%
	Scholarly Information Services	3.9%	1.1%	1.0%		0.1%		1.7%	0.7%		99.0%	2.9%	4.0%
	Senior Executive	10.9%	0.9%	1.0%	0.9%	0.3%		3.4%	4.4%	1.7%		5.5%	3.2%
	Strategic Comm Public Affairs	1.5%	0.0%			0.1%	0.2%	5.4%	1.1%			0.2%	0.7%
	Student Recruitment & Admissions	2.0%	0.1%	0.8%		0.5%	5.3%	6.9%				2.4%	1.6%
	University Accommodation	1.5%	3.3%	1.6%		6.7%	4.0%	0.8%				2.3%	1.5%
	University House	0.9%	2.2%	1.8%		8.0%		0.1%				2.7%	1.1%
	Other - not listed above	0.8%	0.8%	0.2%	0.6%	0.4%	2.4%	3.5%	0.5%	0.1%		2.2%	1.0%
	Total ANU	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Finance is the least centralised of core corporate functions

CAP contributed the highest proportion of Community Engagement costs, of which half was attributed to marketing activities

Appendix C: Activity Framework

Function	Sub-Function
01. Governance	01.01 Planning & Policy
	01.02 General Management
	01.03 Reporting & Communications
	01.05 Gen & Change Prog. Management
	01.06 Governance Services
02. Finance	02.01 Budgeting & Forecasting
	02.02 Financial Accounting & Reporting
	02.03 Strategic Procurement
	02.04 Accounts Payable/Receivable
	02.05 Treasury & Investment
03. Human Resources	03.01 Payroll & Superannuation services
	03.02 Employment Advisory & Recruiting Services
	03.03 Staff Development & Training
	03.04 Equity Access & Diversity
	03.05 IR Management
04. Information Technology	04.01 IT Infrastructure - Develop & Transform
	04.02 IT Infrastructure - Support & Maintain
	04.03 IT Client Services - Develop & Transform
	04.04 IT Client Services - Support & Maintain

[redacted]

Function	Sub-Function
05. Facilities Management	05.01 Property Services
	05.02 FM Services
	05.03 FM Project Management
	05.04 University Services
06. Student Support and Services	06.02 Student Assessment, Progress & Completion Processes
	06.03 Student Financials & Scholarships
	06.04 Student Support & Campus Life Services
	06.05 Student Academic Program & Course Administration
	06.06 Student Admissions & Enrolment
	06.07 Course Advising Services
	06.08 Foundation & Acad. Skills Teaching
07. Community Engagement	07.01 Student Recruitment
	07.02 Marketing

[redacted]

T Transactional N Non-transactional R Researcher Support (For more information see Appendix F)

Appendix C: Activity Framework *(continued)*

Function	Sub-Function
07. Community Engagement *(continued)*	07.03 Relationship Management
	07.04 Alumni & Development
08. Teaching Support	08.01 Timetabling & Teaching Rm Allocations
	08.02 Laboratory & Tutorial Support
	08.03 Teaching Capability Development
09. Research Support	09.02 Researcher Support
	09.03 Research Admin (Pre-award)
	09.04 Research Admin (Post-award)
	09.05 Shared Technical Services
10. Library	10.06 Study Space Management
	10.11 Library Services Delivery
	10.12 Collection and Digital Services Management
11. General Administration	11.01 PA, EA & Receptions
	11.02 General Records Management
	11.03 General Purchasing, Travel, Credit Cards Management
12. Other Activities (not covered in this report)	12.01 Student Accommodation Services
	12.02 Retail & Other Services
	12.03 Commercial Services

Summary of changes to activity descriptions for 2014[1]

Function	Structural Changes	Activity Description Changes
Governance		
Finance		
Human Resources		
Information Technology		
Facilities Management		
Student Support & Services		
Community Engagement		
Teaching Support		
Research Support		
Library	Redefined codes to into 6 new codes to to clarify scope	
General Administration		
Other Activities	Split into Support for Transnational and third-party teaching programs (now in and Support to deliver other commercial activities (now in	

Note: [1] A "structural" change is where there has been a substantial change to an Activity Description with the following definitions used: "Split" – An existing Activity Code was split into two or more new Activity Codes; "Redefined" – A new Activity Code was created where the changes to the activity cause a material change in how much time would be allocated to the activity

Appendix D: Resourcing Profile Definitions

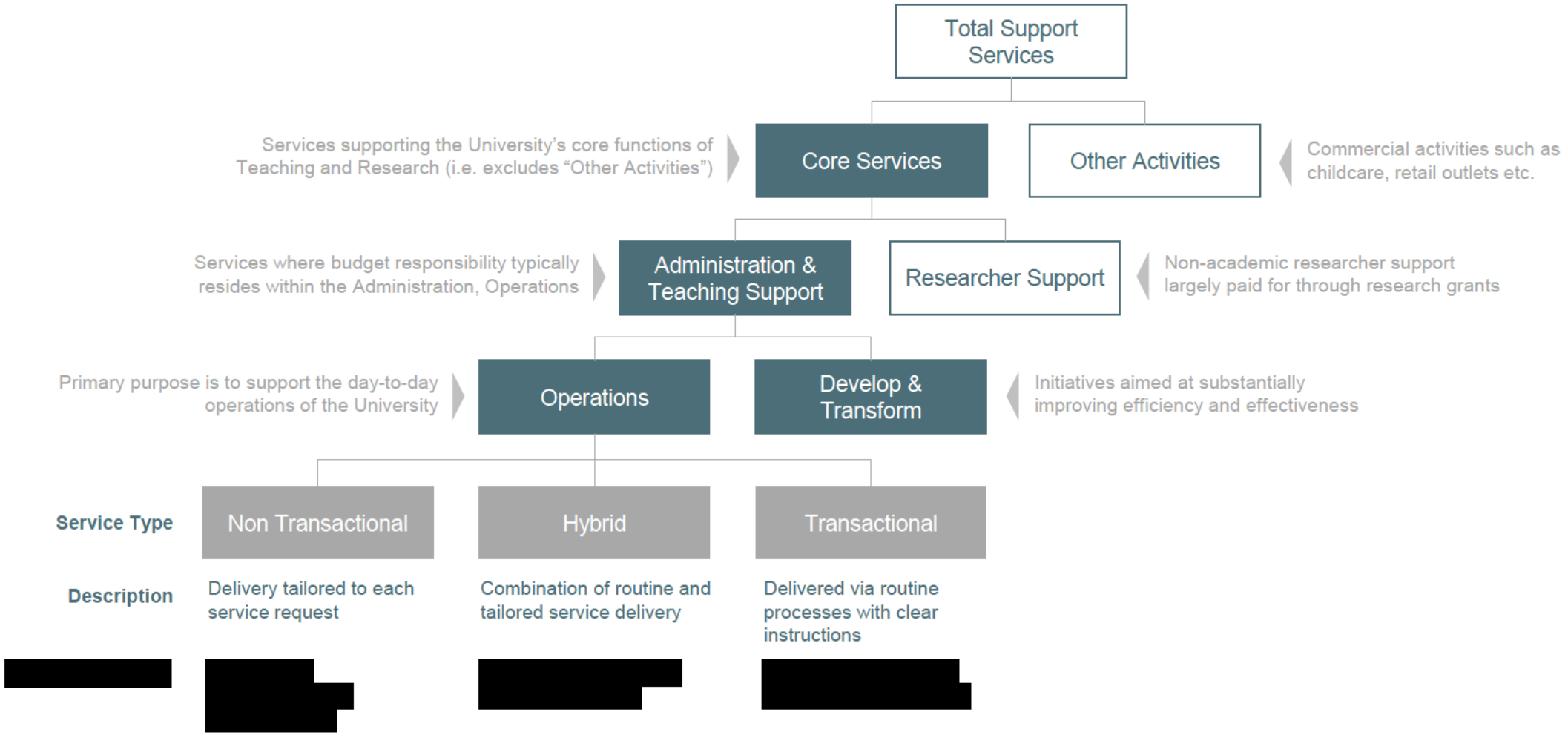
Profile Element	Definition
Costs	
Actual Cost (P$M)	Actual cost of resourcing expressed in P$M
Normalised Cost	Actual cost of resourcing divided by predicted cost; predicted values are based on a [redacted] regression [redacted]
wFTE	
Actual wFTE	Actual worked FTE (wFTE)
Normalised wFTE	Actual wFTE divided by predicted wFTE; predicted values are based on a [redacted] regression [redacted]
Location	
Central	wFTE in Central functional organisation units (e.g. F&BS for Finance function) / wFTE
Central Other	wFTE in Other central organisation units (i.e. undertaking activities outside of core service activities) (e.g. HR activity in Facilities) / wFTE
College Centre	wFTE in College Centres / wFTE
Schools	wFTE in Schools / wFTE
Seniority	
Seniority (% ≥HEW08)	wFTE (excluding contractors) HEW08 and above / Total wFTE
Span of Control	
1-3 Direct Reports (% of Pop.)	wFTE (excluding contractors) with 1-3 Direct Reports / Total wFTE
≥4 Direct Reports (% of Pop.)	wFTE (excluding contractors with 4+ Direct Reports / Total wFTE
Specialisation	
Activity (80%)	wFTE with ≥80% time allocation to a single activity / Total wFTE
Function (80%)	wFTE for each unique Person-Position combination where time allocation to activities belonging to a single function totals ≥80% / Total wFTE for that function
Employment Categories	
Full-Time	Full Time with wFTE / Total wFTE
Part-Time	Part Time wFTE / Total wFTE
Casual	Casual wFTE / Total wFTE
Contractor	Contractor wFTE / Total wFTE
Fixed-Term	Fixed Term wFTE / Total wFTE

Appendix E: Glossary

Acronym / term	Definition
ANU CoL	ANU College of Law
Benchmark	Benchmark university has the fifth lowest normalised result
CAP	College of Asia and the Pacific
CASS	College of Arts & Social Sciences
CBE	College of Business & Economics
CE	Community Engagement
CECS	College of Engineering & Computer Science
CMBE	College of Medicine, Biology & Environment
CPMS	College of Physical and Mathematical Science
EFTSL	Effective full time student load
FI	Finance
FM	Facilities Management
GA	General Administration
GO	Governance
HEW	Higher Education Worker. Salary classification Structure used by Australian Universities
HR	Human Resources
IT	Information Technology
JCS	Joint Colleges of Science
LI	Library
OA	Other Activities
PPM	Planning and Performance Measurement Division
Normalised Cost or wFTE	Actual cost (or wFTE) divided by predicted cost (or wFTE). Predicted cost is based on a [redacted] regression [redacted]
[redacted]	[redacted] Support
Sciences	Combined CMBE, CPMS and Joint Colleges
SS	Student Support & Services
TS	Teaching Support
Worked FTE or wFTE	The amount of full time equivalent human resource actually worked (as opposed to contracted)

Appendix F: Support Services Classification Hierarchy

Results can be reported at multiple levels of the UniForum Support Services classification hierarchy. This report covers only Core Services which represents all services that support the teaching and research activity of the University.



Appendix G: About UniForum

UniForum provides ANU with important insights into service operations and assists in making informed decisions relating to service delivery costs, organisation design, process redesign and investment priorities.

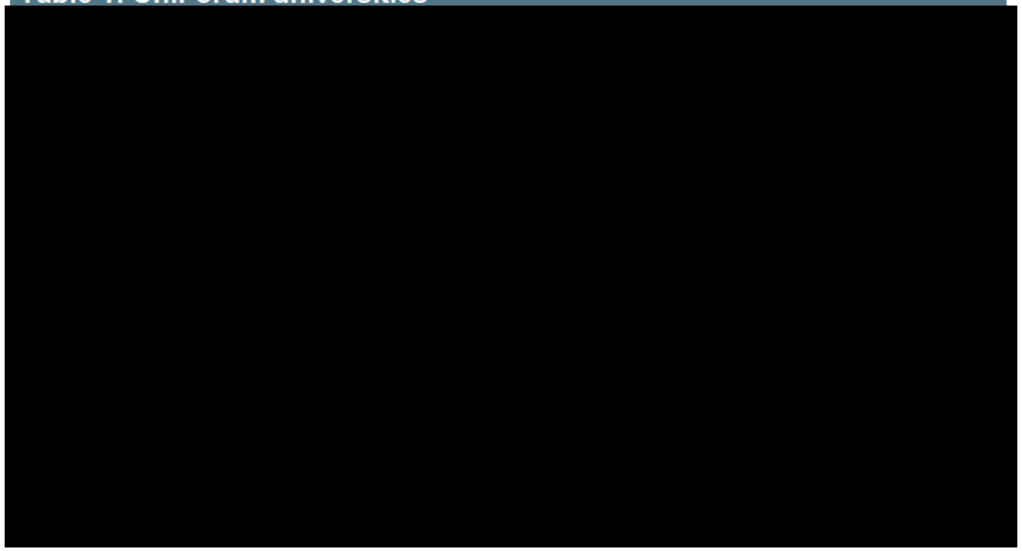
Overview of the UniForum Benchmarking Project

What is UniForum?

The UniForum Benchmarking Project involves a collection of 20 Australian and New Zealand universities (Table 1). The project is an important mechanism to gather information on the University's professional staff profile and the cost of providing support services to research and teaching. Participation in the project enables cross-institutional and internal benchmarking.

A range of information is collected to support the project, including data gathered through the Professional Staff Activity Survey (PSAS). This survey uses a standardised activity framework to measure resourcing and time allocations across 140 categorised activities. The full activity framework can be viewed in Appendix C.

Table 1: UniForum universities



Who are Cubane Consulting?

Cubane Consulting (Cubane) established UniForum in 2009 to provide University executive teams with insights into their support services' efficiency and effectiveness, helping make more informed strategic choices.

What does it mean for ANU?

The University's participation in UniForum is sponsored by the Executive Director Administration and Planning and the survey is administered through the Service Improvement Group. This year is the fourth year of participation. The survey was conducted in March 2015 to measure activity occurring across the full 2014 calendar year.

Since commencing the survey at ANU in 2011, the data has been used to:

- inform service delivery redesign for HR, Finance and Research Services
- provide insights into areas that are under or over resourced
- provide insights into the outcome of the 2013-2014 recruitment freeze
- understand the profile of professional staff supporting research and teaching
- understand resourcing in comparison to other universities, including the Group of Eight universities.

In the future, the UniForum data will be used to:

- inform continuous improvement initiatives
- provide information on outcomes of service redesign initiatives
- inform our progress towards remaining in step with the sector in the services we provide to support research and teaching.

Appendix G: About UniForum *(continued)*

Understanding the data

Cost and wFTE are used to represent resourcing. The wFTE represents the amount of full time equivalent human resource actually worked and cost (presented in Purchasing Power Parity) represents the full cost of the human resource doing the work.

The data undergoes a quality assurance process prior to submission. The Primary Contacts from each business unit at ANU are responsible for ensuring the accuracy of data submitted for their areas.

Two types of data are presented in the following report: normalised data and raw data.

Normalised data

Normalised results use data that is scaled for research and teaching revenue. This enables results to be compared across institutions in a meaningful way by removing the effect that research and teaching activity has on the volume and cost of support. This report contains two normalised models:

1 year model: A snapshot of the current position of a university against benchmarking regardless of relative movements between years.

3 year model: Takes into account efficiency gains/losses of a university over time. This model is used for time series analysis to reflect improvements made.

Although the impact of scale is removed in normalised results, caution needs to be exercised when comparing across universities. Resourcing profiles across universities are driven by a number of things such as strategic priorities, service delivery models and resource allocation. As such, without consideration of the context, an above average score should not be assumed to be a negative result or a below average score considered to be a positive result. It is also important to note that while the efficiency of the services provided at ANU may be improving, this does not necessarily mean that our normalised result will improve as these results are relative to activity at other institutions.

Raw data

In some instances, raw data is presented. This shows the actual work done and/or actual cost. Actual raw data provides an indication of how our services are resourced.

2014 contextual information

University specific contextual information impacting on the 2014 results includes:

- In 2013 and 2014, the University invested in a number of service improvement projects. Efficiencies from these reviews may be seen in the 2014 data.
- For 12 months ending in July 2014, ANU had a professional staff recruitment freeze. This will have an impact on the number of professional staff wFTE and cost in 2013 and 2014.
- The 2014 results show the impact of the Early Voluntary Retirement Scheme.

Purpose of the report

The purpose of this report is to provide the University Executive with a snapshot of the results of the 2014 UniForum Benchmarking Project and to provide an overview of resource allocation in comparison to other universities.

Activity framework

Each year, the standardised Activity Framework undergoes review and editing. These changes should be considered when investigating year-on-year change at the function, sub-function and activity levels. A summary of the key changes can be found in Appendix C.

Appendix H: Responsible Internal Use

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[redacted]
Cubane Consulting Pty Ltd
[redacted]

30 April 2015

For more information:

Contact the Service Improvement Group at
benchmarking@anu.edu.au

Service Improvement Group
Chancelry 10T1, Fellows Road
The Australian National University
Canberra ACT 2601

The Australian National University

27 July 2023

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UniForum 2022 Executive Briefing

The Australian National University

nous Cubane

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The past year has seen significant increases in ANZ university benchmark results, ANU recorded the largest normalised cost increase

2022 RESULTS OVERVIEW

Increased normalised costs



- **Normalised costs have increased across all ANZ collectors**
  - Many members saw normalised cost decreases over 2020 & 2021 as a result of pandemic-driven capacity reductions; However, in 2022 these costs are seen to be returning with increased re-hiring
  - ANU has seen the highest normalised cost increase across the ANZ UniForum group, increasing by 25 percentage points in 2022, driven by both increasing costs and decreases in teaching and research revenues

Shifting spend profiles



- **Operations spending increased most significantly**
  - The significant spend reductions observed in 2021 have now returned for ANU in 2022
  - Inflation adjusted cost increases in non-transactional (11%) and transactional (15%) spend were the largest contributors to the normalised cost increase
  - Supplier and Casual spend were the largest growth areas for ANU

The case for change



- **Revenue decreases were largely a result of declining research income**; this means ANU will need to support similar levels of activity on campus with fewer resources
  - If inflationary pressures and declining revenue trends continue without changes to how administrative service are delivered, ANU faces the prospect of reduced funds available for core teaching and research activities
  - There needs to be meaningful changes in service delivery models to enable ANU to efficiently and effectively adapt to this changing profile

Agenda

Introduction, Definitions and Glossary

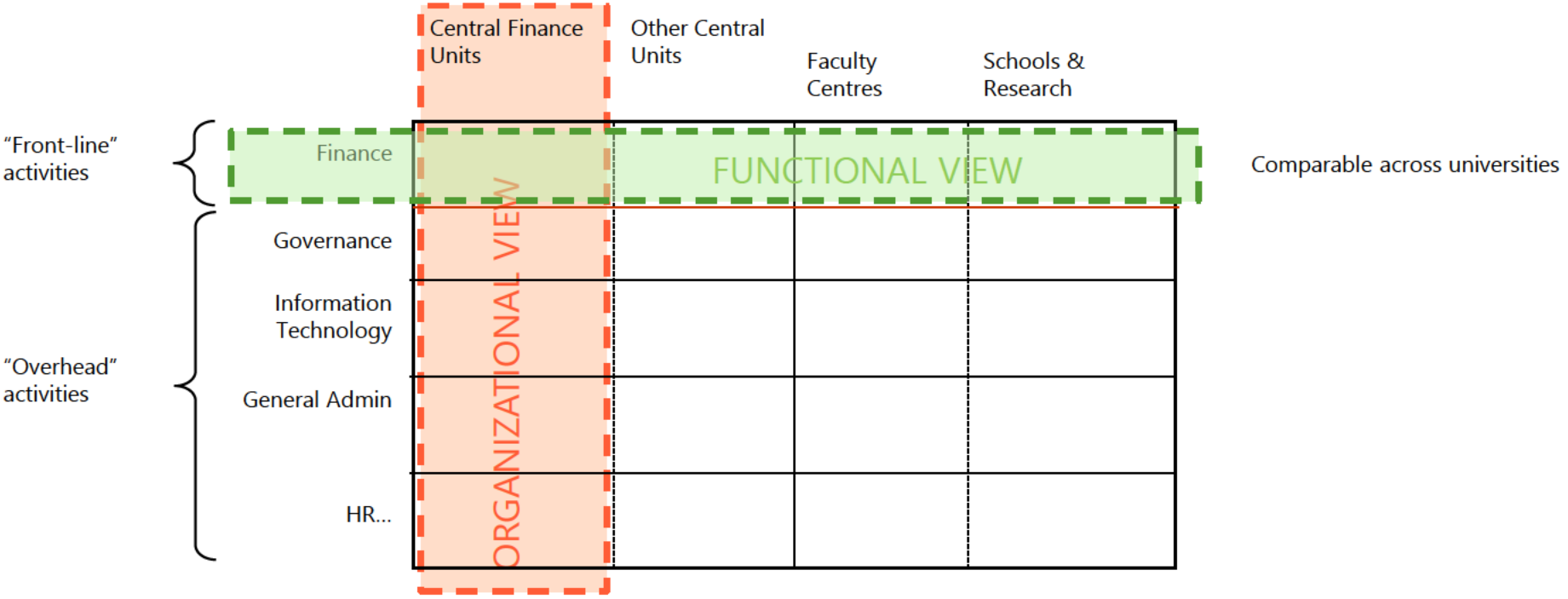
Overall Support Services

Function and Sub-function review

Trends and sustainability

Results represent the "Functional View" of resourcing based on allocations of each team member's time to UniForum's standardised activities

STAFF AND SUPPLIER CAPACITY ALLOCATIONS TO THE UNIFORUM ACTIVITY FRAMEWORK



- Not comparable to other universities
- Used to understand mix of activities within a division

KEY CONCEPTS: BENCHMARKING COST AND CAPACITY



Benchmarking all operations resourcing, regardless of where and how it is delivered

- Includes both staffing and supplier costs
- Covers professional resourcing across
  - 'Central' = institutional shared services
  - 'Faculty Centre' = academic divisional offices
  - 'Schools & Research' = departments



Normalisation for comparison to peers

- The model uses teaching and research revenue to predict operational spend for each university
- Average cost for a university of your scale and research intensity = 100



Transactional & Non-transactional services

Transactional

- Repeatable day-to-day processes that lend themselves to systemisation and process improvement

Non-transactional

- Customised at the point of delivery and often require more senior, experienced and higher cost staff with a strategic focus

HIGH LEVEL GLOSSARY OF TERMS

- Group of 8 (Go8): the Australian Group of Eight universities who are participants in the UniForum program
- Non Group of 8 (Non-Go8): the Australian universities that are not members of the Group of Eight universities who are participants in the UniForum program
- NZ Group (NZ): the New Zealand universities who are participants in the UniForum program
- Core Operating Revenue (COR): Teaching plus Research Revenue
- Cost: Labour costs, with any previous year costs adjusted for inflation and represented in today's AUD
- Capacity: The 'worked' Full Time Equivalent (wFTE)
- Normalised Cost: A measure of support services spend efficiency, adjusted for scale and research intensity
- CAGR: Compound Annual Growth Rate (%)
- Operations (Ops.): The headline level of activity for UniForum benchmarks; contains day-to-day activities that can be compared across different institutions (excludes Develop & Transform, Teaching Design, Development & Delivery, Research Facilities & Support and Complementary Activities)
- Transactional (Tx) Activities: Activities that are critical for effective operations and lend themselves to systemisation or process improvement, often best supported by IT systems/tools; strategically need to consider efficiency of service balanced against effectiveness from user's perspective
- Non-Transactional (NTx) Activities: Activities that are 'customised' at the point of delivery (and require human content) and often require more senior, experienced and higher cost staff; strategic focus is on outcomes delivered relative to investment
- Hybrid (Hy): Activities that are a mixture of both Transactional and Non-Transactional Activities

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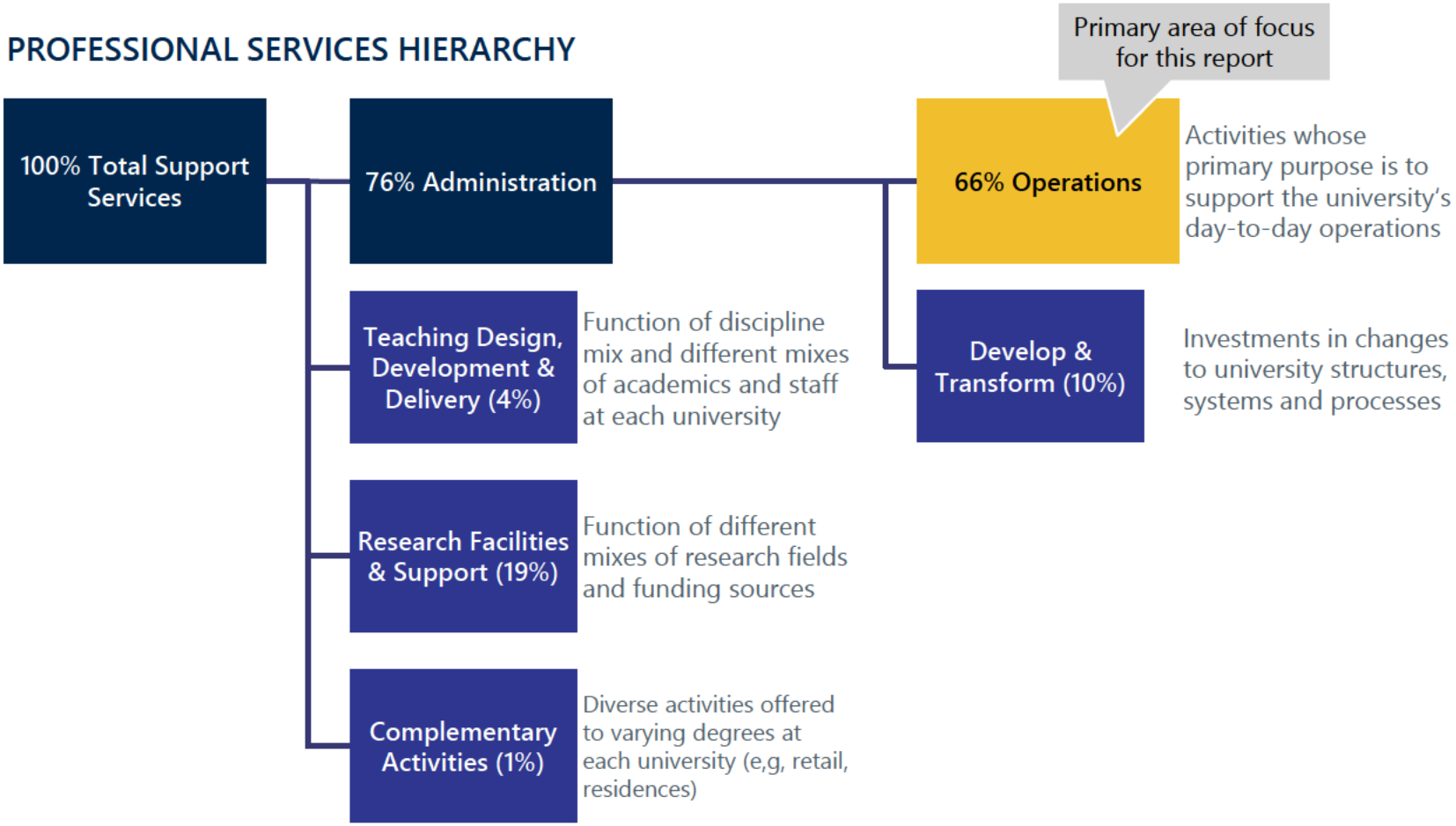
Overall Support Services

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Trends and sustainability

This report focuses predominantly on 'day-to-day' admin and support ops, which comprise 66% of ANU total support services labour costs

PROFESSIONAL SERVICES HIERARCHY

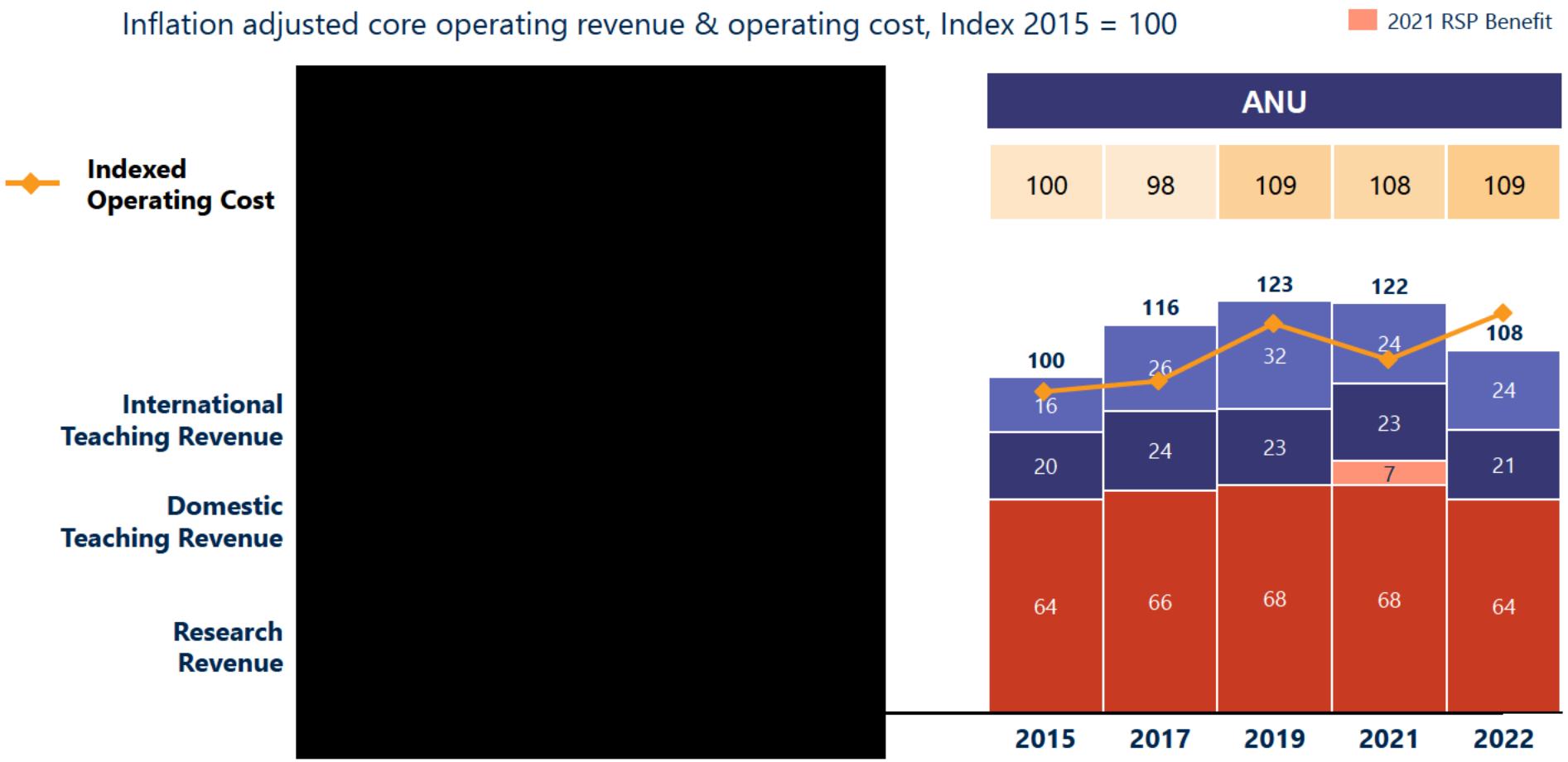


Source: UniForum Database July 2023; Cubane analysis

Overlaying staff operating costs over revenue, ANU have followed the Go8 trend of increasing operating costs whilst revenue decreases in 2021-22

CORE OPERATING REVENUE & COST PROFILE TRENDS

Inflation adjusted core operating revenue & operating cost, Index 2015 = 100

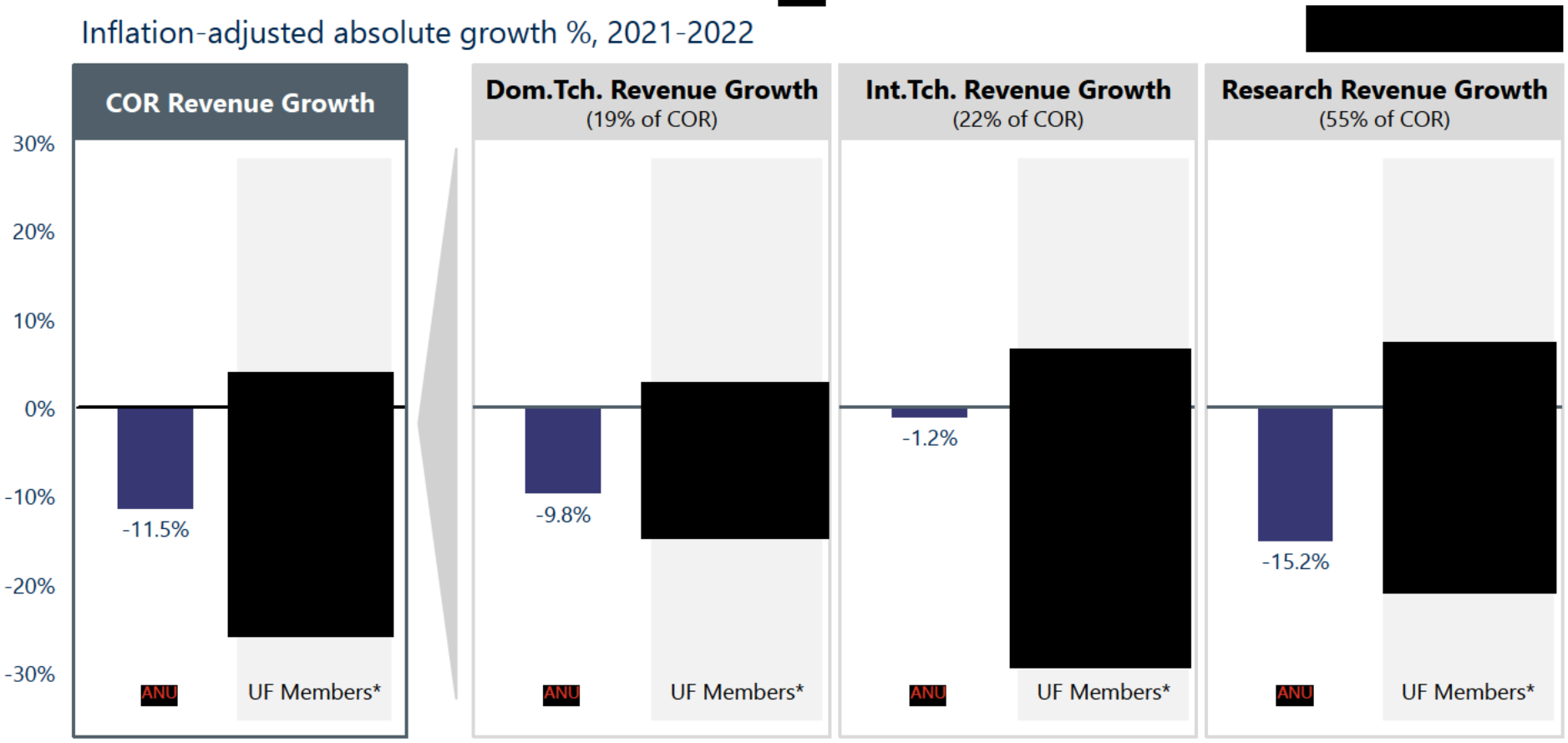


Source: UniForum Database July 2023; Cubane analysis

2022 Core Operating Revenue at ANU has seen a decrease driven by both research and domestic teaching revenue decline

CORE OPERATING REVENUE GROWTH TRENDS – ANU

Inflation-adjusted absolute growth %, 2021-2022

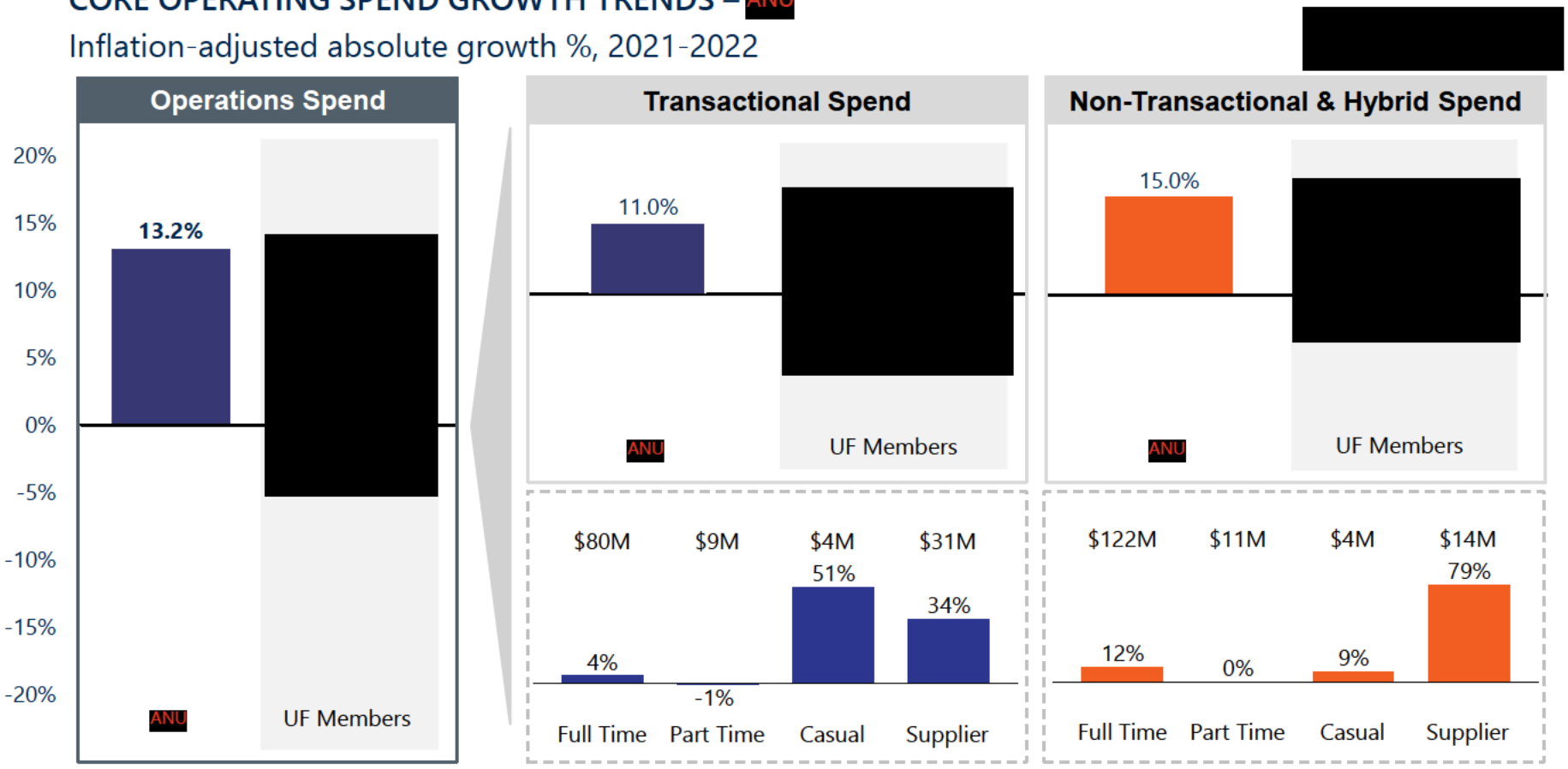


Source: UniForum Database July 2023; Cubane analysis

Operations spend increased 13.2% at ANU between 2021–22, largely driven by supplier increases in both Tx and N-Tx activities

CORE OPERATING SPEND GROWTH TRENDS – ANU

Inflation-adjusted absolute growth %, 2021-2022



Source: UniForum Database July 2023; Cubane analysis

The following sections review the trends in the key inputs to normalised cost

DRIVERS OF NORMALISED COST

- Normalised operations costs represent the relative spend on day-to-day support operations after removing the effects of scale and research intensity
- Three factors will impact normalised cost and normalised capacity
  - Teaching revenues
  - Research revenues
  - Operations costs & FTE
- The following slides help with understanding how changes in each of these explain the movement in the normalised cost between 2021 and 2022

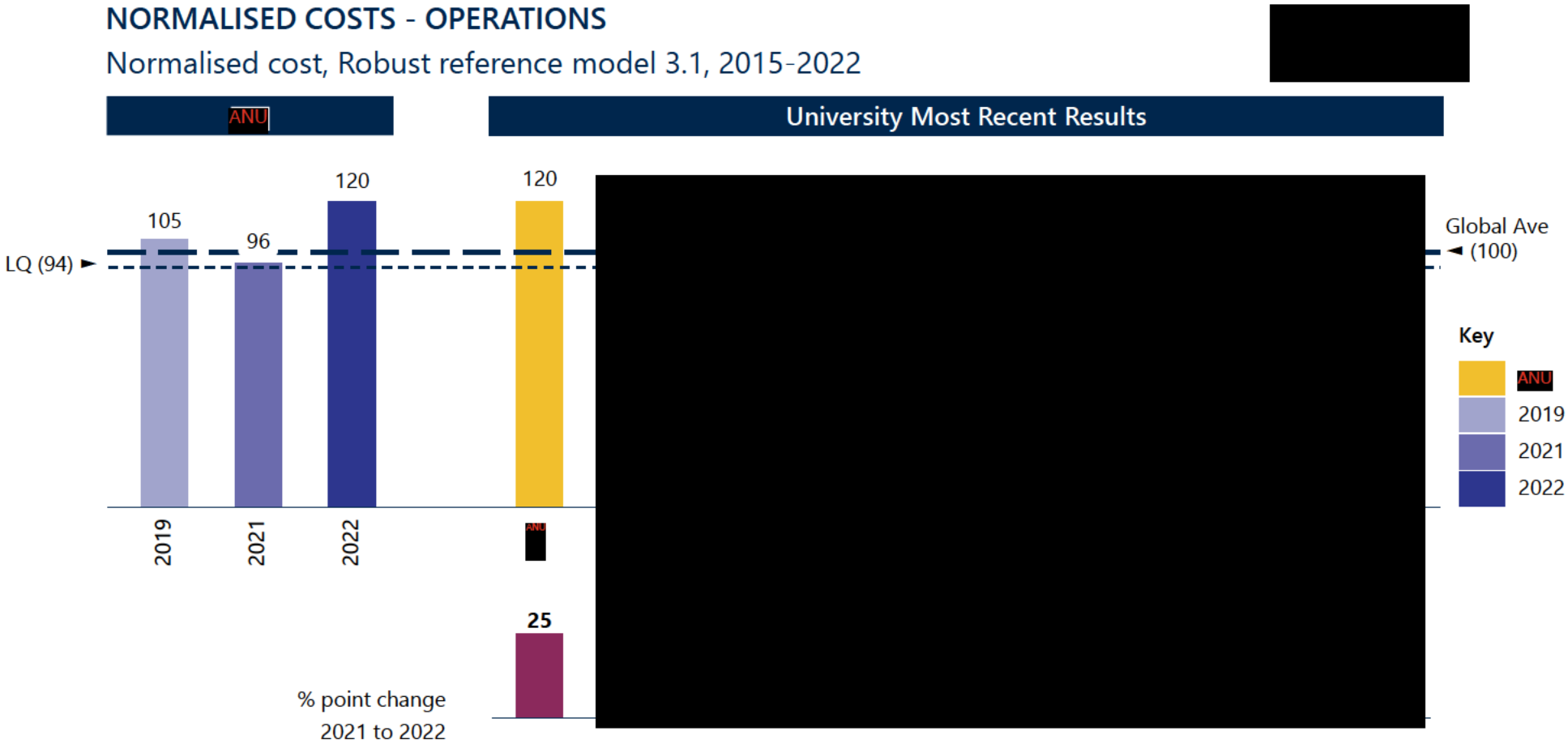
Note: All normalised values are based on inflation adjusted figures. Revenues and costs are inflation adjusted according to Government provided Consumer Price Index and applied throughout the benchmarking window (2015 – 2022).

The benchmark also uses adjusted-average weekly earnings (AWE) purchasing power parity (PPP) conversion rates for all international monetary comparisons within the benchmark.

Normalised cost of operations at ANU increased by ~25%pt from 2021-22, now operating at the highest position in the ANZ group

NORMALISED COSTS - OPERATIONS

Normalised cost, Robust reference model 3.1, 2015-2022

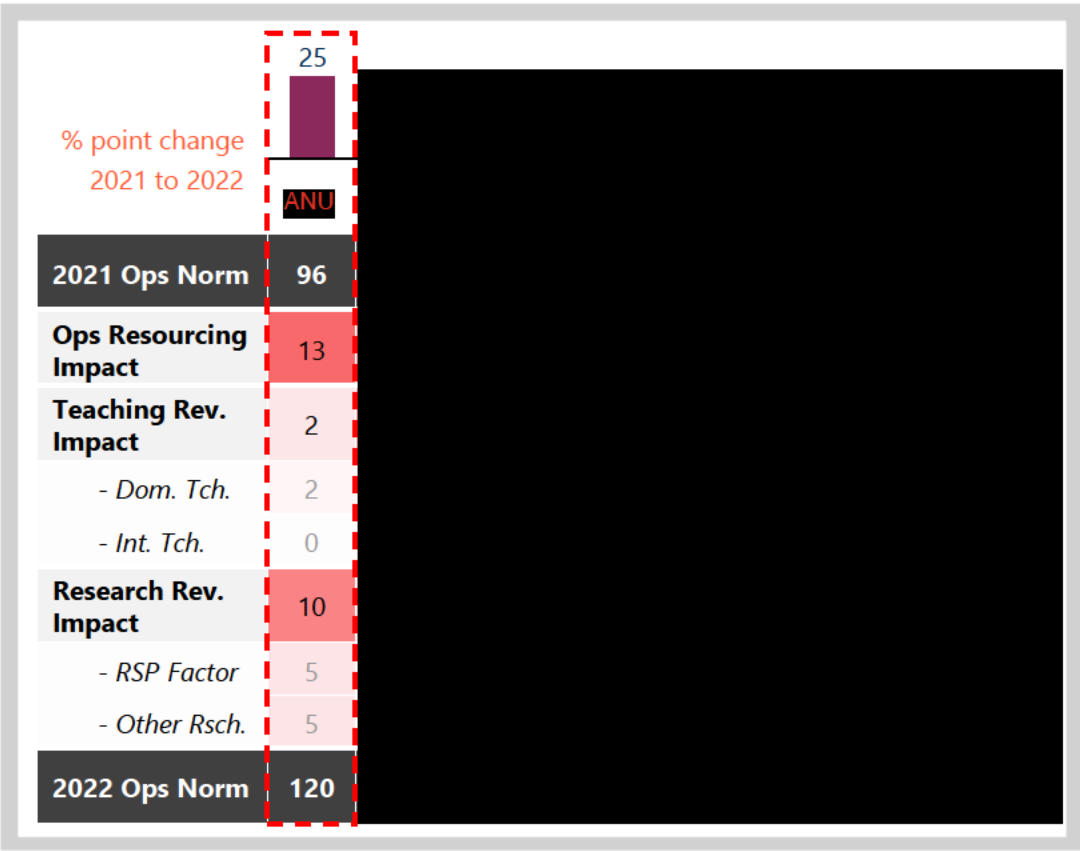


Source: UniForum Database July 2023; Cubane analysis

ANU 25%pt increase was driven by significant resourcing increases and a drop in research revenue

NORMALISED OPERATIONS COST BREAKDOWN

Normalised operations cost, robust reference model 3.1, 2015-2021



Normalised Operations cost Drivers

In 2021, ANZ normalised results appeared substantially more efficient due to government boosted research revenue, and cost control measures

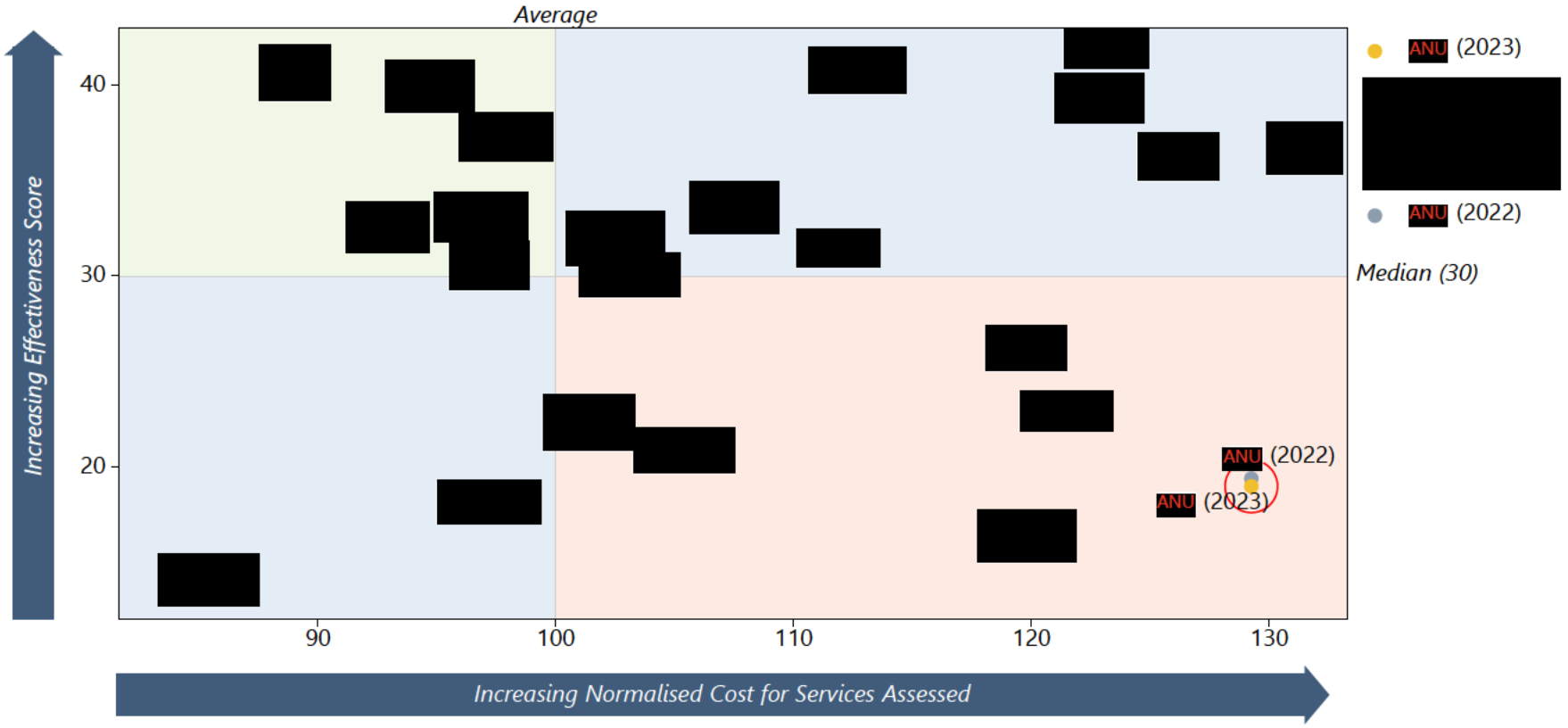
However, for some Universities we can see resourcing rapidly returning and the removal of RSP benefits having a significant impact on their 2022 normalised position

Source: UniForum Database July 2023; Cubane analysis

ANU effectiveness scores are below the median and cost is above average for the 70 services included in the Service Effectiveness Assessment

OVERALL EFFECTIVENESS SCORE VS. NORMALISED COST - PARTS 1 & 2 SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023

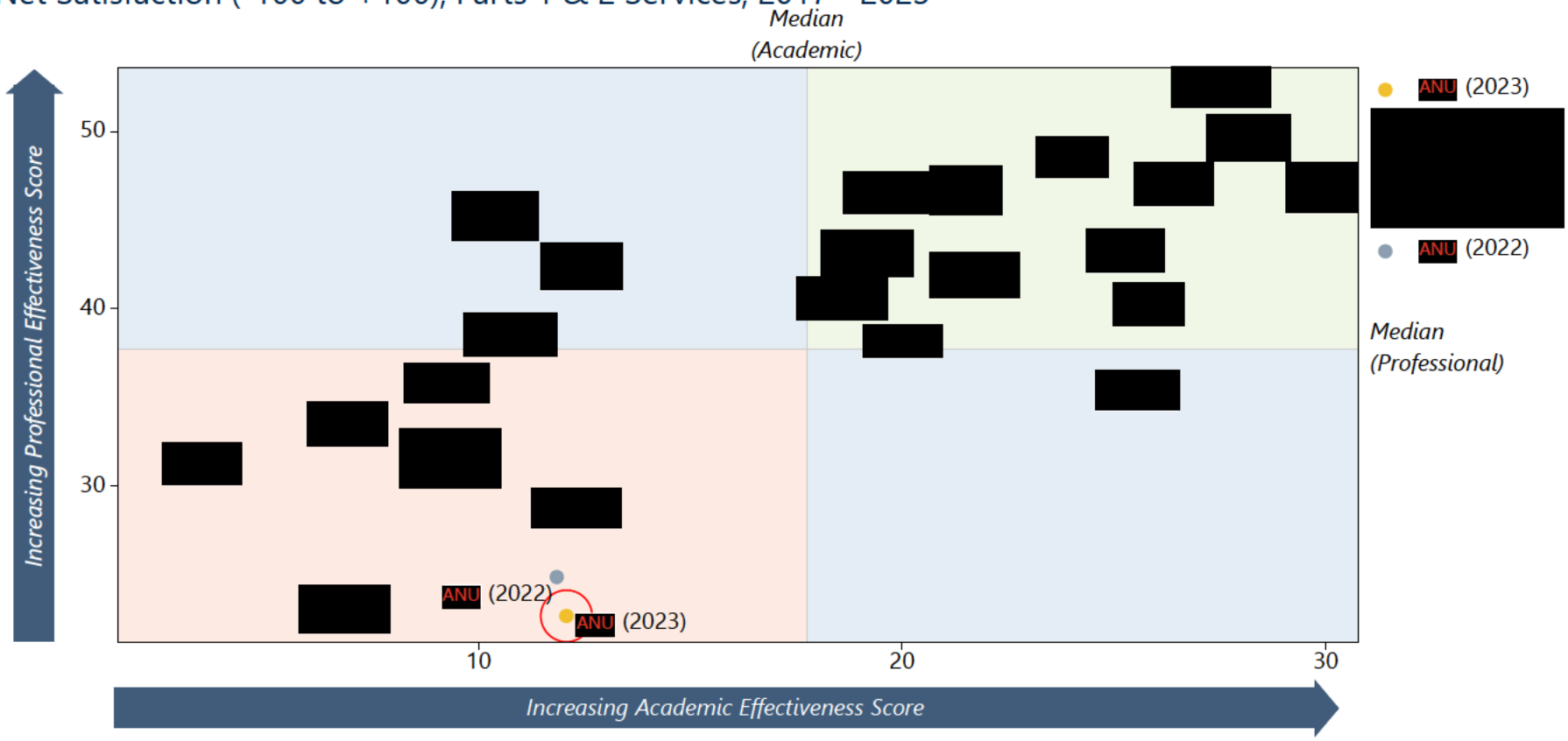


Source: UniForum Database July 2023; Cubane analysis

Both academic and professional staff cohorts at ANU continue to report effectiveness scores below the global median

OVERALL EFFECTIVENESS SCORE BY COHORT - PARTS 1 & 2 (ACADEMIC VS PROFESSIONAL STAFF)

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023



Source: UniForum Database July 2023; Cubane analysis

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All operations functions have increased in normalised cost, most materially for Governance and External Engagement

FUNCTION NORMALISED COST TRENDS

Normalised cost, robust reference model 3.1 (2015-2022)

● Lower Quartile ● Mid Quartile

Support Services	2022 ($M)	'21-'22 Chg.	2021 Norm	2022 Norm	LQ ANZ	[redacted]	Eff. Quart.*
Operations	**274.9**	**13%**	**96**	**120**	**94**		
1 Governance & Institutional Mgmt. (Ops)	58.0	16%	114	147	92		●
External Engagement	43.7	13%	126	158	92		●
Facilities Management (Ops)	31.6	15%	68	88	82		●
Student Support & Services	28.1	4%	108	119	95		●
General Administration	23.6	14%	72	91	86		●
Information Technology (Ops)	22.0	7%	107	126	94		●
Finance	21.5	11%	90	112	84		●
Human Resources	16.6	13%	109	138	89		●
Research Administration	16.2	36%	94	146	73		●
Library	7.5	9%	87	103	76		●
Teaching Administration	5.9	6%	110	123	93		●
Develop & Transform	**43.3**	**25%**	101	142	98		
Change & Program Management (D&T)	26.0	34%	130	193	105		
Information Technology (D&T)	15.6	15%	98	128	92		
Campus Transform. & Project Mgmt. (D&T)	1.7	4%	62	70	72		
Teaching Design, Development & Delivery	15.1	-5%	141	144	101		●
Research Facilities & Support	77.7	7%	175	221	88		●
Complementary Activities	4.4	2%	22	24	38		

Notes: * Service Effectiveness quartile is based on a sub-set of services within each function that are included in assessment, see appendix

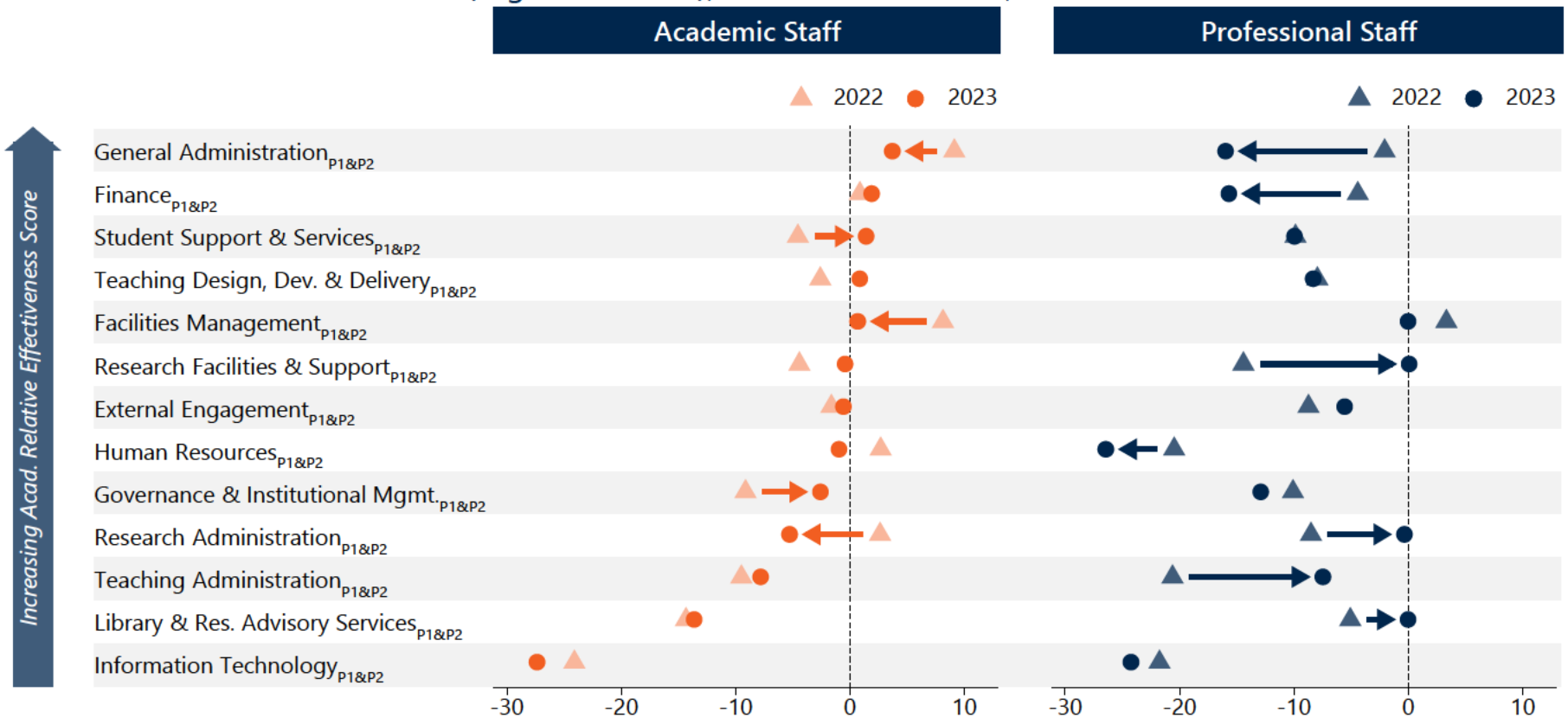
Source: UniForum Database July 2023; Cubane analysis

[redacted]

Professional staff reported significant changes in effectiveness ratings for General Admin., Finance, Research Facilities and Teaching Admin.

FUNCTIONAL RELATIVE EFFECTIVENESS SCORE BY COHORT - RESPONDENT GROUP

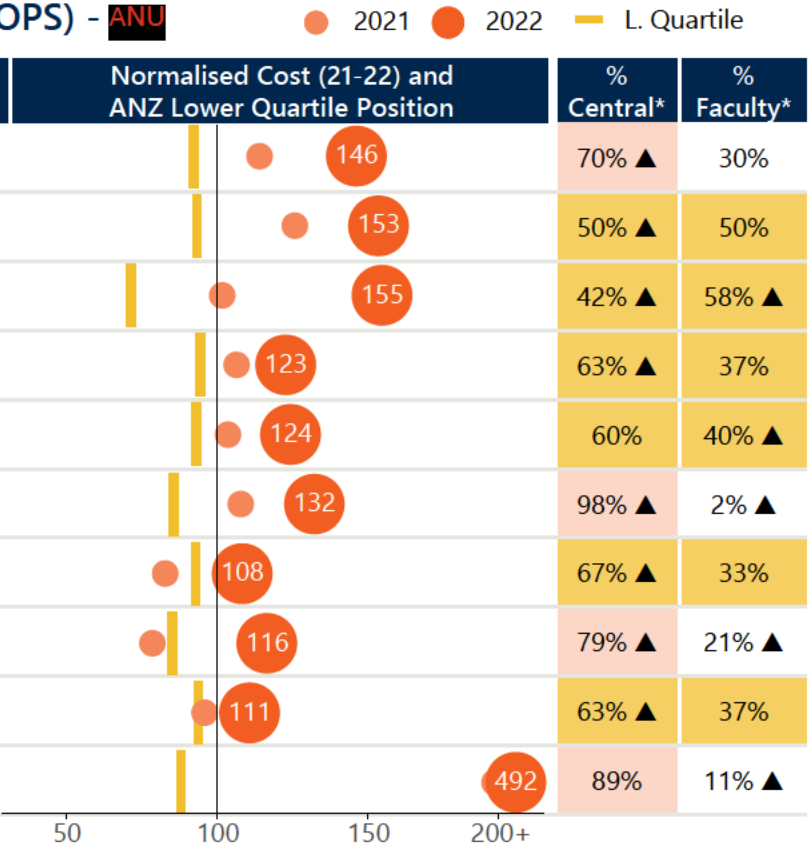
Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2022 - 2023



Source: UniForum Database July 2023; Cubane analysis

Non-transactional Governance shows the highest material gap to LQ with both External Engagement and Research Admin growing materially too

NON-TRANSACTIONAL NORM COST BY FUNCTION (OPS) - ANU



Function	Description	Cost ($M)	Gap to LQ ($M)	21-22 Chg (%)	Normalised Cost (21-22) and ANZ Lower Quartile Position	% Central*	% Faculty*
Gov. & Inst. Mgmt.	Planning & Policy, Risk Mgmt., Rpting., Comm., Com. Support	55.8	20.6	16%		70% ▲	30%
Ext. Engage.	Stud. Recruit., Mkting., Alumni, Partner., Cultural	35.7	14.0	11%		50% ▲	50%
Res. Admin.	Pre-Award, Ethics, Commercial, Compliance	12.5	6.7	33%		42% ▲	58% ▲
Stud. Support & Svcs.	Course Adv., Career Svcs, Counsel., Stud. Exp.	15.4	3.6	11%		63% ▲	37%
HR	Staff Advising, Training, IR Mgmt., Equality	7.3	1.8	7%		60%	40% ▲
Library	Research & Teaching Services	4.6	1.6	12%		98% ▲	2% ▲
Finance	Budgeting, Treasury, Strategic Procurement	10.2	1.5	18%		67% ▲	33%
Facil. Mgmt.	Portfolio Mgmt., Maint. Supervision	3.6	1.0	31%		79% ▲	21% ▲
Gen. Admin.	General Records Mgmt.	3.4	0.5	7%		63% ▲	37%
IT	Security Services	2.4	-	9%		89%	11% ▲

Notes: * Arrows denote a material wFTE growth of +/- 10% within the organisation category for a specific function

Source: UniForum Database July 2023; Cubane analysis

ANU invests ~$48M above the ANZ LQ with Governance and External Engagement making up most of the 'top 10 gaps'

TOP 10 NON-TRANSACTIONAL GAPS TO LOWER QUARTILE - ANU

Non-Transactional Hybrid

	Fn	Sub-function	Spend ($M)	21-22 Growth	Norm. Cost	Gap to the Lower Quartile ($M)	% Central*	% Faculty*
1	GO	010.10 Planning & Policy	20.3	13%	143	7.7	66% ▲	34%
	EE	070.30 Marketing	14.1	16%	179	7.1	47% ▲	53%
1	GO	010.20 Reporting & Communications	12.6	30%	233	6.7	77% ▲	23%
	EE	070.60 Stakeholder Engagement	10.1	16%	158	5.2	47% ▲	53%
1	GO	010.40 General Management	17.6	9%	118	4.8	58% ▲	42%
	HR	020.20 Employment Advisory & Recruiting Services	10.7	28%	164	4.8	48%	52% ▲
	EE	070.70 Alumni & Development	8.2	0%	209	4.7	61%	39%
1	GO	010.30 Compliance & Legal	7.6	25%	141	2.6	80% ▲	20% ▲
	SS	080.50 Student Support & Campus Life Services	10.9	14%	114	2.0	77% ▲	23% ▲
	IT	050.60 IT Infrastructure Other - S&M	2.4	9%	492	2.0	95% ▲	5%
		Non-Transactional & Hybrid Top 10 Total	**114.4**			**47.6**		

Notes: * Arrows denote a material wFTE growth of +/- 10% within the organisation category for a specific sub-function

Source: UniForum Database July 2023; Cubane analysis

Planning & Policy and Reporting & Comms have grown the most in 2022 and at a greater rate than the other Go8 members

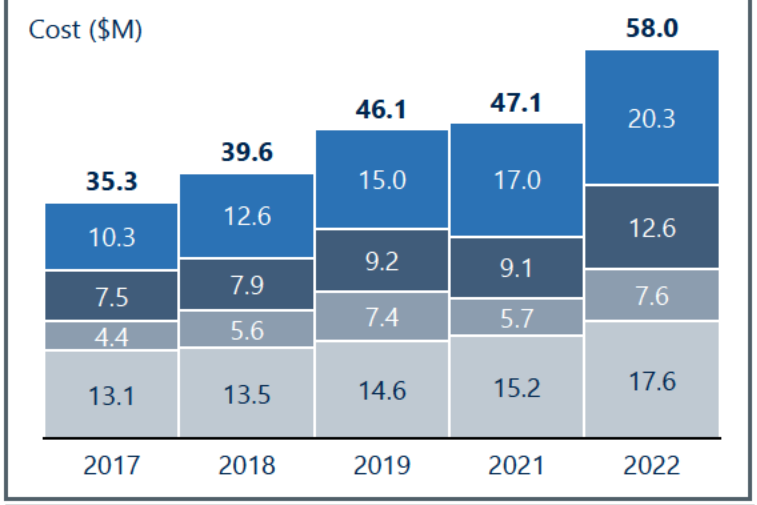
1 DEEP DIVE – GOVERNANCE AND INSTITUTIONAL MANAGEMENT (OPERATIONS) FUNCTION

$58M
Spend

Observations

- Cost growth has been consistent since 2017 with a significant $10.9M increase in 2022
- This growth in 2022 is unique to ANU, with other Go8 universities seeing small capacity growth
- 5 organisation units make up 50% of the cost growth for Governance at ANU

Capacity growth in Governance and Inst. Mgmt. (Ops)



[redacted]

Org Unit with largest growth (2021-22)

Organisation Unit	Growth ($M)
Division of Shared Serv.	1.6
Finance and Business Serv.	1.2
Information Tech. Service	1.1
Subtotal Central	**3.9**
ANU College of Science	0.8
College of Eng, Comp & Cyb.	0.7
Subtotal Colleges	**1.5**

Shared Services Division is new to 2022

- 010.10 Planning & Policy
- 010.20 Reporting & Communications
- 010.30 Compliance & Legal
- 010.40 General Management

[redacted]

Source: UniForum Database July 2023; Cubane analysis

For the transactional areas within each function, ANU is now spending more than the ANZ LQ in all areas except Library

TRANSACTIONAL NORM COST BY FUNCTION (OPS) - ANU



Function	Description	Cost ($M)	Gap to LQ ($M)	21-22 Chg (%)	Normalised Cost (21-22) and ANZ Lower Quartile Position	% Central*	% Faculty*
Ext. Engage.	Events Mgmt, Publications, Uni Press Mgmt.	8.0	4.2	24%	185	38% ▲	62%
HR	Payroll, Recruitment	9.3	4.0	18%	153	51%	49% ▲
Finance	AP/AR, Reporting & Accounting	11.3	3.8	6%	120	52% ▲	48% ▲
Stud. Support & Svcs.	Admis., Enrol., Credit Trans., Scholar., Assessments	12.7	3.8	-4%	121	36%	64%
IT	Client Scvs., Infrastructure & Apps Support	19.5	3.8	7%	115	86%	14%
Res. Admin.	Post-Award	3.8	1.4	44%	122	13% ▲	87% ▲
Teach. Admin.	Timetabling, Academic Program Mgmt.	5.9	1.4	6%	123	18%	82%
Gov. & Inst. Mgmt.	Corporate Reporting	2.3	1.0	25%	153	83% ▲	17% ▲
Gen. Admin.	Purchasing, Travel, Credit Cards, PA/EA	20.3	1.0	15%	87	40% ▲	60% ▲
Facil. Mgmt.	Clean., Maint., Access, Mgmt, Fleet & Print.	28.0	1.0	14%	86	83% ▲	17%
Library	Front-line Support, Collections, Access & Coll. Maint.	2.9	-0.5	5%	56	100%	0% ▲

Notes: * Arrows denote a material wFTE growth of +/- 10% within the organisation category for a specific function

Source: UniForum Database July 2023; Cubane analysis

The 'top 10 gaps' for transactional services total ~$21M at ANU; material growth was recorded in Property Services

TOP 10 TRANSACTIONAL GAPS TO LOWER QUARTILE - ANU

Fn	Sub-function	Spend ($M)	21-22 Growth	Norm. Cost	Gap to the Lower Quartile ($M)	% Central*	% Faculty*
FM	060.10 Property Services	13.2	33%	112	3.2	99% ▲	1%
FI	030.20 Financial Accounting & Reporting	7.0	5%	141	3.0	39% ▲	61%
SS	080.10 Student Admissions & Enrolment	7.3	-6%	151	2.9	36% ▼	64%
FM	060.30 FM Maintenance and Local Requirements Management	16.8	7%	91	1.9	74%	26% ▲
FI	030.40 Accounts Payable/Receivable	4.3	7%	103	1.8	69%	31% ▲
IT	050.80 IT Client Services - S&M	10.3	13%	107	1.8	85%	15%
LI	090.30 Library Collection Development & Digital Services Management	3.8	13%	135	1.8	98% ▲	2% ▲
EE	070.50 Events Management	4.2	34%	147	1.7	32% ▲	68% ▲
IT	050.50 IT Infrastructure & Platforms - S&M	4.8	9%	114	1.6	82%	18%
RA	120.20 Research Admin (Post-award)	3.8	44%	122	1.4	13% ▲	87% ▲
	Transactional Top 10 Total	**75.5**			**21.1**		

2

Notes: * Arrows denote a material wFTE growth of +/- 10% within the organisation category for a specific sub-function

Source: UniForum Database July 2023; Cubane analysis

AP/AR at ANU is significantly more devolved for a transactional service than their Go8 peers, with 69% of staff sitting outside of the centre

2 TRANSACTIONAL OPPORTUNITIES – 030.40 ACCOUNTS PAYABLE/RECEIVABLE

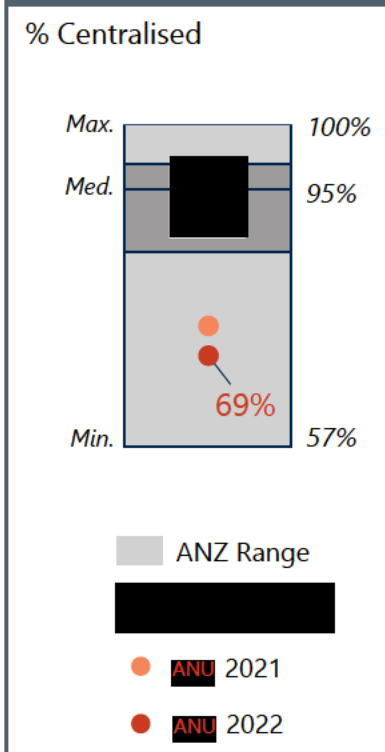
$1.8M

Saving Opportunity

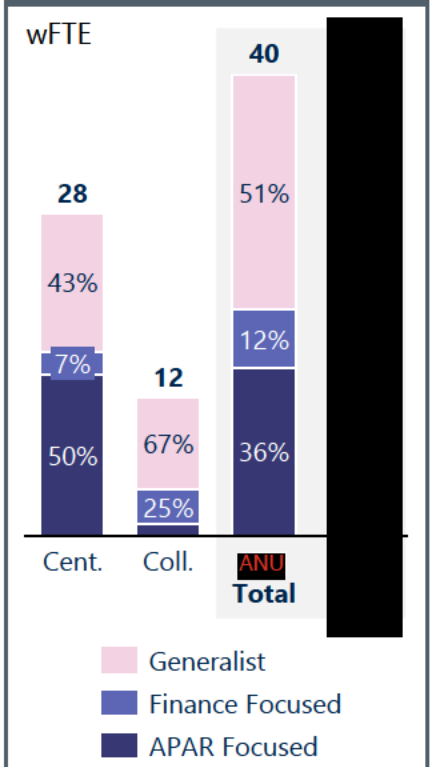
Observations

- ANU is one of the most devolved universities in the ANZ region for Accounts Payable / Receivable activities
- Staff that sit in colleges and school areas tend to spend 80% or more of their time on a range of activities, whilst the Central teams have more AP/AR focused staff
- There's a large portion of staff working on AP/AR outside of the Central Function area

Centralisation



Resource Focus



Organisation Resourcing

wFTE	
Central Finance (Div. Shared Serv.)	17.7
Other Central Divisions	9.8
Colleges:	12.3
ANU College of Science	3.5
College of Asia & the Pacific	3.0
College of Health & Medicine	2.1
College of Eng, Comp & Cyber.	1.7
College of Bus. & Economics	1.1
College of Law	0.5
College of Arts & Social Sci.	0.3

[redacted]

Source: UniForum Database July 2023; Cubane analysis

Largest area of opportunity for consolidation and savings. 22.1 wFTE in Other Central and Colleges equivalent to $2.43M

Agenda

Introduction, Definitions and Glossary

Overall Support Services

Function and Sub-function review

Trends and sustainability

2022 PiT resourcing trends suggest the growth in FT/PT staff is now 15% above pre-pandemic resourcing and growing faster than the Go8 Median

OPERATIONS WFTE – REFILLING POST-PANDEMIC ROLES

Indexed median growth of End-of-Month, PiT wFTE (Professional FT/PT only) relative to Jan 2022 (100)



PiT FTE Growth from Jan 2022 – Nov 2022	
Ext. Engagement	41.7
General Admin.	35.2
Gov. & Inst. Mgmt.	33.8
Information Tech.	16.7
Finance	15.0
Student Sup. & Serv.	15.0
Research Admin.	14.0
Human Resources	8.2
Facilities Mgmt.	4.5
Library & Rsch. Advis.	3.6
Teaching Admin.	0.7

Refilling Post-Pandemic Roles

- Point in Time results show a sustained FT/PT staffing growth through 2022
- As campuses return to pre-pandemic levels, backfilling of vacant roles has been growing across universities following from large cost reductions in 2020/2021
- PiT increases have been particularly high in External Engagement, Governance & General Admin

Notes: * December Point in Time data has been omitted due to coding discrepancies with staff end dates

Source: UniForum Database July 2023; Cubane analysis

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Australian National University

August 2023

Service Effectiveness Results Briefing

Parts 1 & 2 Services

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Australian National University

Agenda

Executive Summary

Introduction and Methodology

Overview of Service Effectiveness Results

Results by Function

Results by Service

Results by Cohort

Priorities and Opportunities

ANU recorded some improvement in effectiveness from 2022-23 but remains well below the global median

EXECUTIVE SUMMARY

Overview of Service Effectiveness Results

- Results collected in May 2023 show an improvement in effectiveness scores with the services covered in the Part 2 Assessment; however, the overall satisfaction position for ANU remains well below the global median
- Declines in effectiveness were recorded in the corporate support & institutional advancement services, in particular IT, Finance and HR
- Improved effectiveness was recorded across several services supporting teaching, research and students
- Academic and professional staff both reported below median effectiveness; however, senior (Level E) academics reported a notable improvement in service effectiveness from 2022-23

Priorities & Opportunities

- Priority services for review have been selected because they have high importance ratings and a material proportion of staff reporting that they are dissatisfied with the service
- Case studies have been included for HR06 Staff Recruitment and IT17 IT Helpdesk
- Focusing on key drivers of satisfaction will help prioritise service improvement effort

Source: Cubane Consulting

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Priorities and Opportunities

The following measures are used throughout the report

HOW TO INTERPRET THE SURVEY RESULTS

Measure	Meaning of the measure
Service Effectiveness	Technical Term: Net Satisfaction • Identifies the level of satisfaction with each service that service users report • Ranges from 100 to -100; calculated as proportion of respondents very satisfied or satisfied less proportion dissatisfied or very dissatisfied
Median	• Median university for the overall latest university result for the metric under consideration*
Relative Service Effectiveness	Technical Term: Relative Net Satisfaction • Difference between the university's net satisfaction and the median net satisfaction
Importance	• Identifies reach of importance of services across the university • Ranges from 0 to 100: calculated as proportion of respondents who have rated service as 'very important' or 'critical'
Service Level Awareness	• Identifies the percentage of respondents that reply that the service standards for the service they are responding to are clear
Service Attribute Frequency Score	• Identifies service users' reported experience with service specific attributes (grouped into 3 classes: People, Processes and Systems) • Calculated as the proportion of respondents who experience the attribute 'Often' and 'Always' less those who responded 'Never' and 'Rarely'
Effectiveness Impact Probability	• The Effectiveness Impact Probability of a particular service is represented as a multiple, e.g., 4.0x or 2.9x. Attributes with higher multiples have higher impact on satisfaction, i.e., matter more to service users • For example, in the case where the Effectiveness Impact Probability is 2.0x, improving a respondent's experience on that attribute by 1 likert scale point (e.g., from Never to Rarely) would double the odds of that respondent being satisfied with the service

*Note: * In cases where there are an even number of universities, the median becomes the midpoint between the two middle universities*

Source: Cubane Consulting

There are two parts to the Service Effectiveness Assessment, Parts 1 and 2; ANU participated in Part 1 in Nov 2022 and Part 2 in May 2023

INTRODUCTION TO PART 1 AND 2 SE RESULTS PRESENTATION

- ANU completed Part 1 of the SE Assessment in the Nov period of 2022 and Part 2 in the May period of 2023

Summary of Responses:

	# Academic Staff Invited	Academic Staff Response Rate	# Professional Staff Invited	Professional Staff Response Rate
Part 1	939	20%	1425	41%
Part 2	992	20%	1511	38%

- In slides with blended views, the results from Part 1 & 2 are combined through weighted averages of responses to give measures of satisfaction at the overall university level as well as by function and org units
- In views showing Overall or Function results, the 35 Part 1 services and 30 of the 35 Part 2 services that have been in the assessment since 2017 are used for consistent comparisons

Source: Cubane Consulting

In this report, medians and ranges of results exclude assessments performed during the COVID-19 pandemic

REFERENCE MEDIANS TO EXCLUDE COVID-IMPACTED SURVEYS

- Across assessments conducted between Apr/May 2020 and Oct/Nov 2021, we observed a material increase in service satisfaction across multiple services & functions
- The material changes in service satisfaction were observed during a period in which COVID required universities to operate very differently e.g., delivering remote learning and hybrid work
- The satisfaction change was observed in both services that were used less widely during COVID (e.g. *FM01 Cleaning*) and services that were used more widely during COVID (e.g. *TD09 Learning Design & Development*)

Source: Cubane Consulting

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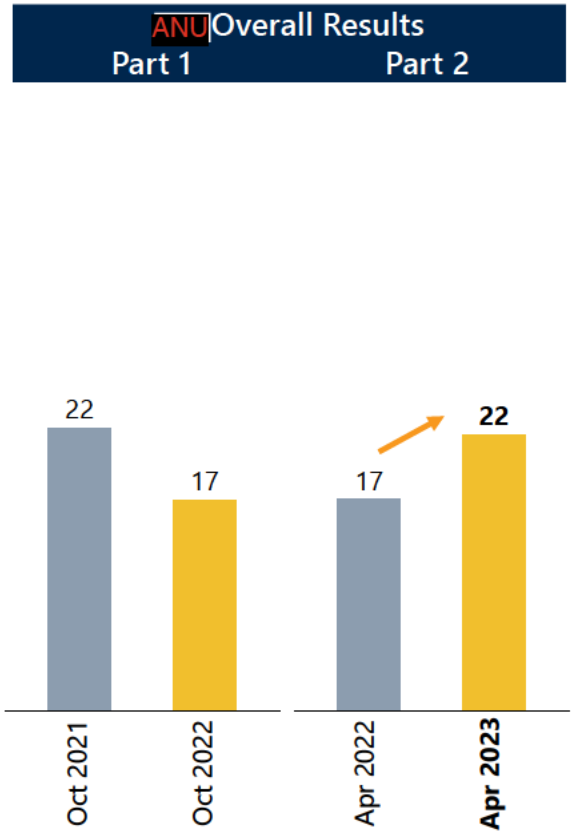
Results by Cohort

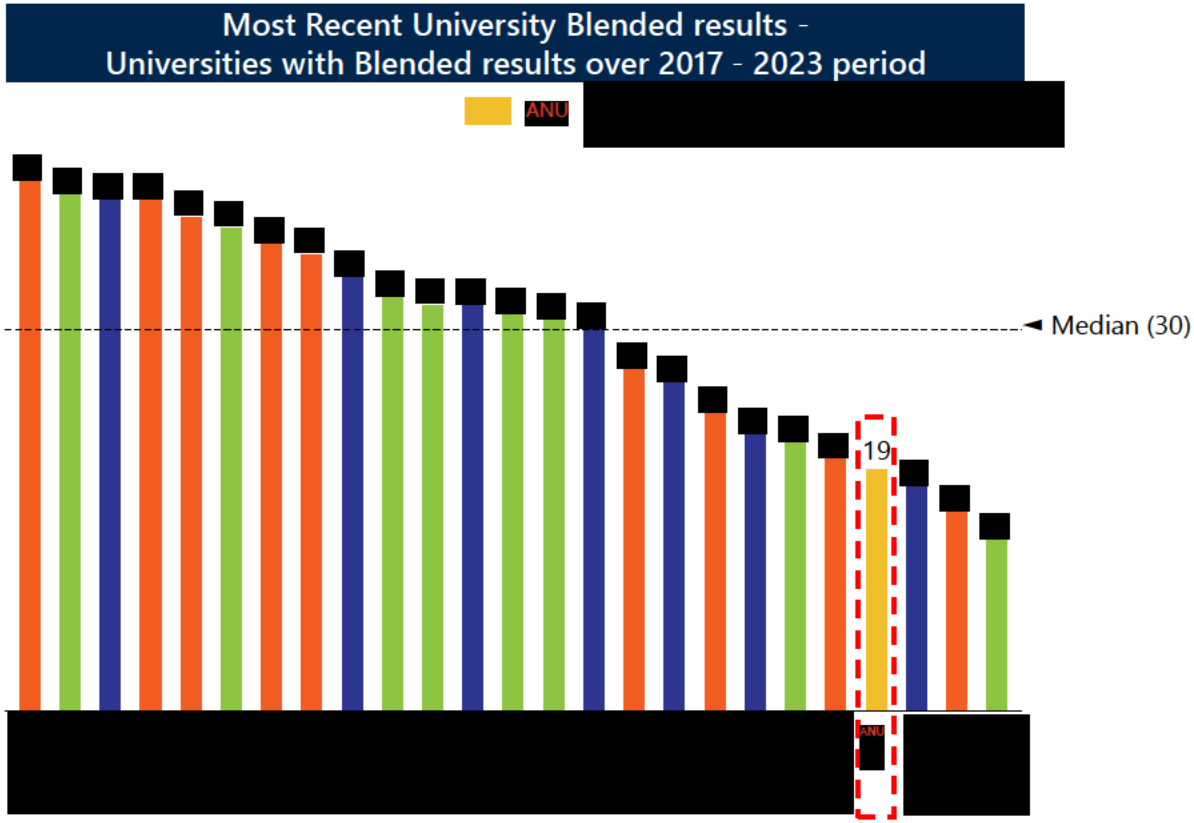
Priorities and Opportunities

Overall service effectiveness at ANU increased from 2022-23 for Part 2 results but remains well below the global median

OVERALL EFFECTIVENESS SCORE COMPARISON - PARTS 1 & 2

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, Most Recent Results, 2017 - 2023



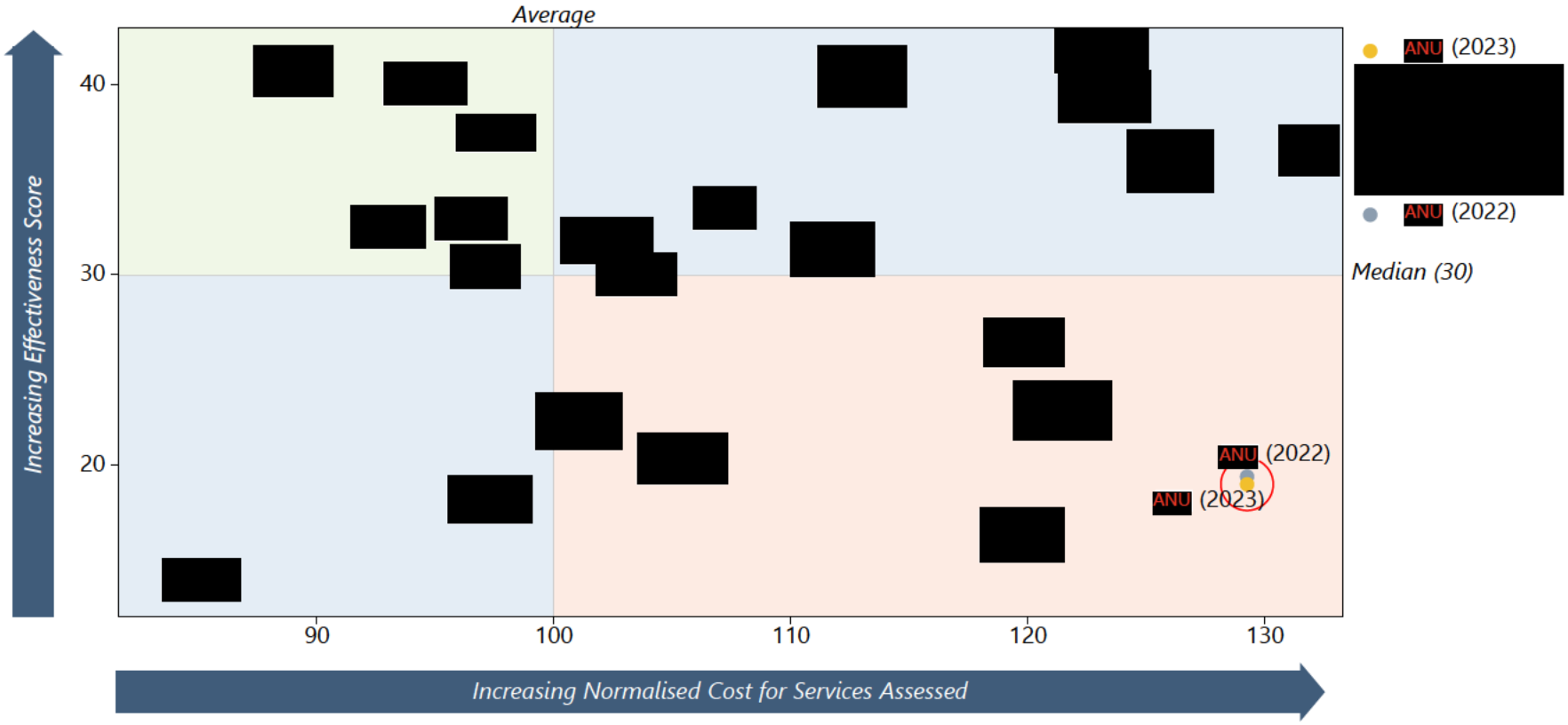


Source: UniForum Database August 2023; Cubane analysis

ANU effectiveness scores are below the median and cost is above average for the 70 services included in the Service Effectiveness Assessment

OVERALL EFFECTIVENESS SCORE VS. NORMALISED COST - PARTS 1 & 2 SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023



Source: UniForum Database August 2023; Cubane analysis

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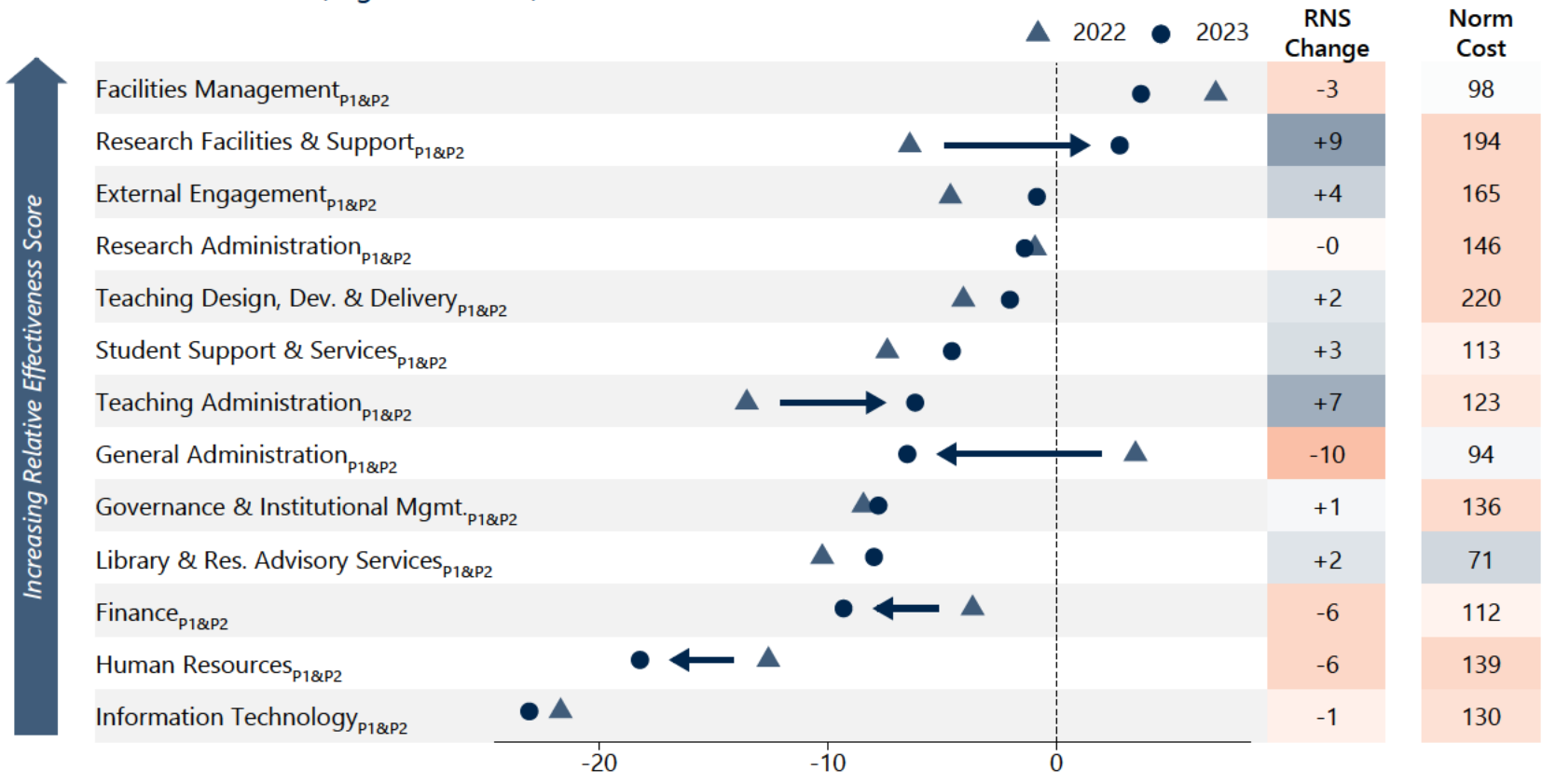
Results by Cohort

Priorities and Opportunities

Notable improvements in effectiveness were recorded in Research Facilities and Teaching Admin; General Admin, Finance and HR recorded declines

FUNCTIONAL RELATIVE EFFECTIVENESS SCORE

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2022 - 2023

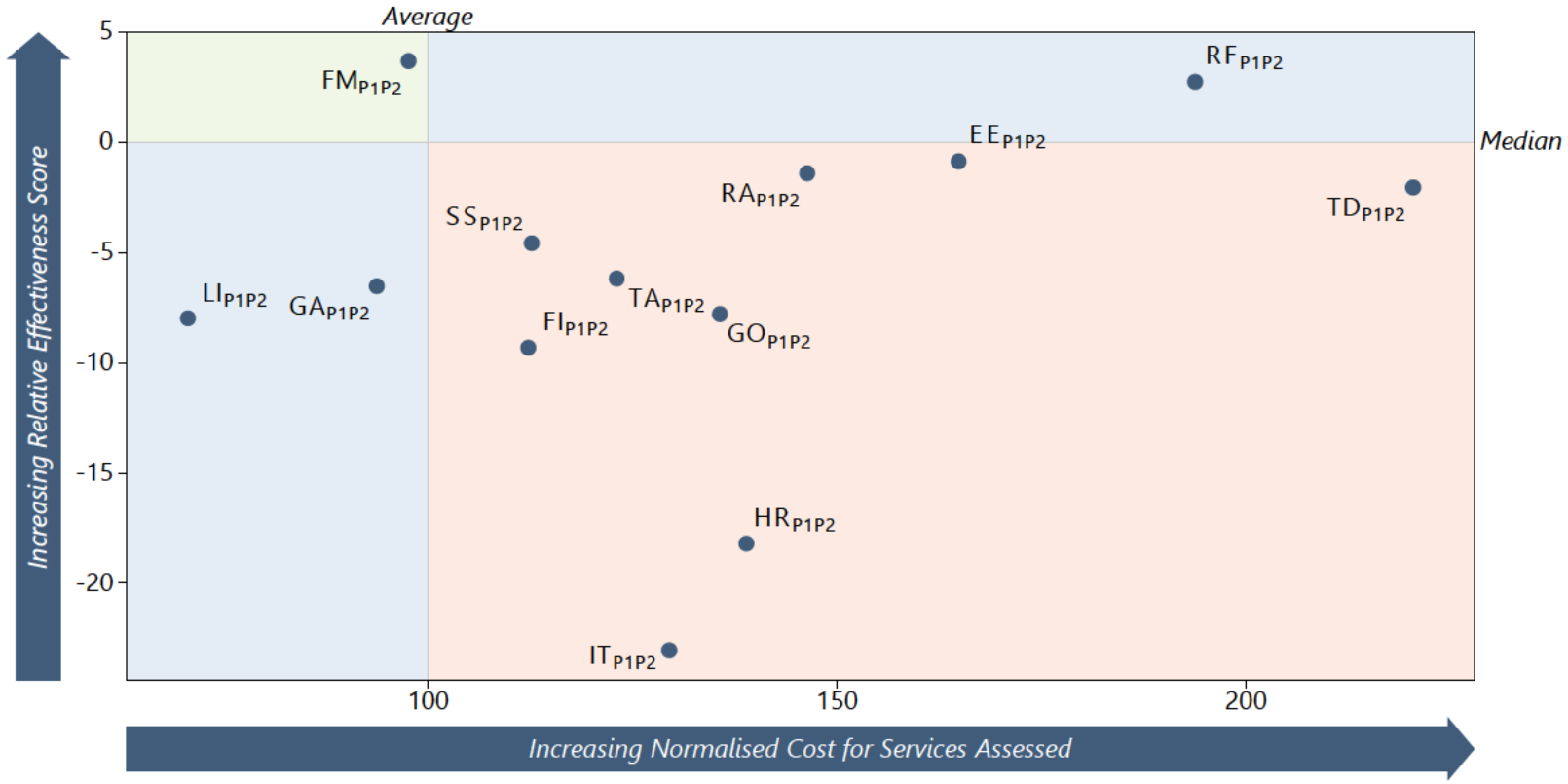


Source: UniForum Database August 2023; Cubane analysis

Most functions at ANU recorded below median effectiveness scores and are delivered at above average cost; Facilities Mgmt. is a key exception

FUNCTIONAL RELATIVE EFFECTIVENESS SCORE VS. NORMALISED COST - PARTS 1 & 2 SERVICES

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2022 - 2023



Source: UniForum Database August 2023; Cubane analysis

Organisational analysis reveals widespread dissatisfaction across central units, particularly with HR and IT services

RELATIVE EFFECTIVENESS SCORE BY FUNCTION AND CENTRAL ORGANISATION UNIT

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2023

	FM	RF	EE	RA	TD	SS	TA	GA	GO	LI	FI	HR	IT	Total RNS	Total Respondents
Central Units															
Information Technology Service	6	-11	-20	-21	1	-12	-3	-2	-17	-4	-5	-25	-4	-9	111
Facilities & Services	14	5	3	-15	-1	1	0	-23	6	-12	-50	-29	-25	-17	109
Scholarly Information Services	-14	-2	1	5	-6	-15	-19	14	-18	23	20	-46	-43	-21	108
Student Admin and Acad Service	-3	8	-7	-9	3	-7	15	-15	-31	-6	-34	-68	-22	-22	93
Division of Shared Services	-1		3		-17	0		26	13		-19	-8	3	1	88
Other	16		8	-21	-20	-3	-14	16	-6	3	23	-38	-13	-8	61
Planning & Service Performance	35		7	1	19	11	23	-35	-1		-5	-27	-19	-4	61
ANU Advancement	-2		-7	24	-5	-20		-42	-40		-17	-44	-19	-19	53
Student and University Experience	-4		-37	-26	-17	2	-32	-12	-41	-7	-42	-68	-47	-34	51
Finance and Business Services	1		8	-2	-10	-18		-23	4		-6	-33	-8	-8	49
International Strategy Future Students Division	-2		20	-7	-17	-13	-19	-39	3		-22	-45	3	-11	44
Research Services Division	-49		-23	21	-10	-15		-1	2	10	-20	-30	-32	-19	42
People & Culture	-29		-26	-16	-10	-11		-29	-14		-24	-10	-15	-17	36
Nat'l Computational Infrastr	-4		9	1	19	36		-46	-2		-28	-62	-40	-20	28
International Strategy	-5		5		29	-2		-34	-46		-32	-83	-46	-28	27
Centre for Learning & Teaching	8		-34		33	9			-4			-34	-5	-7	22
Research & Innovation Portfolio	4		-11	-17	19	-17		15	-18		-18	-45	-22	-17	22
Graduate Research Office	-60		-39			-3		-15	-37		-79	-48	-26	-33	19
Residential Services	-35		-15		-30	-13		-35	-33		-30	-51	-37	-32	19
ANU Legal Office	23					-14		-9	2			8	9	9	18
Chief Information Security	24		-2		-24	-6		13	4		-31	-36	-46	-18	18
Comm & Engagement	-68		-15			-24		-42			-62	-74	-66	-48	11
Office of the Vice-Chancellor	-29		-3	33				-42			-14	-93	-52	-31	11
Total*	4	3	-1	-1	-2	-5	-6	-7	-8	-8	-9	-18	-23	-11	

*Notes: * Total RNS across both Central and Colleges*

Organisational analysis reveals pockets of dissatisfaction within the Colleges, most notably the College of Eng., Comp. & Cybernetics

RELATIVE EFFECTIVENESS SCORE BY FUNCTION AND COLLEGE

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2023

	FM	RF	EE	RA	TD	SS	TA	GA	GO	LI	FI	HR	IT	Total RNS	Total Respondents
Colleges															
ANU College of Science	10	14	3	15	-2	-7	-7	1	-9	-14	-9	2	-20	-3	407
College of Arts & Social Sciences	9	-9	-4	-19	0	-5	-8	3	-8	-22	9	8	-27	-6	243
ANU College of Health & Medicine	-6	6	6	6	1	2	-7	12	-11	-18	6	-9	-12	-1	234
College of Asia & the Pacific	12	-9	-14	-13	3	10	-9	1	-11	2	6	-3	-34	-6	211
College of Engineering, Computing & Cybernetics	-4	5	-15	-27	-18	-18	-8	-22	8	-19	-34	-29	-38	-21	151
College of Business & Economics	20	12	18	11	-13	-5	-6	-16	2	6	6	27	-32	-1	107
ANU College of Law	35	-9	17	-33	22	13	18	21	2	18	38	13	-30	7	64
Total*	4	3	-1	-1	-2	-5	-6	-7	-8	-8	-9	-18	-23	-11	

*Notes: * Total RNS across both Central and Colleges*

Source: UniForum Database August 2023; Cubane analysis

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Results by Function

Results by Service

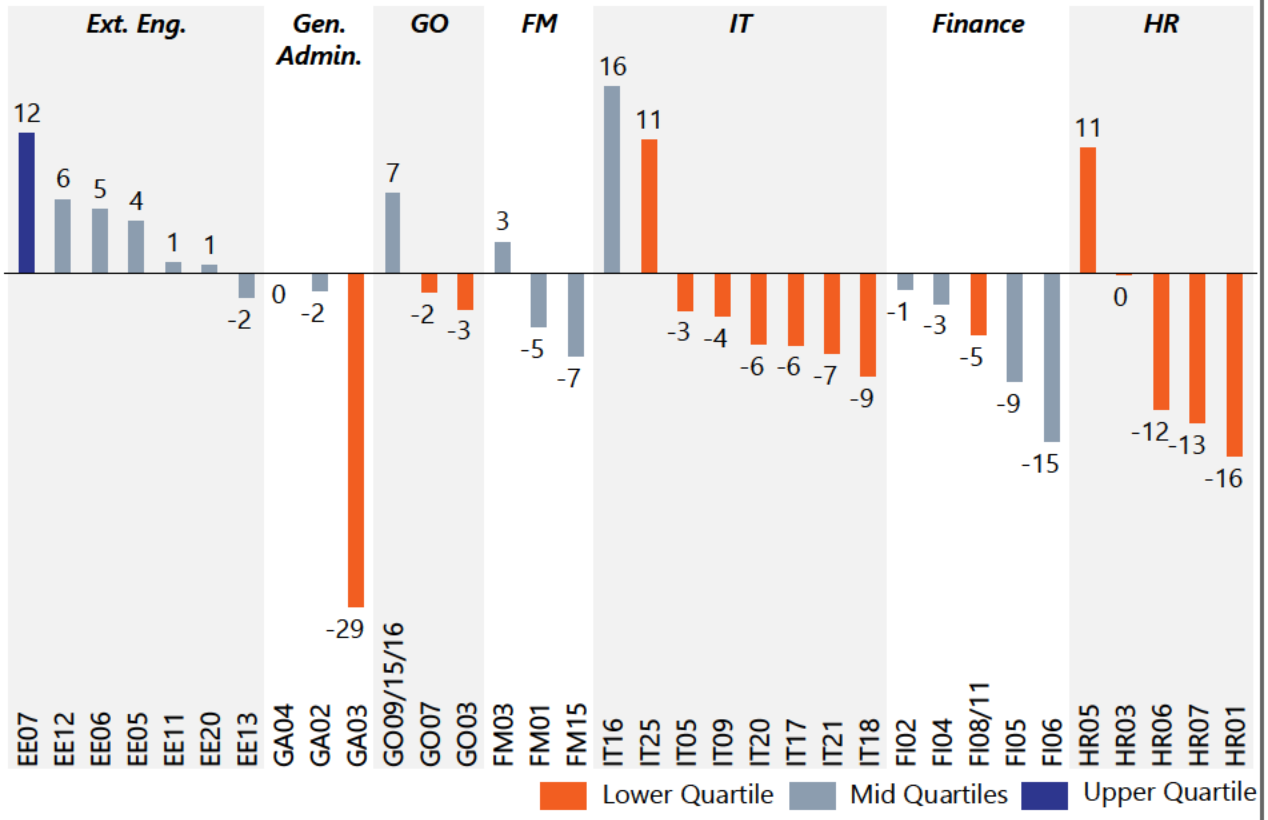
Results by Cohort

Priorities and Opportunities

Most corporate support & inst. adv. services at ANU recorded declines in effectiveness; External Engagement is an exception with improvements

CHANGES IN EFFECTIVENESS SCORE BY SERVICE - CORPORATE SUPPORT & INST. ADV.

Change in Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2022 - 2023



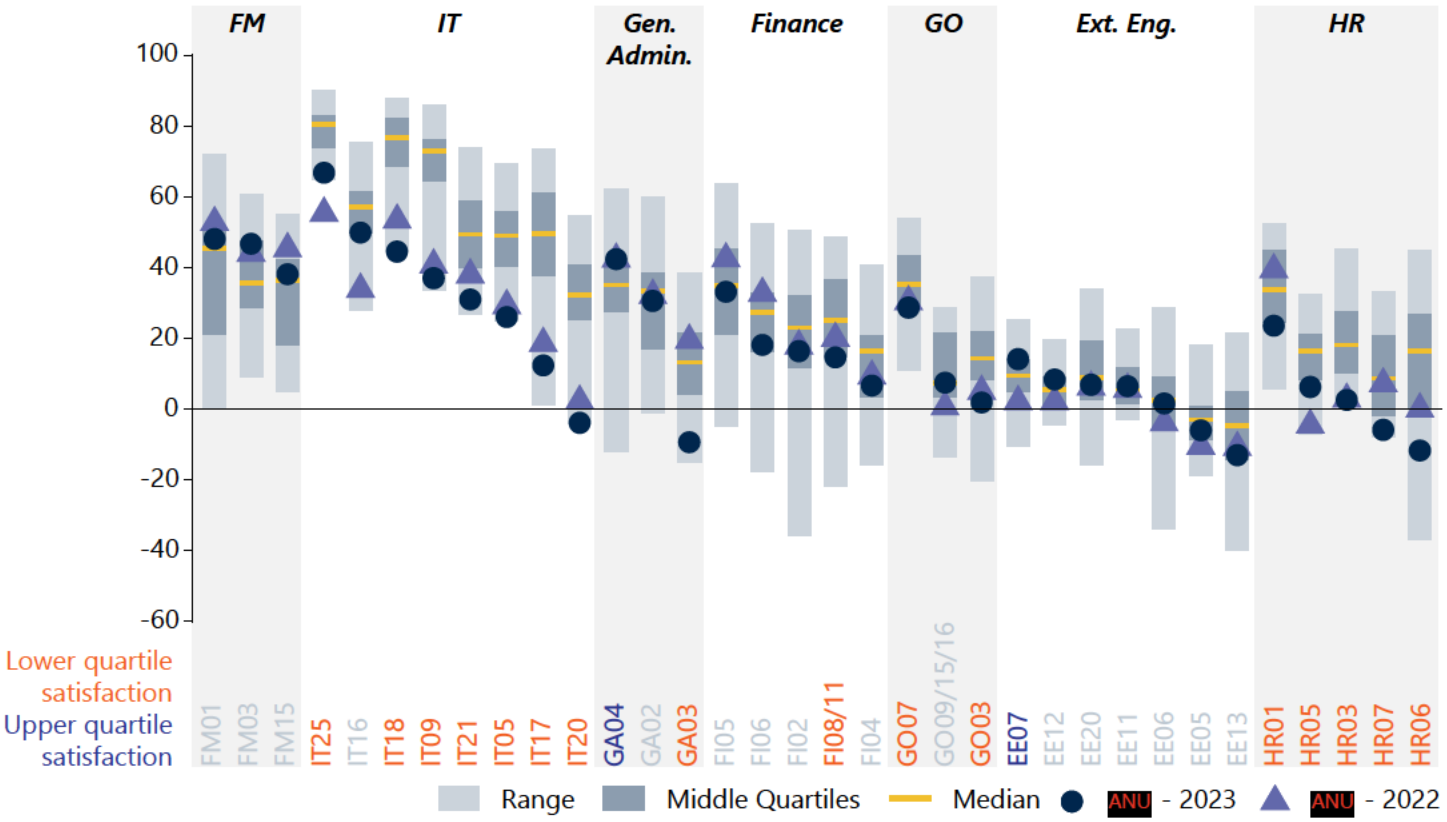
Service Code	Service Name
EE05	Conducting Mkt Research
EE06	Mkting material & media access
EE07	Content & copy for publications
EE11	Alumni relationship mgmt
EE12	Sponsor & donor relationship mgmnt
EE13	Public-facing websites
EE20	Dom Stu Mkting
FI02	Financial accounts
FI04	Preferred supplier access
FI05	Payments to suppliers
FI06	Billing
FI08/FI11	Budgeting
FM01	Cleaning
FM03	Facilities mgmt
FM15	Fully functional building spaces
GA02	The means to buy
GA03	Travel Administration
GA04	Credit card & expenses
GO03	Staff performance mgmt
GO07	Workplace health & safety
GO09/15/16	Management Reporting
HR01	Payroll and Benefits
HR03	Staff Professional Development
HR05	IR Management
HR06	Staff recruiting
HR07	Staff advice
IT05	Network services
IT09	Wifi & Internet
IT16	Workspace Computing
IT17	IT help desk
IT18	Authentication Services
IT20	AV & multi media
IT21	Self-serve print & copy
IT25	Email, Calendar and Staff Contacts

Source: UniForum Database August 2023; Cubane analysis

Approximately half of corporate support & inst. adv. services are in the lower quartile for effectiveness, in particular within IT and HR

EFFECTIVENESS SCORE BY SERVICE - CORPORATE SUPPORT & INST. ADV. SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023



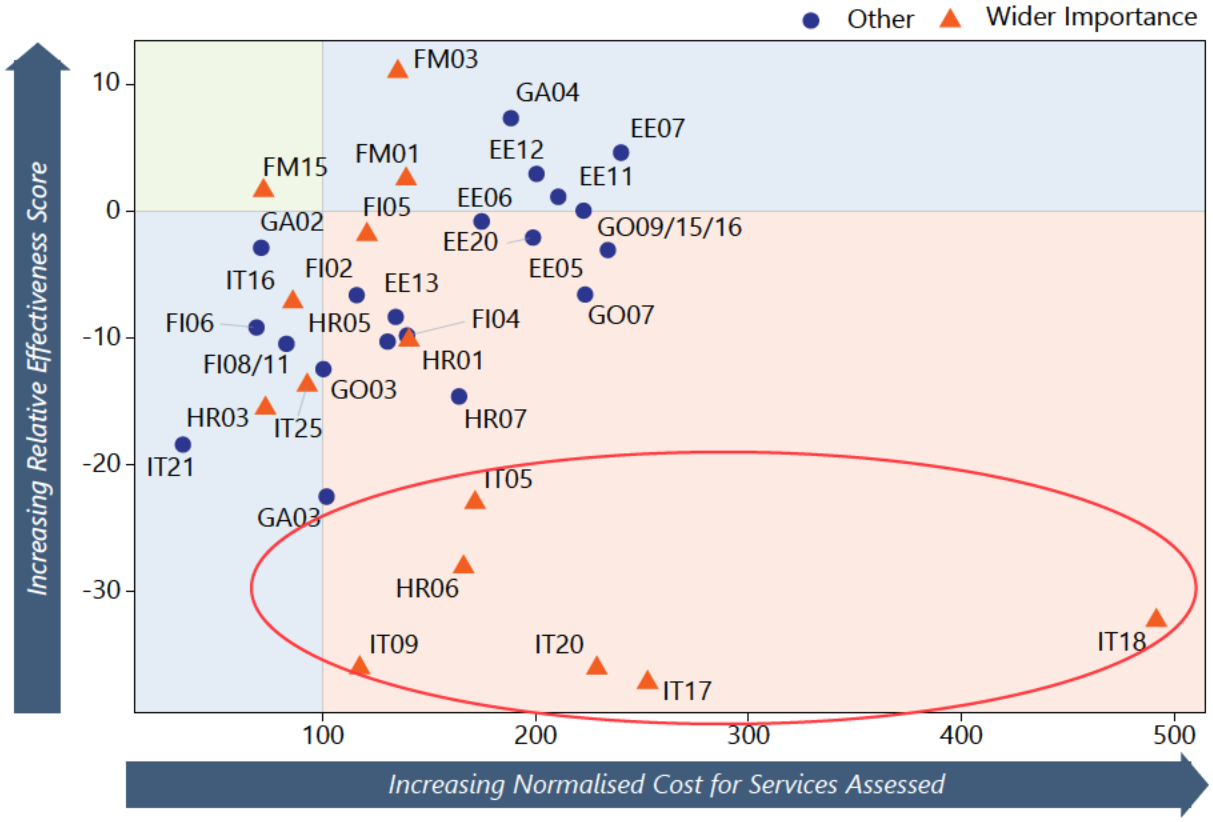
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IT17	IT help desk
IT18	Authentication Services
IT20	AV & multi media
IT21	Self-serve print & copy
IT25	Email, Calendar and Staff Contacts

Source: UniForum Database August 2023; Cubane analysis

Several HR and IT activities that are widely important are delivered at high cost and record low effectiveness scores

RELATIVE EFFECTIVENESS SCORE VS. NORMALISED COST BY SERVICE - CORPORATE SUPPORT & INST. ADV.

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Corporate & Institutional Advancement Services, 2023



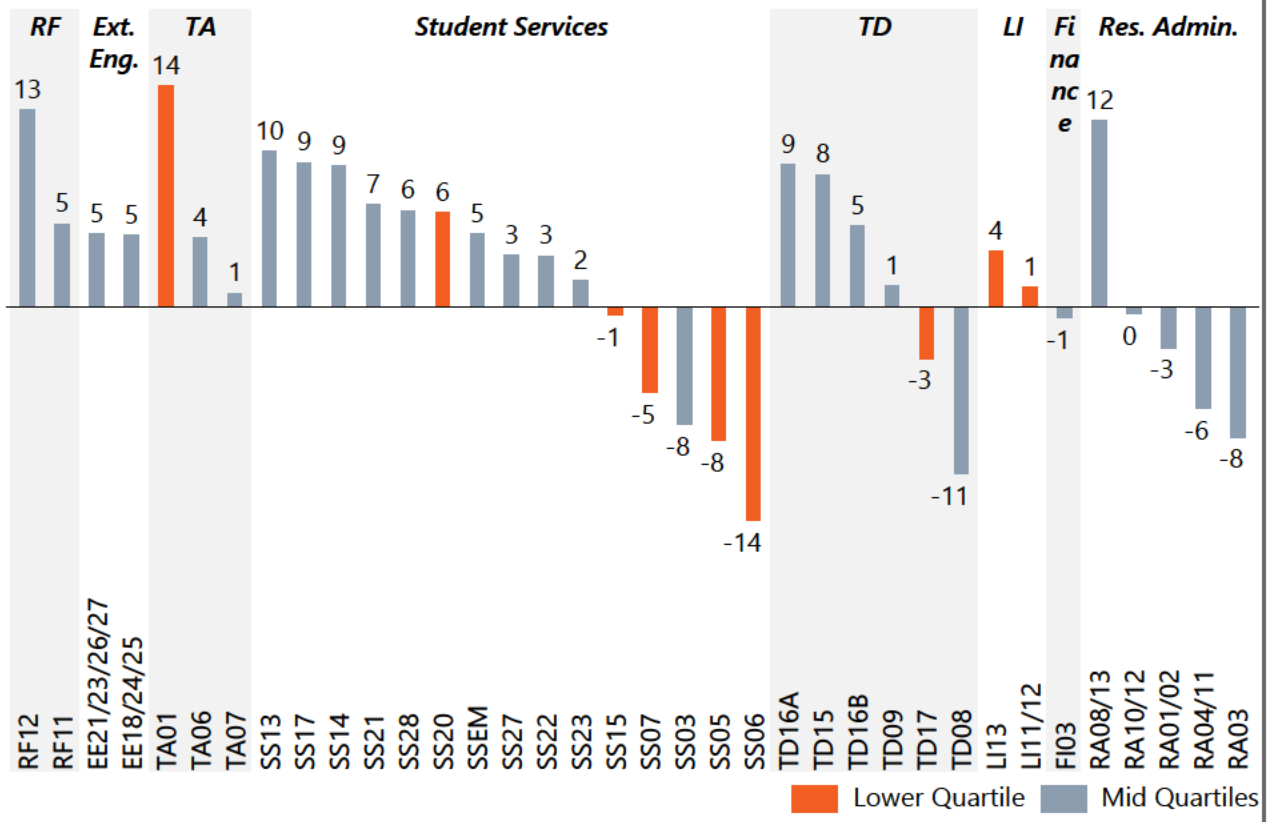
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Source: UniForum Database August 2023; Cubane analysis

Most teaching, research and student support services at ANU recorded improvements in effectiveness ratings

CHANGES IN EFFECTIVENESS SCORE BY SERVICE - SUPPORT FOR TEACHING, RESEARCH & STUDENTS

Change in Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2022 - 2023



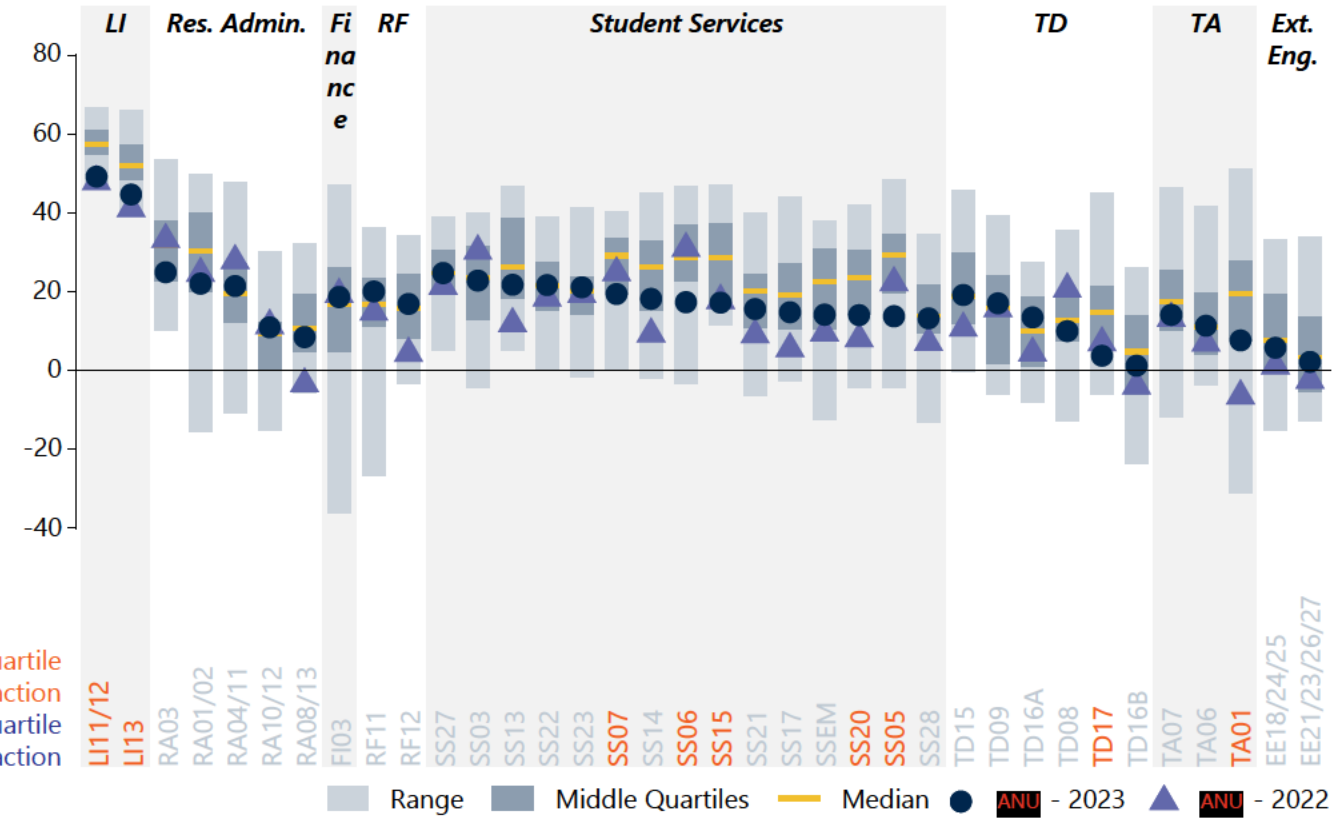
Source: UniForum Database August 2023; Cubane analysis

Service Code	Service Name
EE18/24/25	Dom Stu Recruiting
EE21/23/26/27	International Stu Mkting & Recruiting
FI03	Research accounts
LI11/12	Library frontline & L&T serv
LI13	Library research serv
RA01/02	Pre-award Res. grant support
RA03	Research integrity & ethics
RA04/RA11	Post-awd res. grant reporting & compliance
RA08/13	Research portfolio information
RA10/12	Research Commercial.
RF11	Shared Res. tech facil
RF12	Research workshop facilities
SS03	PGR/GRP admissions & enrolments
SS05	Assessments & exams
SS06	PGR/GRP Stu progress
SS07	Stu Discipline
SS13	Student Counselling
SS14	Student Career support
SS15	Student equality & disability serv
SS17	Student Experience Programs
SS20	UG Admissions
SS21	PGT/GCP Admissions
SS22	UG Enrolment & Credit Transfers
SS23	PGT/GCP Enrolment & Credit Transfers
SS27	Student acad. skills programs
SS28	International Stu. & Exchange Programs
SSEM	Student Enquiry mgmt
TA01	Timetabling
TA06	Internships, Plcemnts & Field trips
TA07	Acad. Programs
TD08	Course Development
TD09	Learning Design & Development
TD15	Learning environments
TD16A	Course Evaluation
TD16B	Learning analytics
TD17	Teach. Capability Enhance.

Library and some student and teaching support services are in the lower quartile of the global group for effectiveness

EFFECTIVENESS SCORE BY SERVICE - SUPPORT FOR TEACHING, RESEARCH & STUDENTS

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023



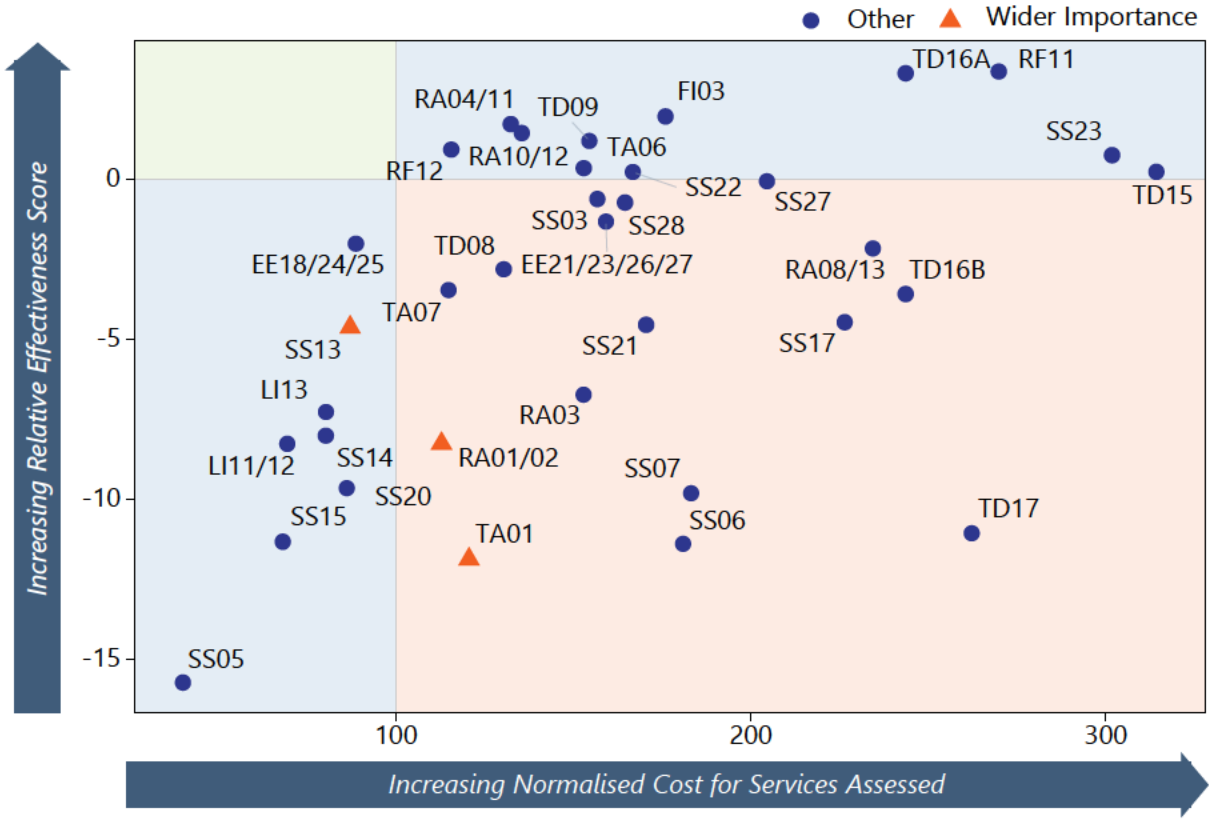
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TD15	Learning environments
TD16A	Course Evaluation
TD16B	Learning analytics
TD17	Teach. Capability Enhance.

Almost half of teaching, research and student support services are delivered at high cost and record low effectiveness scores

RELATIVE EFFECTIVENESS SCORE VS. NORMALISED COST BY SERVICE - TEACHING & RESEARCH SUPPORT

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Support for Teaching, Students & Research Services, 2023



Service Code	Service Name
EE18/24/25	Dom Stu Recruiting
EE21/23/26/27	International Stu Mkting & Recruiting
FI03	Research accounts
LI11/12	Library frontline & L&T serv
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Source: UniForum Database August 2023; Cubane analysis

Agenda

Executive Summary

Introduction and Methodology

Overview of Service Effectiveness Results

Results by Function

Results by Service

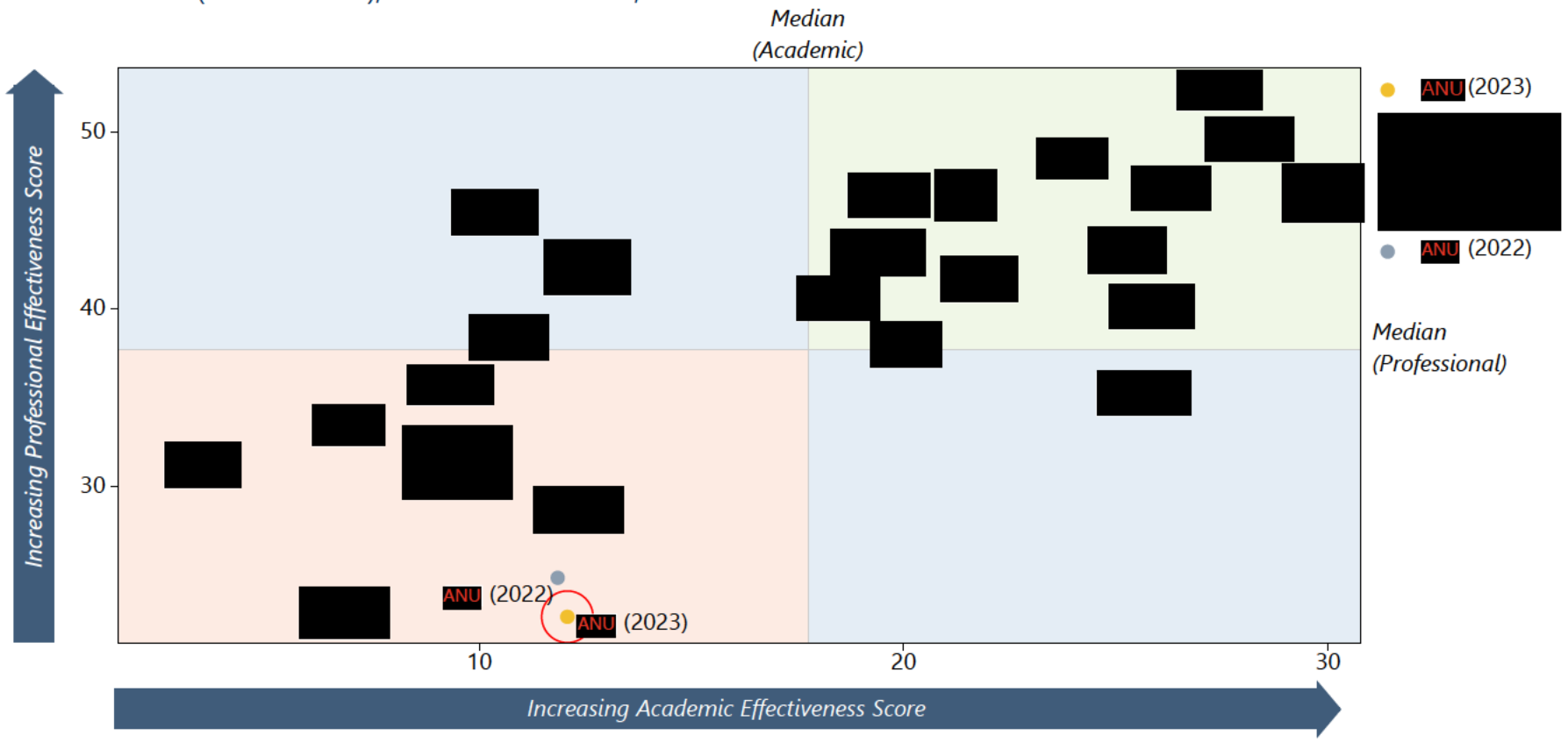
Results by Cohort

Priorities and Opportunities

Professional staff effectiveness scores have further declined from 2022 to 2023; academic effectiveness scores also remain below the global median

OVERALL EFFECTIVENESS SCORE BY COHORT - PARTS 1 & 2 (ACADEMIC VS PROFESSIONAL STAFF)

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023

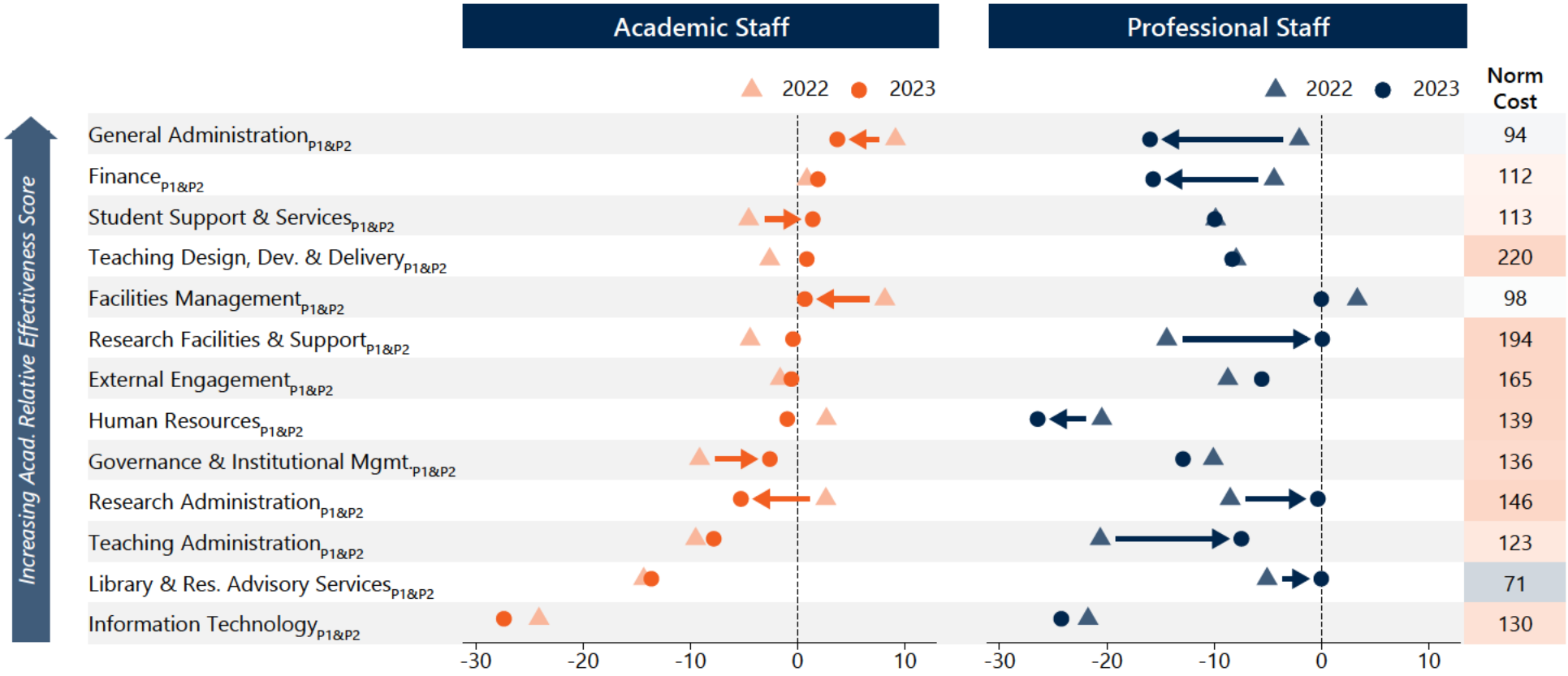


Source: UniForum Database August 2023; Cubane analysis

Professional staff reported significant changes in effectiveness ratings for General Admin., Finance, Research Facilities and Teaching Admin.

FUNCTIONAL RELATIVE EFFECTIVENESS SCORE BY COHORT - RESPONDENT GROUP

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2022 - 2023

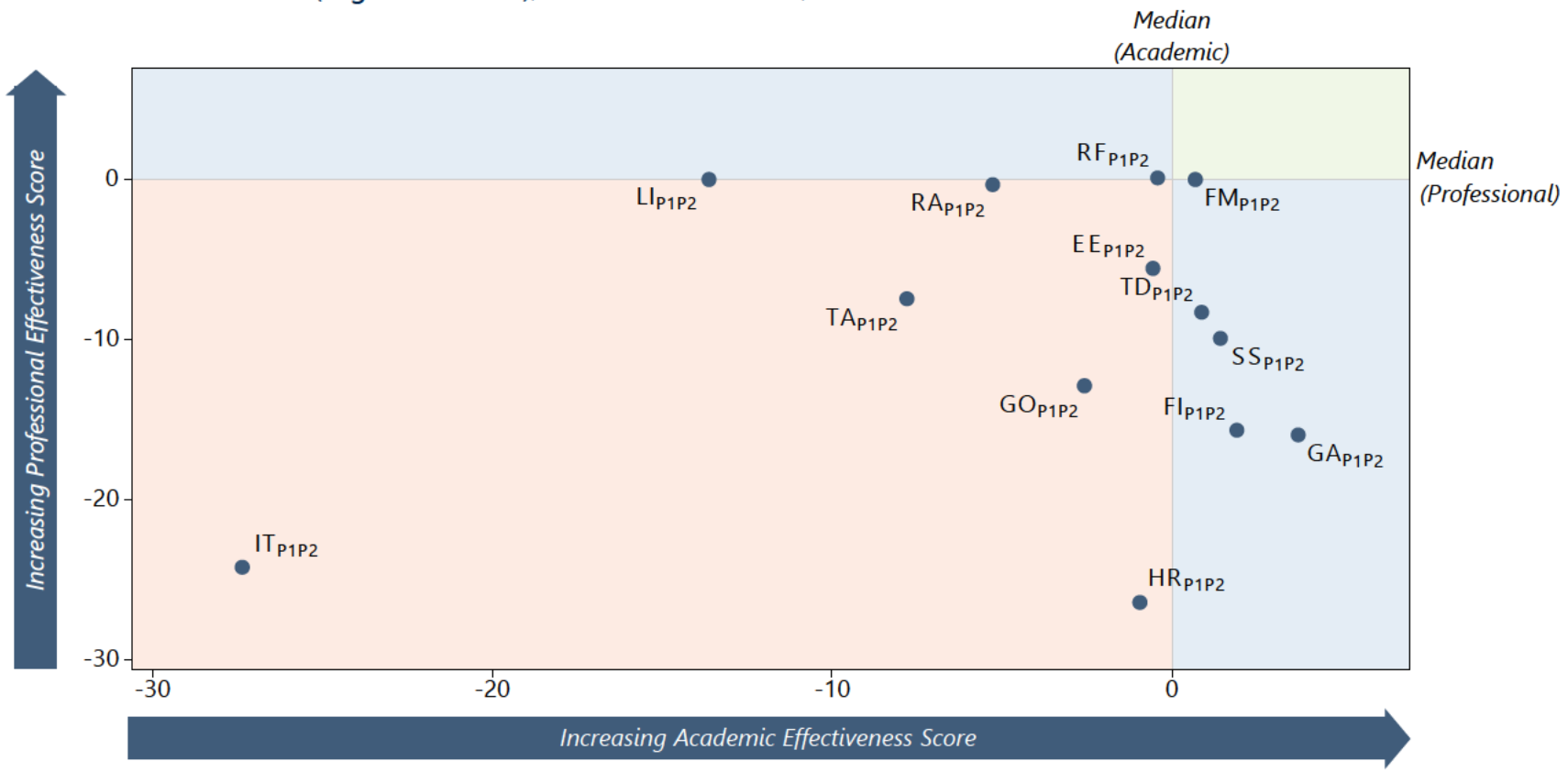


Source: UniForum Database August 2023; Cubane analysis

IT, Teaching Admin and Governance recorded below median effectiveness scores amongst both academic and professional staff

FUNCTION RELATIVE EFFECTIVENESS SCORE BY COHORT - PARTS 1 & 2 SERVICES

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2023

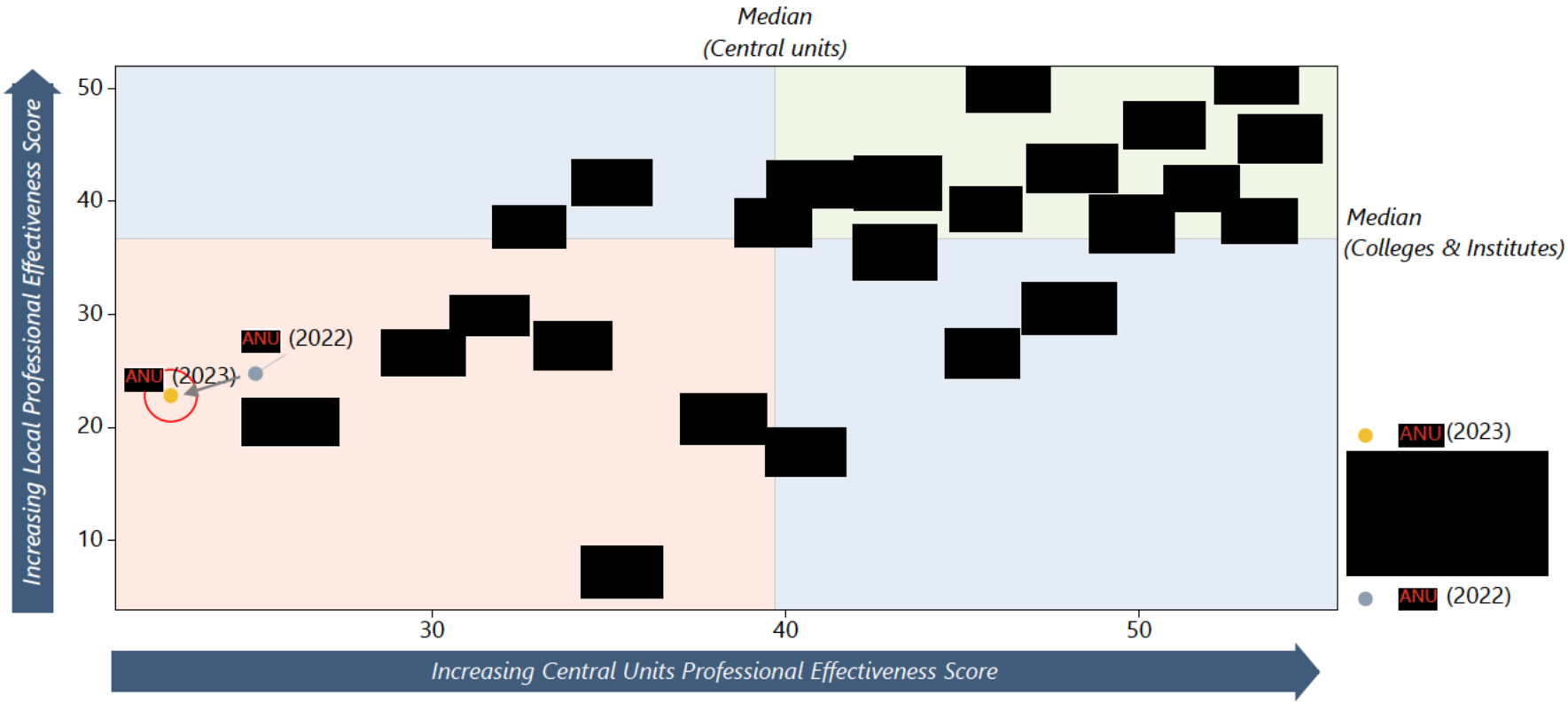


Source: UniForum Database August 2023; Cubane analysis

Professional staff in both central units and colleges report below median effectiveness scores; central staff reported a decline from 2022-23

PROFESSIONAL STAFF EFFECTIVENESS SCORE BY LOCATION - PARTS 1 & 2 (CENTRAL VS COLLEGES)

Staff Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023

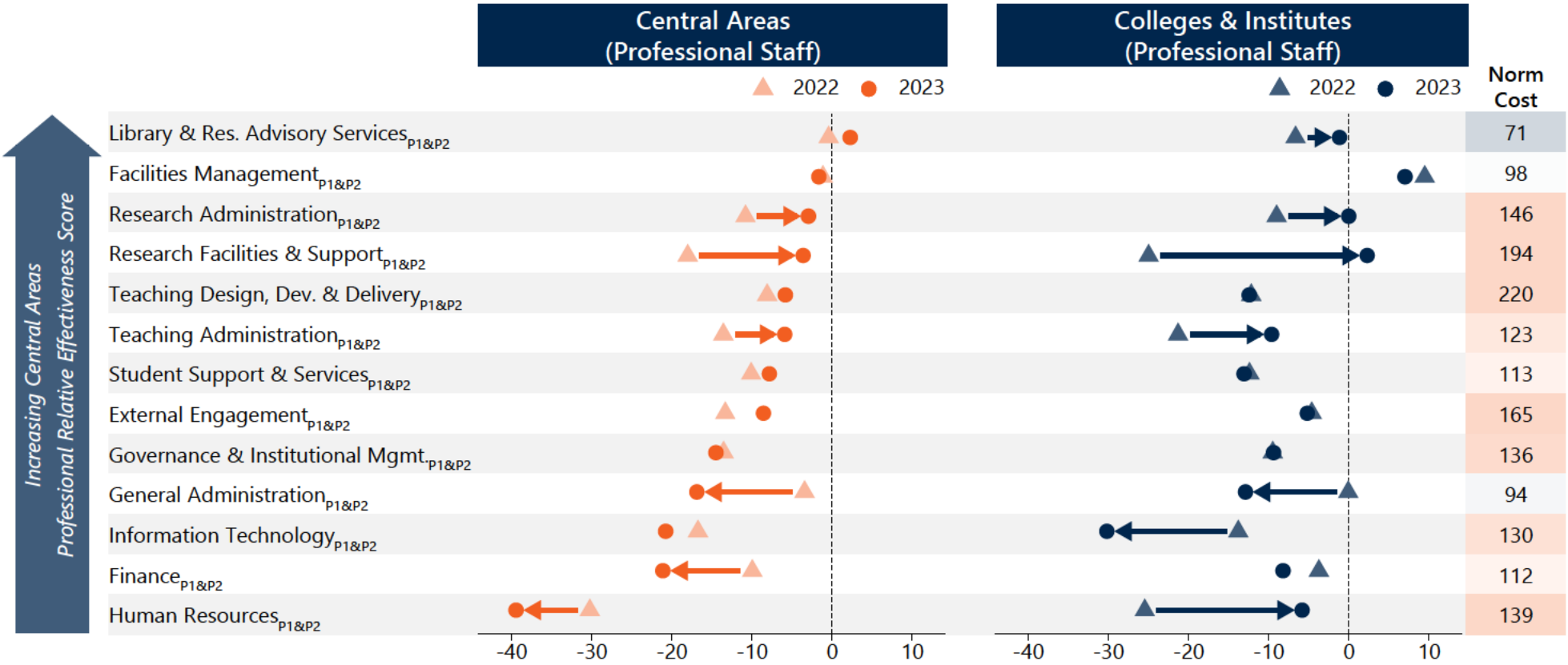


Source: UniForum Database August 2023; Cubane analysis

Changes in effectiveness scores are more pronounced amongst professional staff in colleges

FUNCTIONAL RELATIVE EFFECTIVENESS SCORE BY COHORT - LOCATION

Relative Net Satisfaction (Higher is better), Professional Staff Only, Parts 1 & 2 Services, 2022 – 2023*



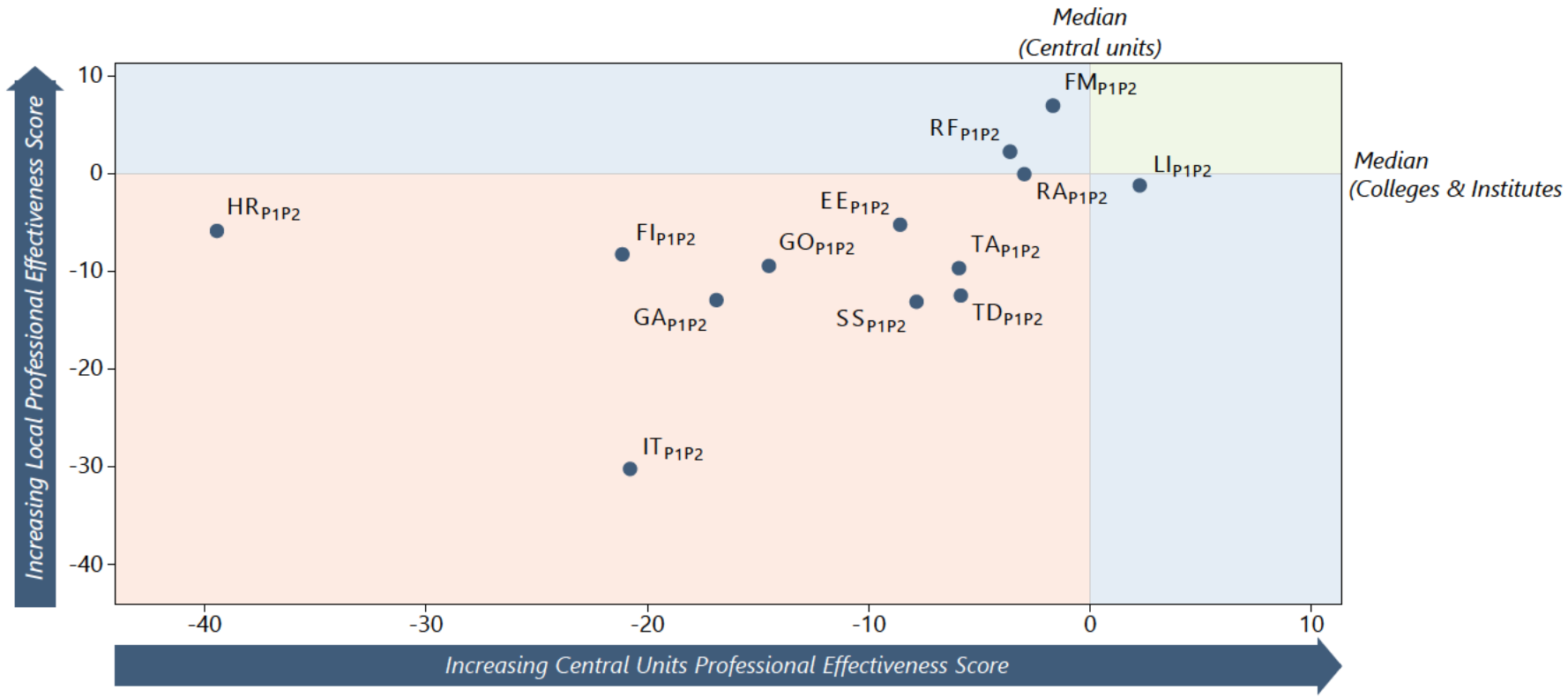
Notes: ** 2023 and 2022 refer to FY2023 and FY2022 respectively; 2023 results were collected in Nov 2022 and May 2023*

Source: UniForum Database August 2023; Cubane analysis

Most functions recorded below median effectiveness scores amongst professional staff in both central units and colleges

PROFESSIONAL STAFF RELATIVE EFFECTIVENESS SCORE BY FUNCTION & LOCATION - PARTS 1 & 2 SERVICES

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2022 - 2023

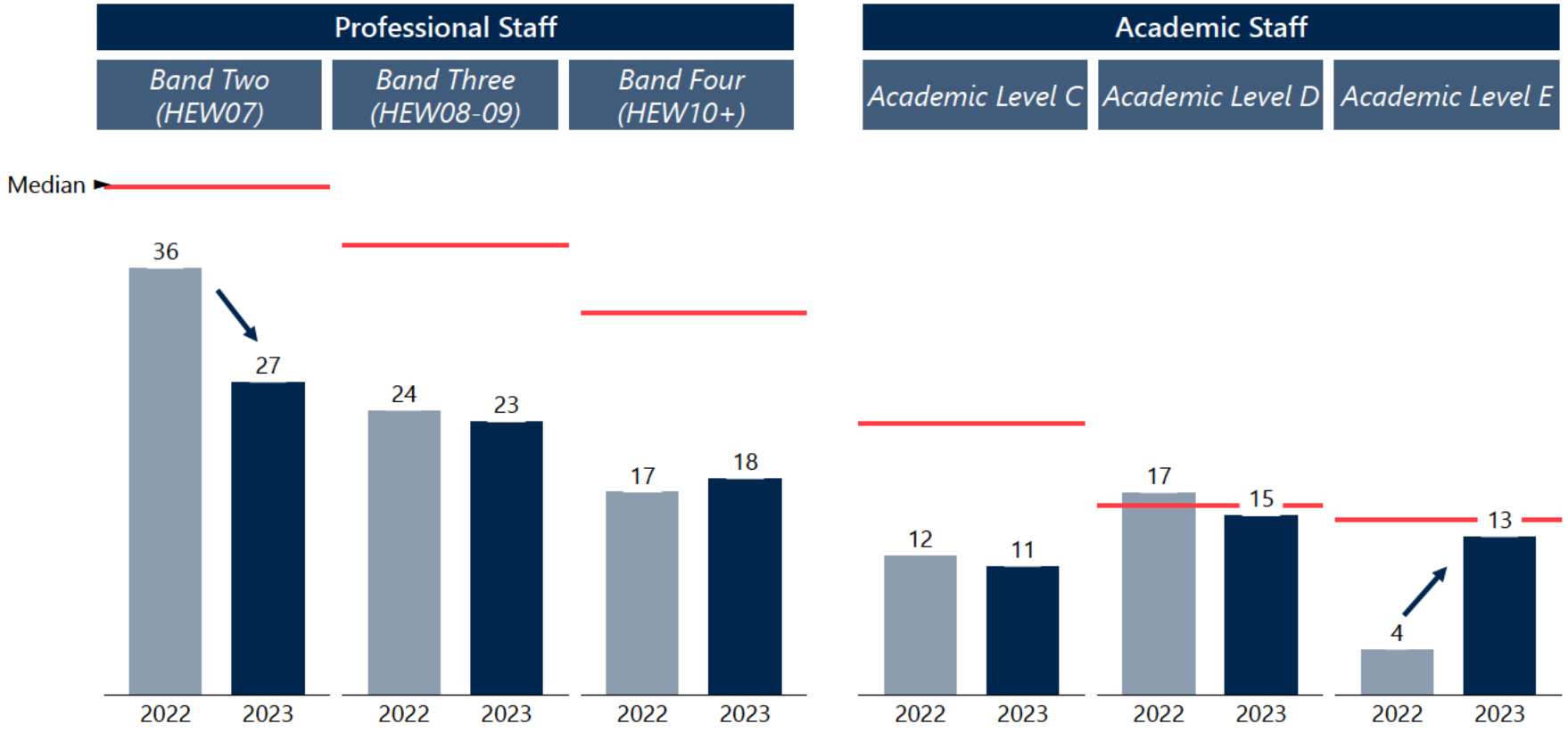


Source: UniForum Database August 2023; Cubane analysis

Effectiveness results are well below median for all cohorts, except more senior academics who reported a material improvement

OVERALL EFFECTIVENESS SCORE BY SENIORITY LEVEL - PARTS 1 & 2 SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2022 – 2023*



Notes: ** 2023 and 2022 refer to FY2023 and FY2022 respectively; 2023 results were collected in Nov 2022 and May 2023*

Source: UniForum Database August 2023; Cubane analysis

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Priorities and Opportunities

Key services for review have been selected based on a combination of their importance rating and dissatisfaction levels

TOP 10 HIGH IMPACT OPPORTUNITIES FOR SATISFACTION IMPROVEMENT

Service Name	Dissatisfaction x Importance*	Awareness of Service Standards
HR06 Staff recruiting	34.4%	35%
IT17 IT help desk	27.8%	48%
IT09 Wifi & Internet	22.0%	45%
IT20 AV & multi media	21.0%	34%
HR07 Staff advice	20.6%	38%
HR01 Payroll and Benefits	19.0%	45%
EE13 Public-facing websites	18.4%	27%
FM15 Fully functional building spaces	17.9%	42%
IT05 Network services	17.5%	41%
HR03 Staff Professional Development	17.0%	39%

The following pages provide detailed analysis of these top 2 services

*Notes: * This metric is a multiplier of % Dissatisfaction (% of respondents reporting that they are 'dissatisfied' or 'very dissatisfied' with the service) and % Importance (the % of respondents rating service as 'very important' or 'critical')*

Source: UniForum Database August 2023; Cubane analysis

The detailed results can be used to identify which actions are likely to deliver the biggest improvement in results

IDENTIFY KEY DRIVERS

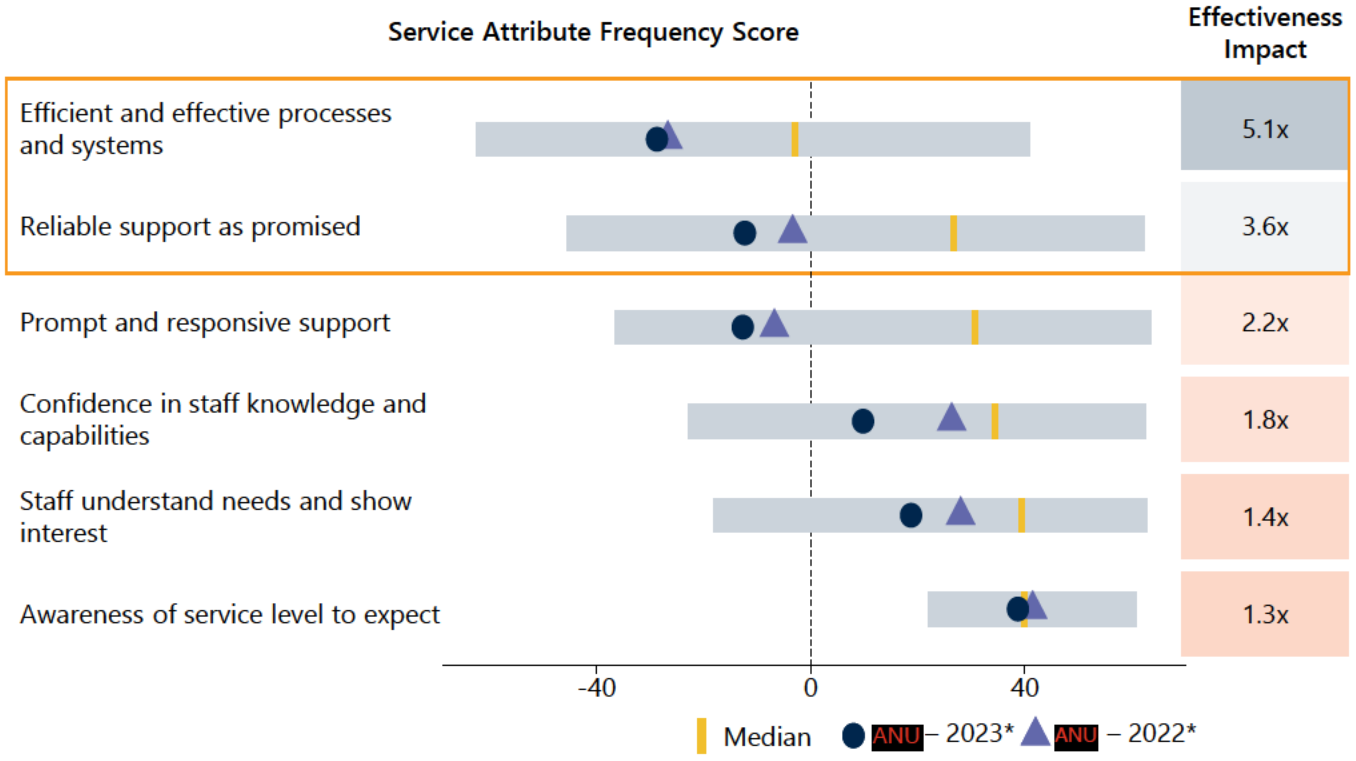
Key questions	Role of Service Effectiveness data in identifying drivers
Do my users have differing experiences of the service?	▪ Academic and professional staff views of service performance help identify which cohorts to focus on ▪ Organisation unit level data helps identify areas of best practice within your university and the areas that are least satisfied
What are the key pain points amongst my users?	▪ The assessment invites respondents to provide further feedback on service attributes related to people, processes and systems ▪ Comparing your results to other universities helps identify service gaps ▪ Free text comments provide additional insight into specific issues at your university
What is the user's experience using the service?	▪ Experience results help identify where the user's experience is below par on the attributes that matters the most to users across cohorts ▪ Focusing initial service improvement efforts on these attributes may help lift Effectiveness Scores quickly
Where are there likely to be communication gaps for Service Levels?	▪ Awareness of service standards is correlated with service effectiveness ▪ Driver analysis identifies the services where actions to clearly communicate standards is most likely to deliver quick improvement

Source: Cubane Consulting

Experience scores remain well below median on the attributes that matter most in Staff Recruitment at ANU

UNDERSTANDING DRIVERS OF EFFECTIVENESS - HR06 STAFF RECRUITING

Service Users' Experience Feedback, 2017 – 2023*, Overall Results



Notes: ** 2023 and 2022 refer to FY2023 and FY2022 respectively*

Source: UniForum Database August 2023; Cubane analysis

Insights from Service Attributes

- Is there clear end-to-end process ownership for staff recruitment to ensure consistent delivery across the university?
- Is there a standard process and are associated support materials standardised?
- Do the systems and workflows support the intended process and those engaging with it?
- Is there clear delineation of roles between strategic HR activities and recruiting support?

Free text analysis for HR06 Staff recruitment highlights frustration with inefficient processes risking loss of potential candidates

FREE TEXT ANALYSIS FOR HR06 STAFF RECRUITMENT

Efficient and effective processes and systems

> *Areas have lost potential staff due to the recruitment process taking so long*

> *Better systems are urgently required to support [the recruitment team's] work and create efficiency*

> *We are losing good candidates just because the HR process takes so long. ANU Recruit is awful and clunky*

> *The team is great, but just seems under resourced / not supported by efficient processes or systems*

Reliable support as promised

> *For most of the year I got no support from HR answering questions via email or helping process new appointments*

> *All the work is put onto the academic instead of providing the support we need so we can get on with the work that we are meant to do*

> *This area gets bogged down in technicalities and often forgets about realising the best outcome*

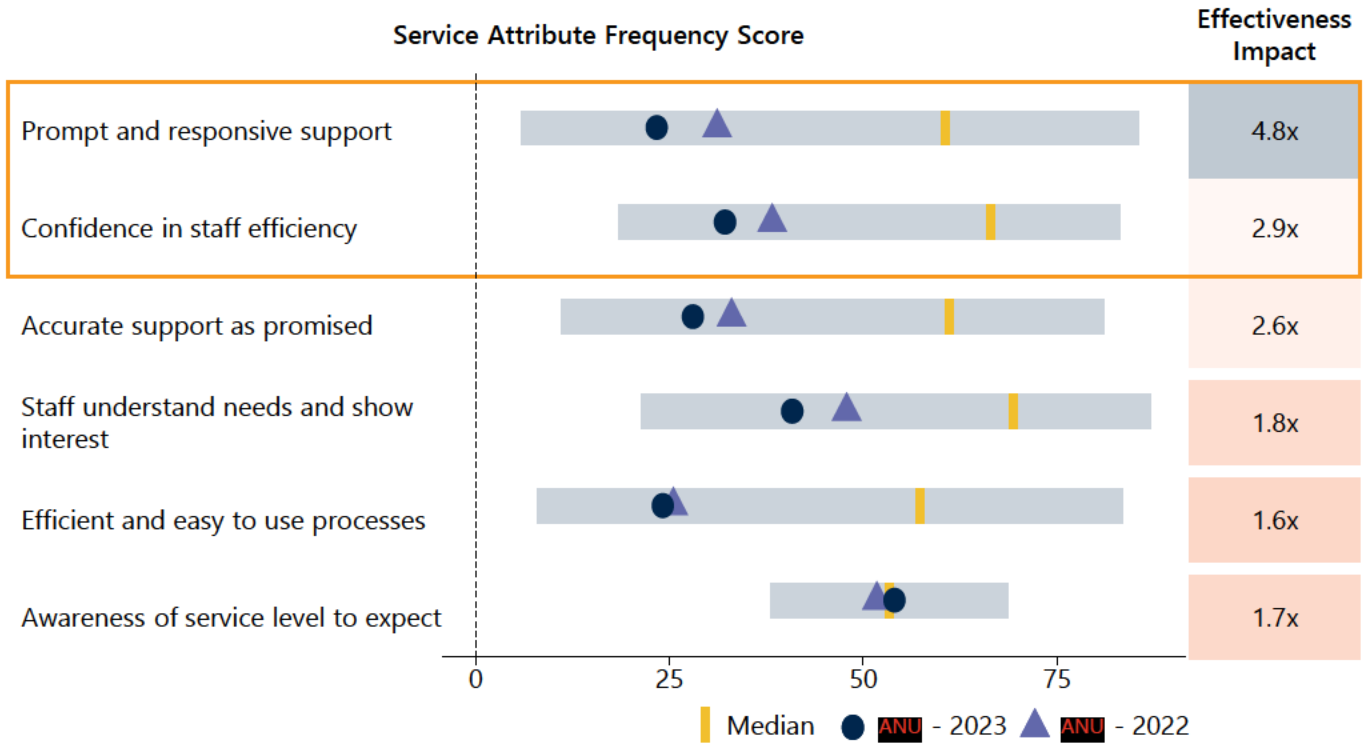
> *Response and service is incredibly slow, delaying recruitment and causing major operational difficulties and stress for existing staff*

Source: UniForum Database August 2023; Cubane analysis

Experience scores have further declined for the attributes that matter most for IT help desk

UNDERSTANDING DRIVERS OF EFFECTIVENESS – IT17 IT HELP DESK

Service Users' Experience Feedback, 2017 - 2022, Overall Results



Notes: ** 2023 and 2022 refer to FY2023 and FY2022 respectively*

Source: UniForum Database August 2023; Cubane analysis

Insights from Service Attributes

- Is the current service delivery model structured in a way that will efficiently deliver prompt and responsive support? E.g.
  - Demand is aggregated to a central help desk
  - Over 80% of requests are rapidly triaged and closed at first point of contact
  - Triage process reproducibly deploys staff with the required capabilities where higher level of support is needed (i.e. Tier 2 support)
- Do staff have the appropriate capability and training to resolve issues efficiently?

Free text analysis for IT17 IT help desk highlights a desire for more prompt and responsive support

FREE TEXT ANALYSIS FOR IT17 IT HELP DESK

Prompt and responsive support

- *Extremely unresponsive. Tickets can go months unanswered and change hands a lot*
- *The response time is unacceptable*
- *Requests sit for days before even being triaged and moved to somebody that maybe able to help*
- *I have had many jobs passed around with no resolution for months*

Confidence in staff efficiency

- *IT appears more focused on closing tickets than on fixing problems*
- *Significant lag between submitting a job and getting a response... staff who respond are then prompt, courteous and normally able to resolve the issue*
- *IT support is consistently poor, delayed or even non-existent. Usually, I've worked out my own solution by the time someone gets back to me*
- *Tickets are taking weeks to be assigned, support staff are unable to assist the first time, and then getting a ticket reassigned is taking very long*

Source: UniForum Database August 2023; Cubane analysis

Australian National University

2019 UniForum Collection

Executive Summary Report

2019 ANU Snapshot

Page 6



Highest research revenue proportion

Page 8



Increasing supplier costs

Page 15



Above predicted professional staff cost

Page 19



Highly devolved administration

Page 22, 23



Above average staff seniority

Page 25



Highly resourced administration

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4 Devolved 18

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6 Resource distribution 24

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C Activity Framework 29

D Resourcing profile definitions 31

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F Support services classification hierarchy 33

G About UniForum 34

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Executive Summary

ANU experienced the largest decrease in professional staff wFTE, however, ANU is still expensive with above average cost per wFTE, a high proportion of senior staff and a highly devolved model.

The purpose of this report is to provide the ANU Executive with a snapshot of the results from the 2019 UniForum Benchmarking Project. Comparative results are also provided against the Group of Eight (Go8) Universities, and Universities in the United Kingdom identified as having a comparable research-based revenue proportion and student profile.

To supplement this Executive Report, a series of business unit reports will be produced and distributed to relevant areas.

Since commencing the survey at ANU in 2011, the data has been used to:

- inform service delivery redesign for HR, Finance and Research Services
- provide insights into areas that are under or over resourced
- provide insights into the outcome of the 2013-2014 recruitment freeze
- understand the profile of professional staff
- understand resourcing in comparison to other universities, including the Go8

Key findings:

High research revenue	ANU has the highest research revenue proportion of all participating universities and is relatively small in terms of teaching revenue and student load. ANU has experienced growth each year in research revenue, however teaching revenue has dropped with a corresponding drop in student load.
Increasing supplier costs	[]
Above predicted professional staff cost	Increases in wFTE are outstripped by increases in cost, indicating a comparatively expensive work force. ANU remains expensive in comparison to the participating universities.
Devolved	ANU has the least centralised service model of all participating universities with 55% of resources located in Colleges and Schools.
High staff seniority	ANU has a high proportion of senior professional staff with 29% at Higher Education Worker (HEW) 8 or above.
Resource distribution	ANU is highly resourced with an above average proportion of resources in Finance, Human Resources and Facilities Management functions across ANU. ANU has the lowest proportion of wFTE in Teaching Support and Student Support. ANU has a large proportion of transactional activities across all functions.

1 REVENUE



Highest research revenue

ANU has the highest research revenue of all participating universities and is relatively small in terms of teaching revenue and student load. ANU has experienced growth each year in both research and teaching revenue at a rate close to the average of participating universities.

Above predicted professional staff cost

Highly devolved administration

Above average staff seniority

Highly resourced administration

Revenue

ANU has the highest research revenue of all participating universities and one of the lowest teaching revenues. ANU has experienced growth in research revenue, with a drop teaching revenue correlating to a 1% decrease in total student numbers.

Core revenue for UniForum universities

	% Research Revenue	% Teaching Revenue	Research Revenue $M	Research Revenue Rank	Research Revenue % change	Teaching Revenue $M	Teaching Revenue Rank	Teaching Revenue % change	Core Operating Revenue (COR) $M	Core Operating Revenue (COR) Rank	Core Operating Revenue (COR) % change
ANU	58%	42%	$701	2	▲ 4%	$504	7	▼ 1%	$1,205	6	▲ 2%
[redacted]											

ANU has the largest proportion of Research Revenue, but the second largest actual Research Revenue

ANU has less than half of the average Go8 teaching revenue, and experienced a drop between 2018 – 2019

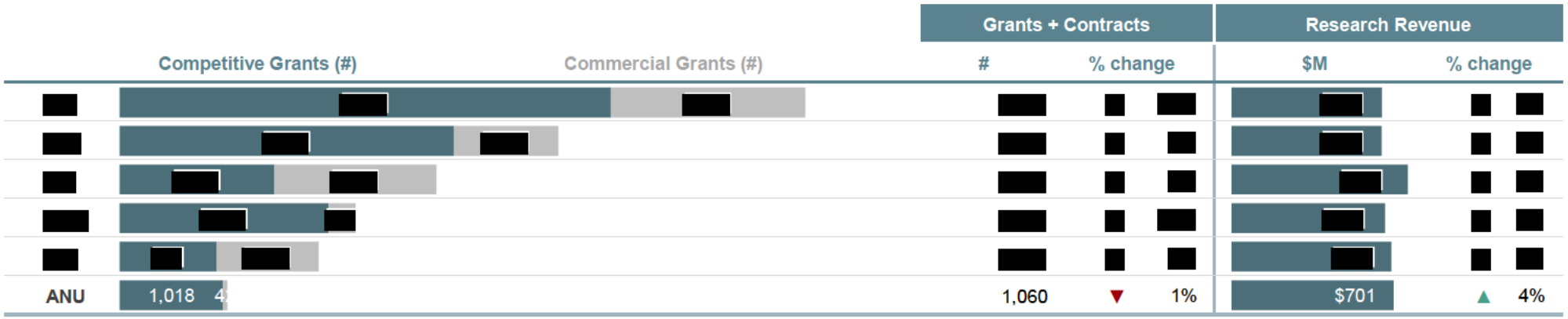
ANU has above average COR when compared with UK universities, but is below the average of the Go8

Note: [1] Rank represents highest to lowest; [2] Decreases and increases (▼ ▲) shown are variations on actuals between 2018 and 2019 data. Where no data collected in 2018, shown as n.a. (not available)

Revenue

ANU has the highest research revenue of all participating universities and one of the lowest teaching revenues. ANU has experienced growth in research revenue, with a drop teaching revenue correlating to a 1% decrease in total student numbers.

Grants and Contracts



Despite a drop in actual grants numbers, research revenue has increased by $28M between 2018 and 2019.



Note: Decreases and increases (▼ ▲) shown are variations on actuals between 2018 and 2019 data. Where no data collected in 2018, shown as n.a. (not available)

Revenue

ANU has the highest research revenue of all participating universities and one of the lowest teaching revenues. ANU has experienced growth in research revenue, with a drop teaching revenue correlating to a 1% decrease in total student numbers.

Student Cohort and Teaching Revenue

	Student FTE	Student Cohort Mix UG	PGT	HDR	International Student Proportion	Teaching Revenue per Student FTE ($'000)	% change
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
ANU	**19,783**	57%	33%	10%	27%	$11.7	▲ 7%

[redacted]

Note: Decreases and increases (▼ ▲) shown are variations on actuals between 2018 and 2019 data. Where no data collected in 2018, shown as n.a. (not available)



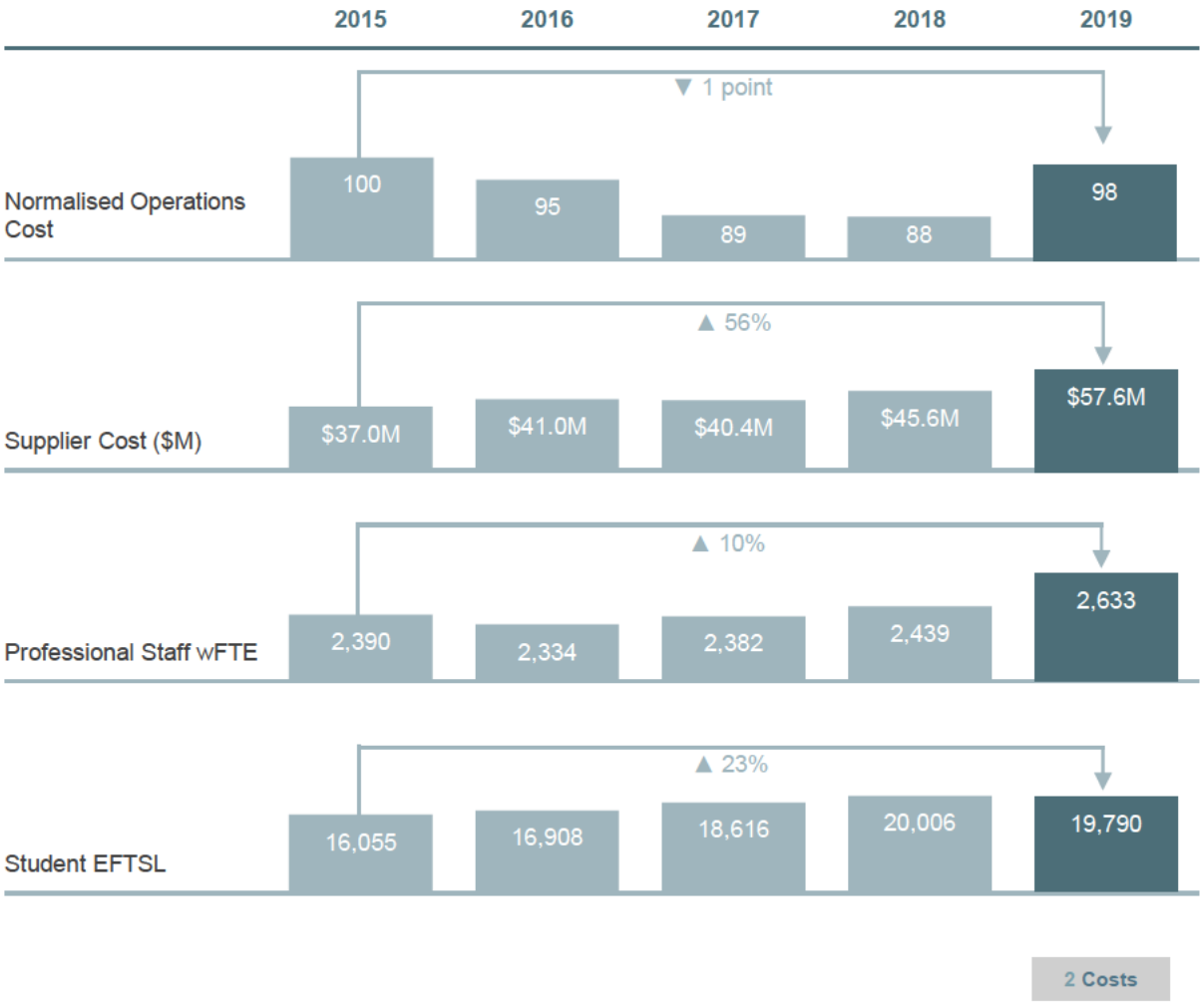
2 CORE SERVICES RESOURCING

Professional staff wFTE at ANU experienced the largest drop of the participating universities between 2012-2014. However, the actual cost increased 1% due to salary increases and higher contractor costs. Normalised costs have seen an improvement between 2012-2014 using a 3 year model.

University resourcing

ANU has largely seen increases across both staffing cost and wFTE, as well as in supplier spend. This does not correspond with student numbers, which dropped in 2019.

5 Year resourcing overview: cost and wFTE



Normalised Operations Cost over the five-year span has dropped only 1 point since 2015, however has increased significantly between 2018 and 2019 with a 10-point rise.

Spend on external suppliers at ANU has increased steadily over the five-year span, and is up 113% ($24.2M) since 2011.[!]

Professional staff wFTE is increasing over the 5-year span, with 2019 staff wFTE up []% since the 2014 Voluntary Early Retirement Scheme.

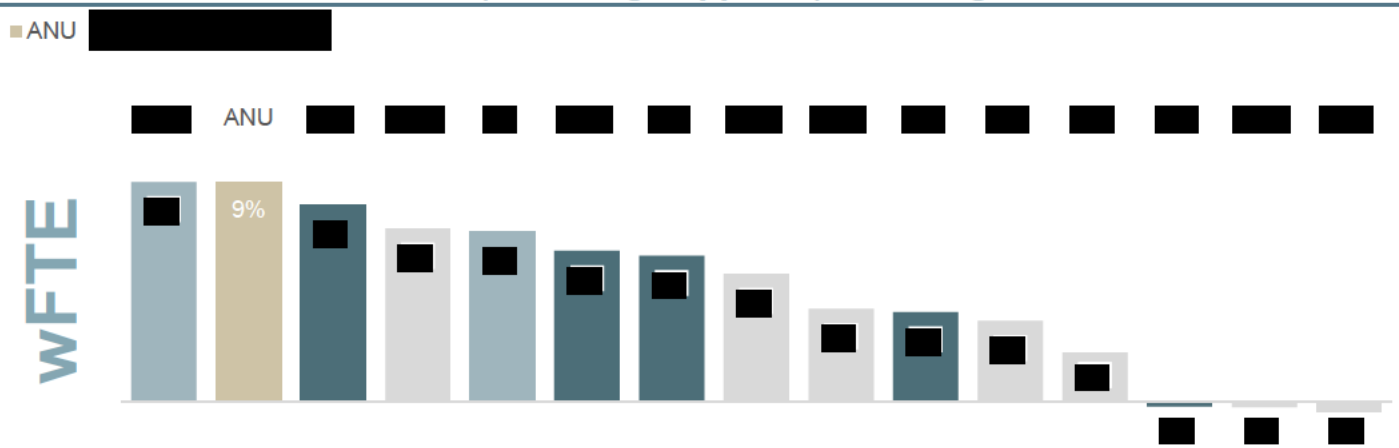
Student EFTSL has increased across the 5-year span, however dropped between 2018 and 2019, with further decreases expected for 2020.

Notes: [!] See page [] for supplier activities and costing breakdown.

University resourcing

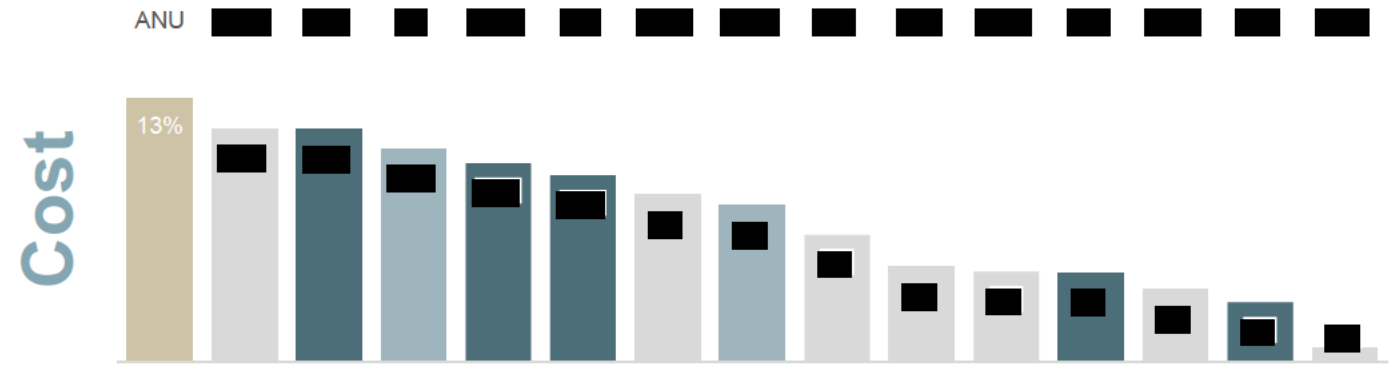
ANU had the largest increase in both Cost and wFTE between 2018-2019, when compared to the rest of the Group of Eight.

Core services cost and wFTE (including suppliers): % change between 2018-2019



ANU saw the second largest increase in wFTE of all comparison universities, and is the highest increase of the Go8.

The 9% increase (203 wFTE) to ANU professional staff capacity is centred largely in full-time staff load, though fractional staff capacity has increased 10% between 2018 and 2019.



ANU saw the largest increase in cost of all comparison universities, and the highest increase of the Go8.

Cost increase is larger than the increase to wFTE, suggesting:

- Additional supplier spend on cost-intensive projects, and
- Hiring of higher-level or more expensive staff.

2 Costs

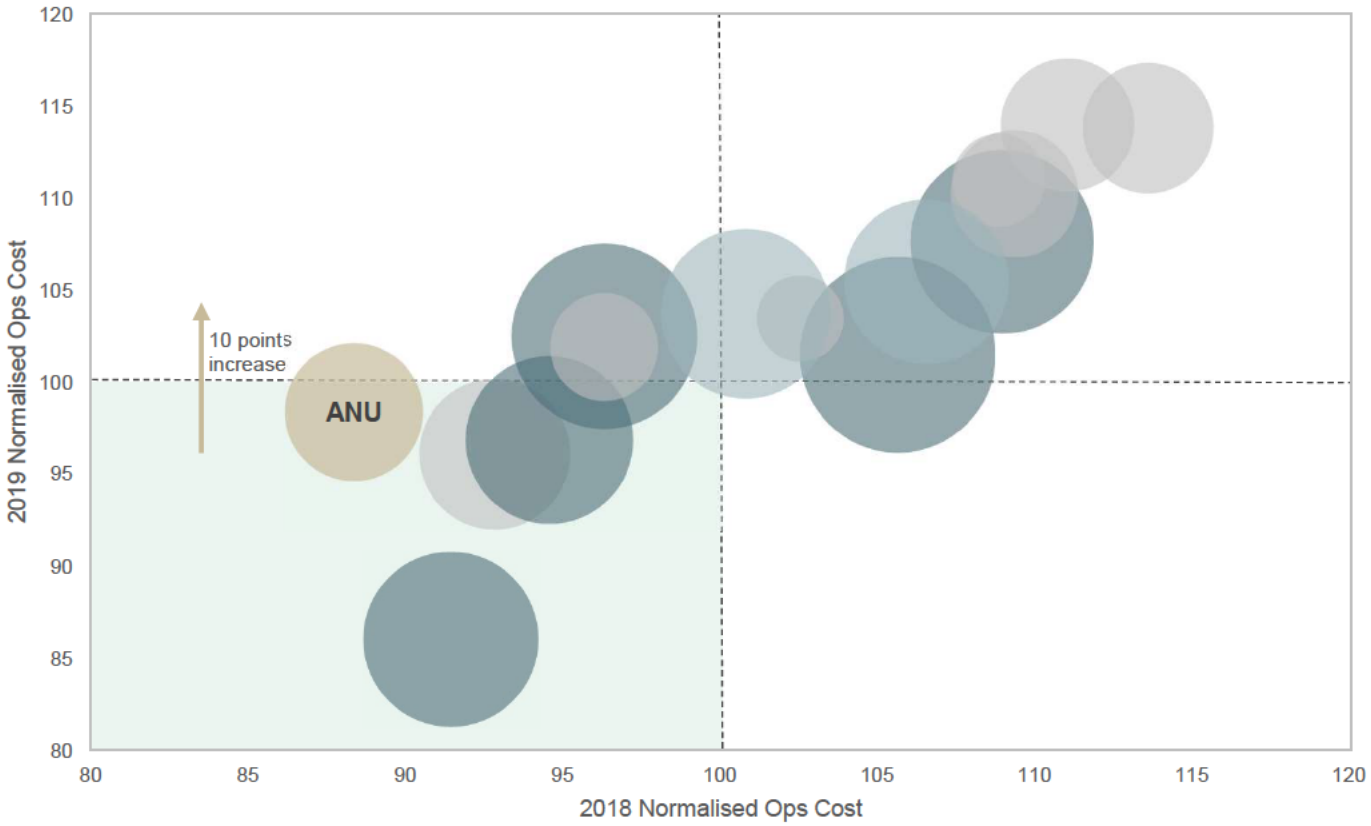
Notes: [1] Source: PPM Full Time Fractional Pivot table

Normalised Cost by university

When using a 3 year model, that takes into account efficiencies made between the years, ANU showed the largest increase in normalised cost.

2018 – 2019 Normalised Operations Cost Comparison

● ANU [redacted]



2019 Normalised Ops Cost		% change	
ANU	98	▲	10
[redacted]			
ANZ Average	104	▲	2

ANU normalised cost is lower than 100, which suggests cost is lower than would be expected for the size of the university.

However, normalised cost at ANU has also increased by 10 points between 2018 and 2019; the highest increase of all comparison universities.

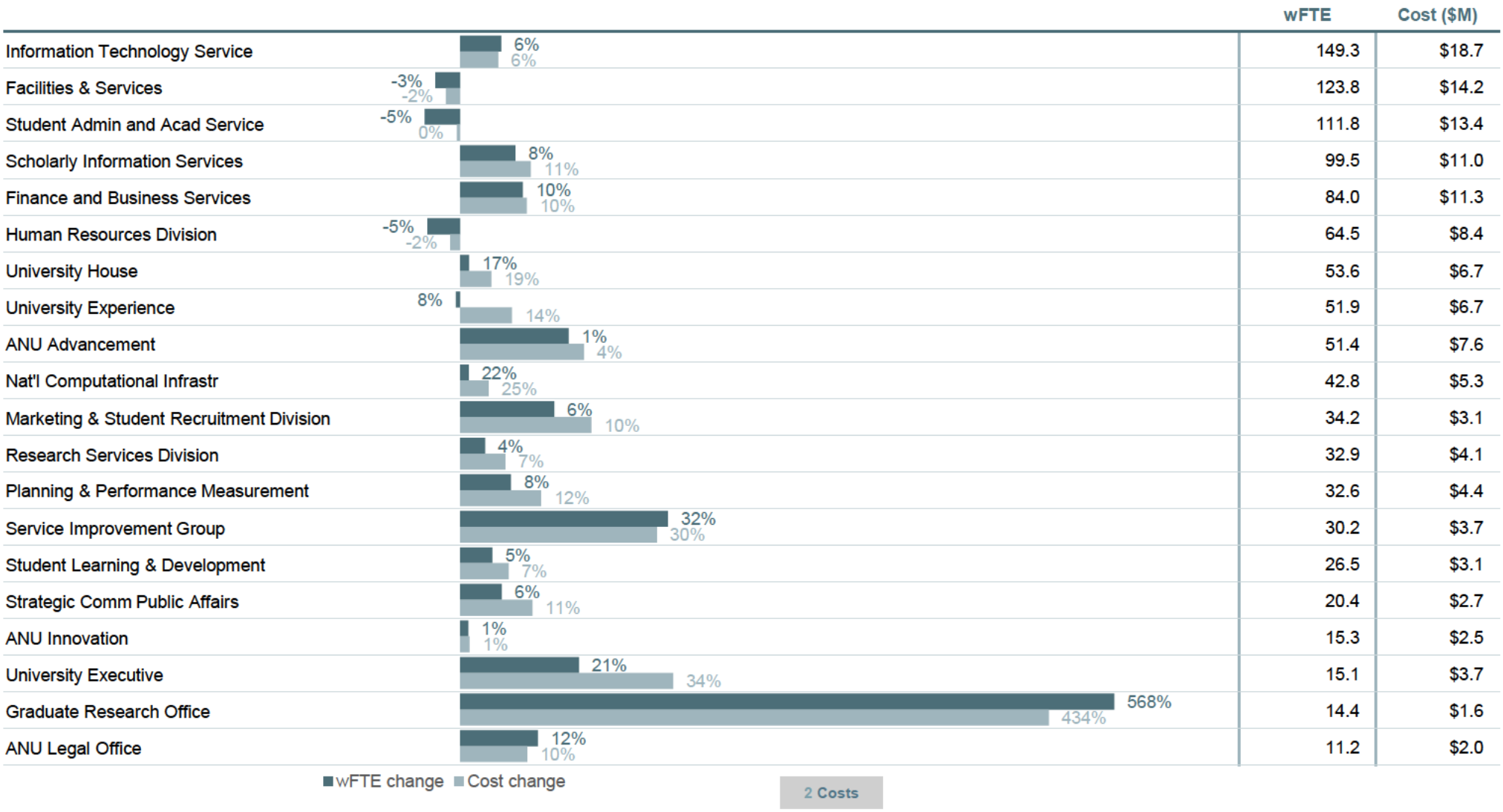
2 Costs

Notes: Bubble size indicates total actual cost of the university.

Service Divisions Year-on-Year Change

Nearly all ANU business units have experienced an increase in wFTE and cost.

Staff Core Services cost and wFTE 2018 – 19 % change by top 20 business units

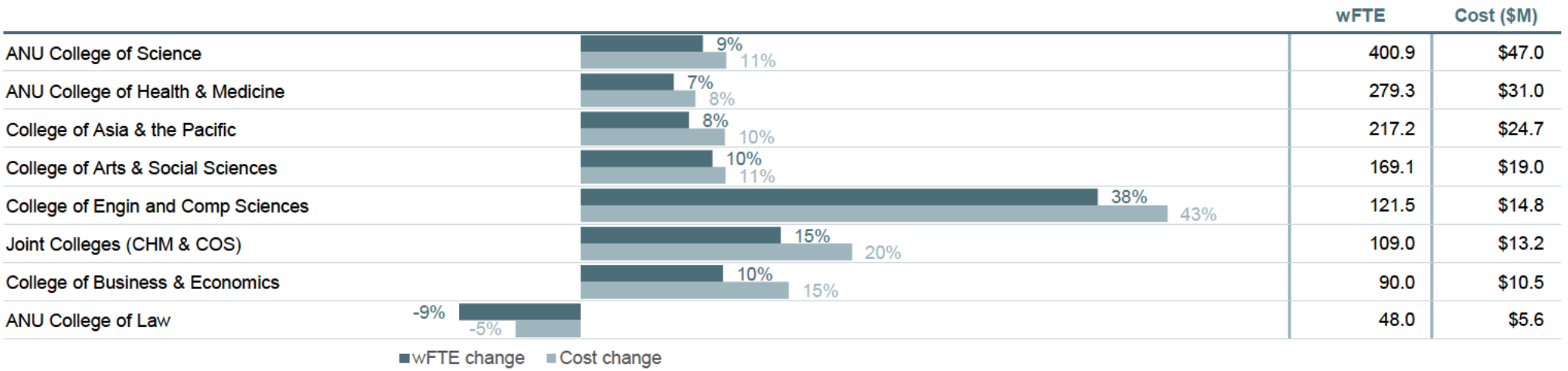


Notes: Suppliers excluded, see page [] for total staff and supplier data.

Colleges Year-on-Year Change

All ANU colleges have increased in wFTE and cost, with the exception of the College of Law.

Staff Core Services cost and wFTE 2018 – 19 % change



Notes: Suppliers excluded, see page [] for total staff and supplier data.



Highly devolved administration

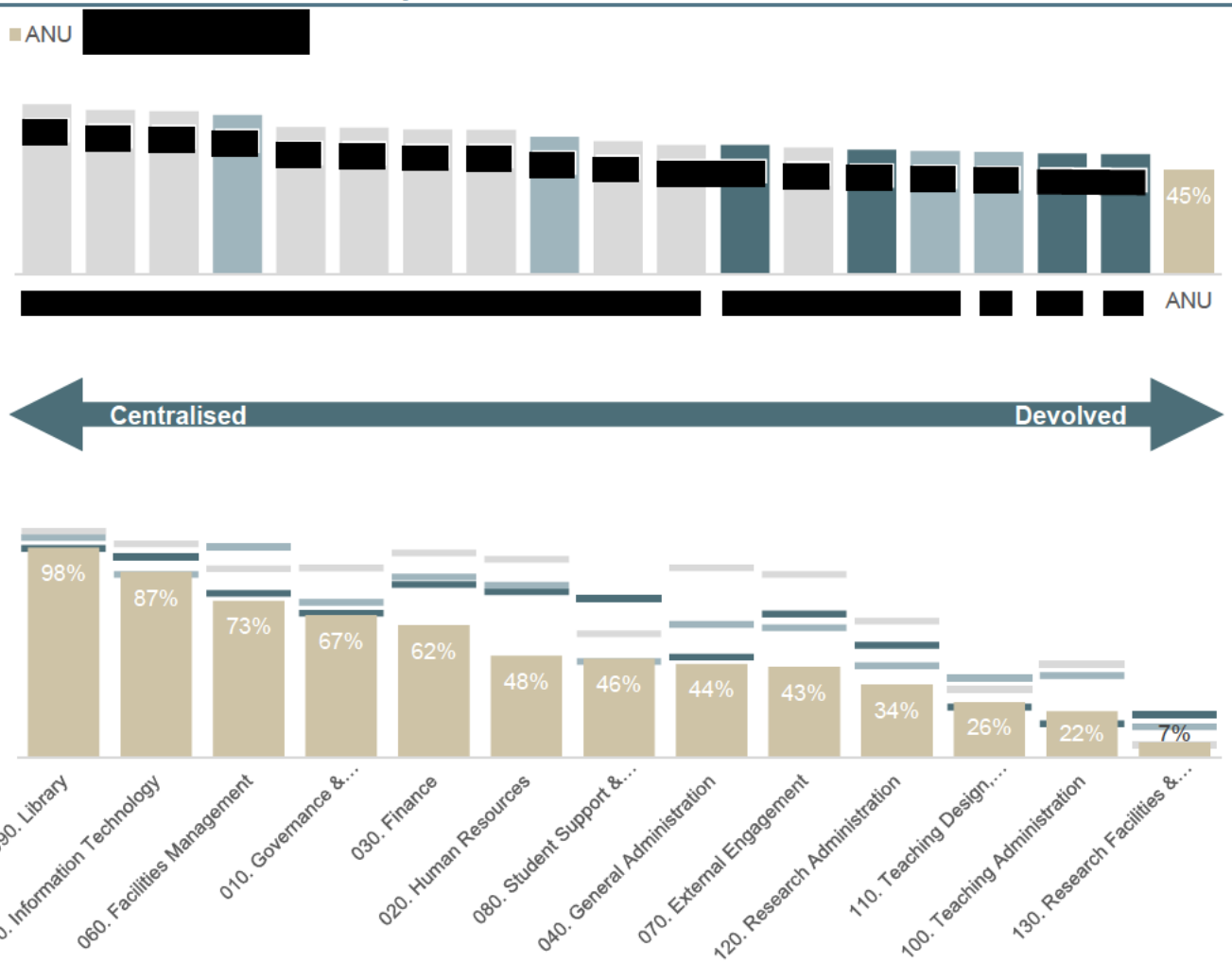
3 DEVOLVED

ANU has the least centralised service model of all participating universities with 55% of resources located in Colleges and Schools.

Service Delivery Characteristics

ANU is the least centralised of comparison universities.

Service centralisation comparison: % staff wFTE located in Central Divisions



Go8 universities tend more towards the devolved end of the centralisation spectrum, however ANU is the least centralised of all comparison universities, with less than half of professional staff wFTE located in Central Divisions.

ANU is, on average, below the comparison centralisation marks in all functions, and well below all comparisons for centralisation in:

- Finance
- Human Resources, and
- External Engagement.

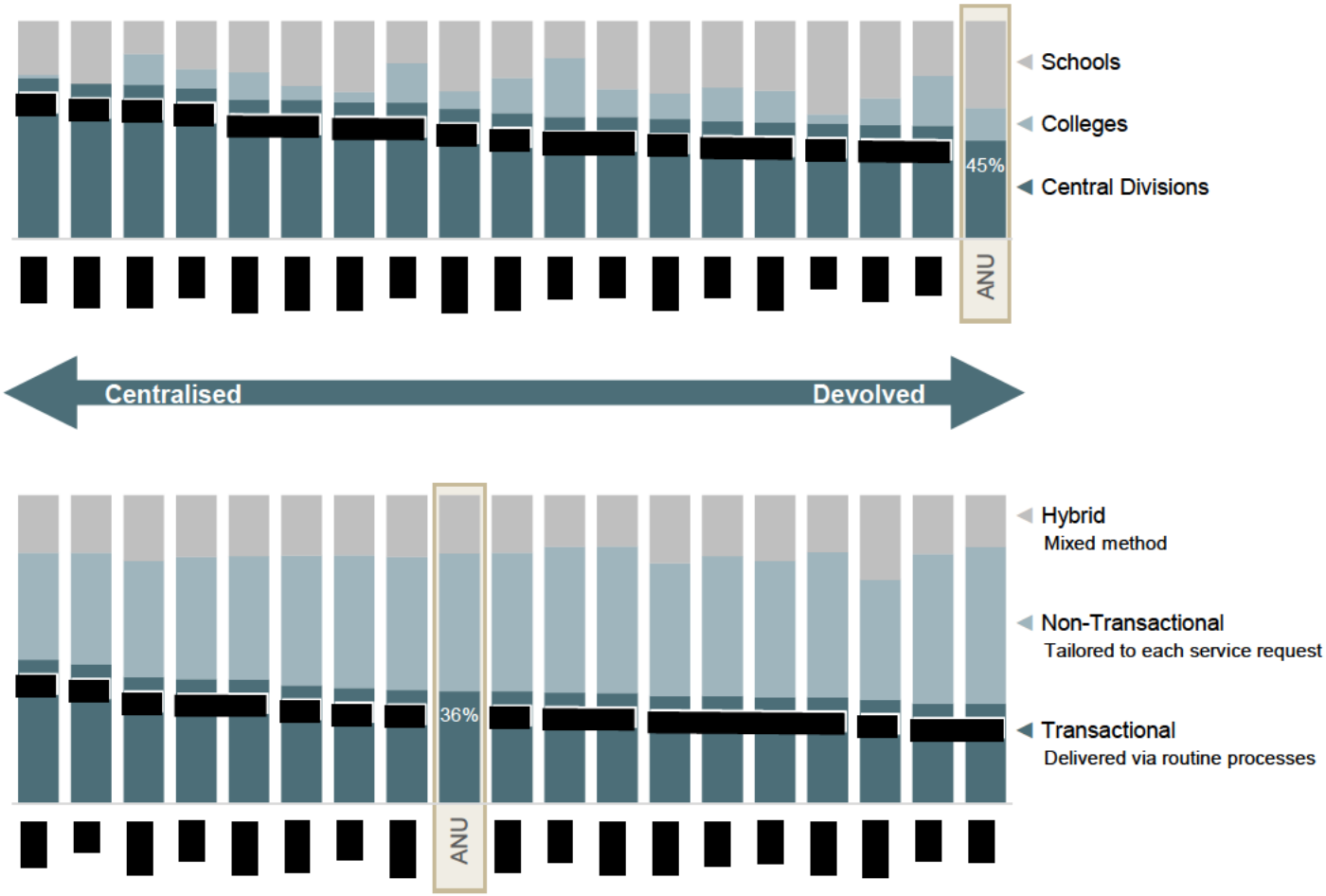
2 Costs

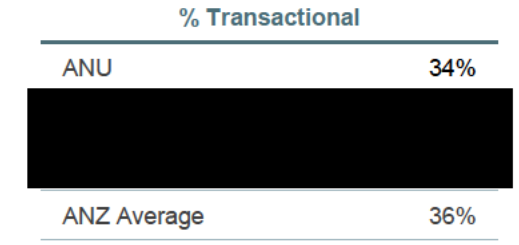
Notes: Suppliers excluded.

Service Delivery Characteristics

ANU is the least centralised of comparison universities.

Transactional services and service location: % wFTE





A high proportion of transactional services is best supported by a centralised model of service delivery.

While ANU is highly-devolved, the percentage of professional staff wFTE spent on transactional activities is near average for the UK and ANZ universities, and well below the average for the rest of the Go8.

Notes: Suppliers excluded; Go8 average excludes ANU, UK average includes selected comparison universities only.

4 EXPENSIVE

Alongside an increase in core services costs, our administration is expensive in comparison to the participating universities. Staff costs remain above average.



Above predicted professional staff cost

High Supplier Costs

Supplier spend has increased consistently over the last 5 years, most notably in Governance and Finance Functions.

Supplier Costs ($M) 5 year span

	2015	2016	2017	2018	2019	% change 5-year span	% change 2018-19
Total supplier costs ($M)	$110M	$143M	$129M	$146M	$192M	▲ 74%	▲ 31%

Top 5 supplier costs by Function

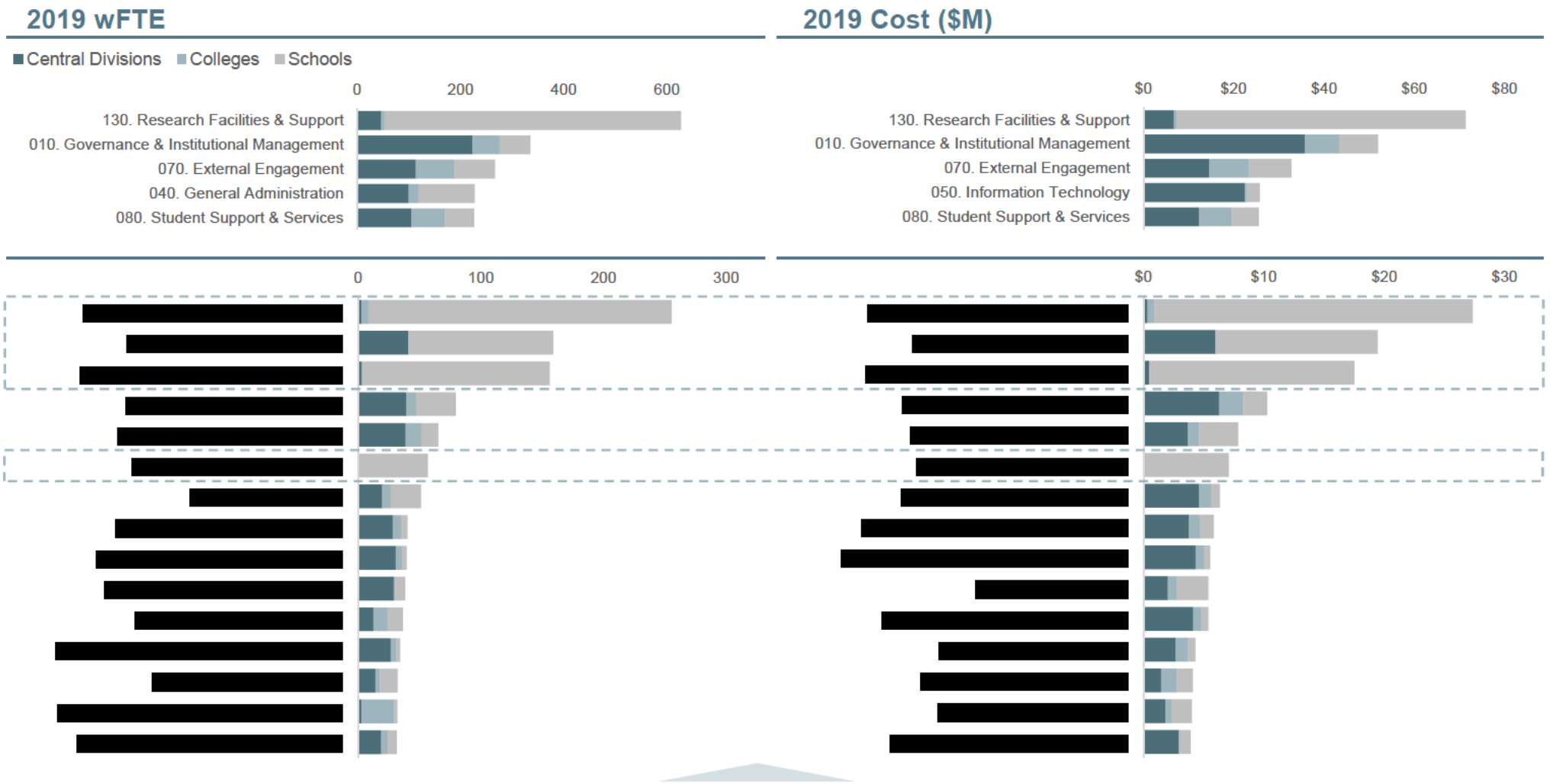
060. Facilities Management	$69M	$93M	$69M	$64M	$65M	▼ 5%	▲ 2%
010. Governance & Institutional Management	$9M	$19M	$15M	$29M	$46M	▲ 411%	▲ 58%
050. Information Technology	$7M	$6M	$15M	$10M	$29M	▲ 327%	▲ 190%
070. External Engagement	$4M	$6M	$8M	$11M	$13M	▲ 214%	▲ 17%
030. Finance	$0M	$4M	$4M	$7M	$13M	▲ 3200%	▲ 85%

2 Costs

Notes: See page [] for detailed supplier spend.

Highest Resourced Activities

Normalised Function cost and wFTE at ANU has increased across most Functions between 2018 and 2019.



Research Facilities & Support activities make up four of the top 15 highest-resourced activities, and combined make up around a quarter of total ANU resourcing in both wFTE and cost.

Notes: Staff only, suppliers excluded.

Normalised Resourcing Comparison

Normalised Function cost and wFTE at ANU has increased across most Functions between 2018 and 2019.

Normalised resourcing by UniForum Function comparison

Function		ANU 2019	Points difference from: ANU 2018		[redacted]
130. Research Facilities & Support	wFTE	148	▲	14	
	Cost	176	▲	19	
070. External Engagement		103	▲	14	
		122	▲	18	
050. Information Technology		96	▲	9	
		93	▲	13	
010. Governance & Institutional Management		96	▲	10	
		114	▲	18	
030. Finance		90	▲	5	
		112	▲	11	
110. Teaching Design, Development & Delivery		89	▼	6	
		110	▼	15	
020. Human Resources		88	▲	8	
		106	▲	11	
120. Research Administration		87	▲	10	
		92	▲	8	
080. Student Support & Services		77	▲	6	
		105	▲	12	
090. Library		74	▲	5	
		90	▲	7	
100. Teaching Administration		69	▲	8	
		97	▲	12	
040. General Administration		64	▲	3	
		85	▲	6	
060. Facilities Management		64	▼	3	
		72	▼	1	

2019 Normalised Resourcing

	wFTE	Cost
ANU	85	104
[redacted]		

Normalised wFTE at ANU is, on average, lower than both the Go8 and UK comparison universities, however normalised Cost at ANU is higher than both comparisons.

Comparative wFTE and cost at ANU saw largest increases in:

- Research Facilities & Support,
- External Engagement, and
- Governance and Institutional Management

and some decreases in:

- Teaching Design, Development & Delivery, and
- Facilities Management.

2 Costs

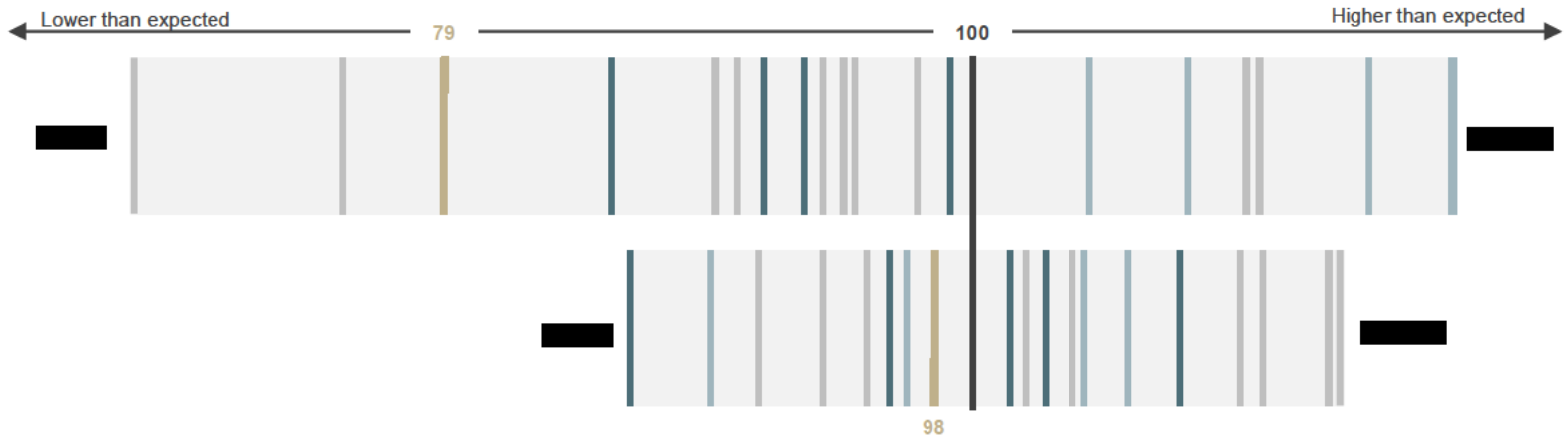
Notes: See page [] for detailed normalised results comparison by university.

Staffing Costs

ANU has a low normalised wFTE, but a comparatively high normalised cost- indicating an expensive workforce.

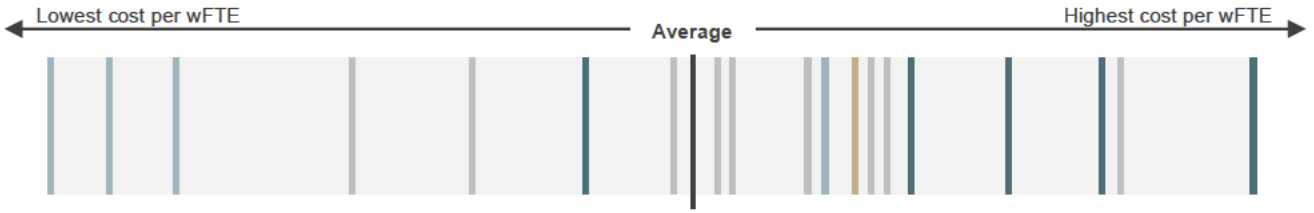
Normalised operations resourcing comparison

ANU [redacted]



ANU has the lowest normalised wFTE of both the Go8 and comparison UK universities, however normalised cost is comparatively high. This disparity between normalised wFTE and cost indicates a more expensive workforce.

Average cost per wFTE at ANU is higher than the total cohort average, and significantly higher than UK universities selected for comparable student and revenue profiles. Higher average staff cost may indicate a higher proportion of senior staff.



2 Costs

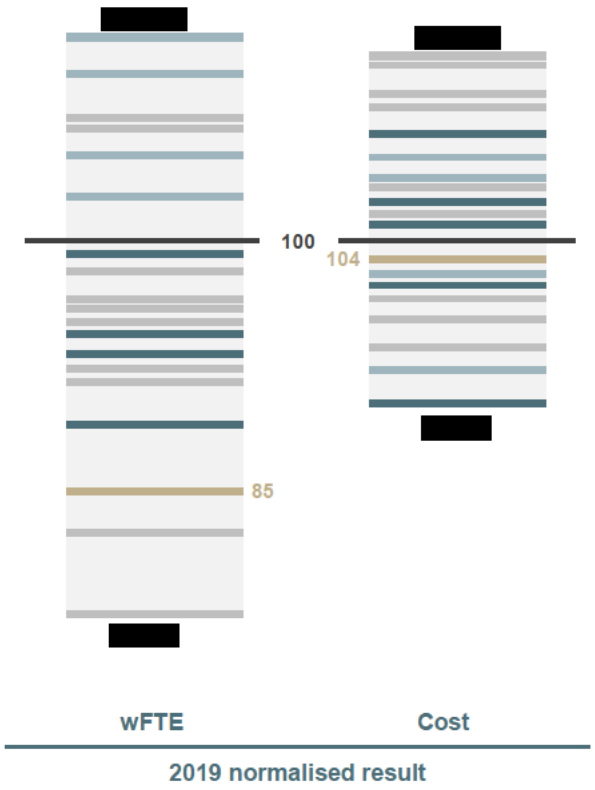
Notes: Suppliers excluded, see page [] for total staff and supplier data.

Staffing Costs

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Normalised resourcing comparison

ANU [redacted]



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Higher average staff cost may indicate a higher proportion of senior staff.



Notes: Suppliers excluded, see page [] for total staff and supplier data.

Highest research revenue

core services costs

Above predicted professional staff cost

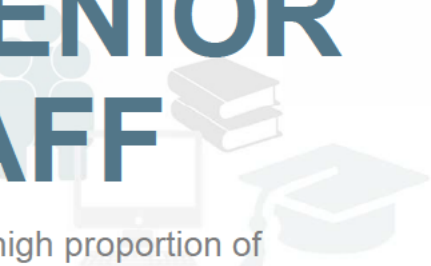
Highly devolved administration



Above average staff seniority

5 SENIOR STAFF

ANU has a high proportion of senior personnel with 31% at Higher Education Worker (HEW) 8 (ANU08) or above.

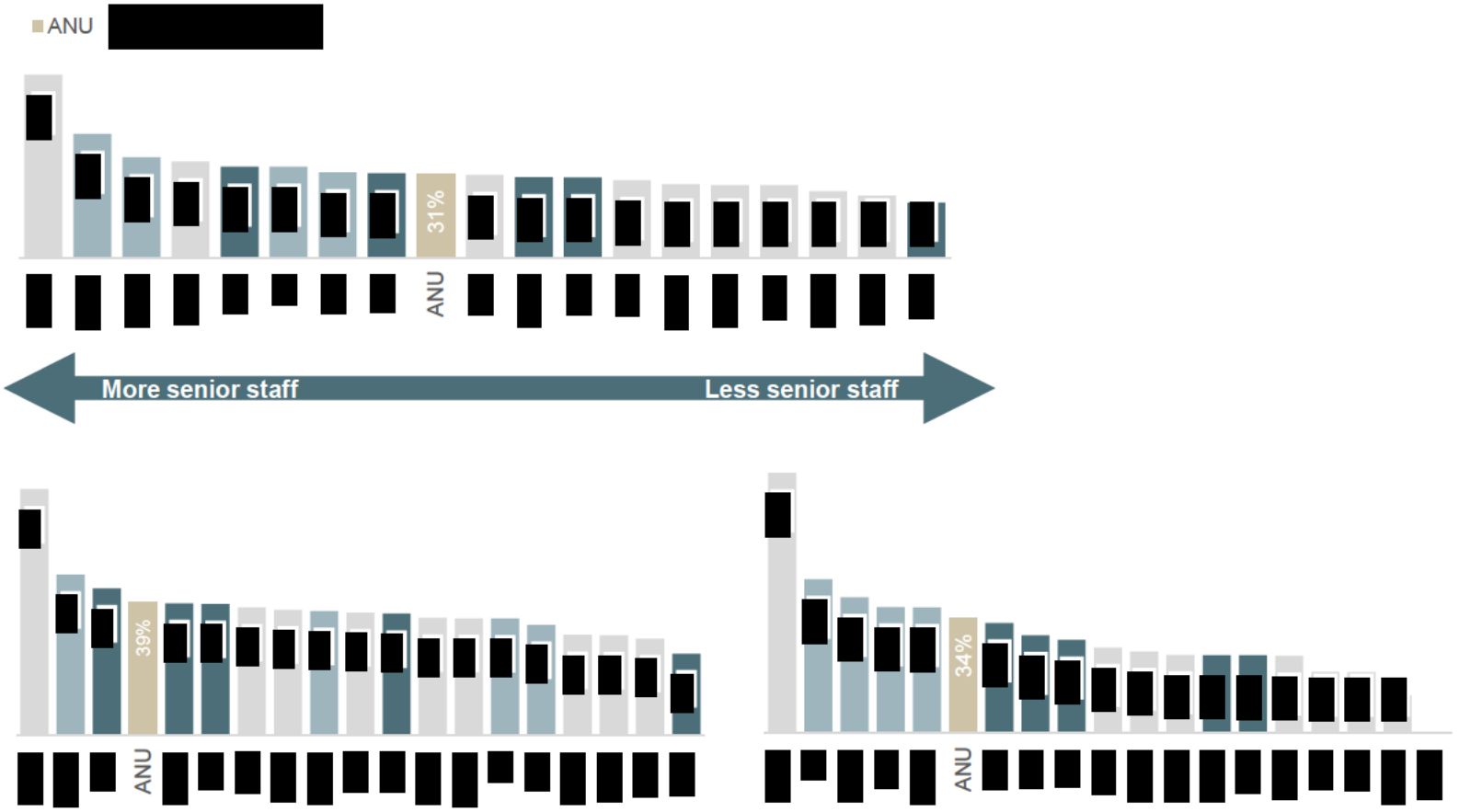


Highly resourced administration

Service Delivery Characteristics

ANU is the least centralised of comparison universities.

Seniority comparison: % professional staff wFTE by seniority grouping

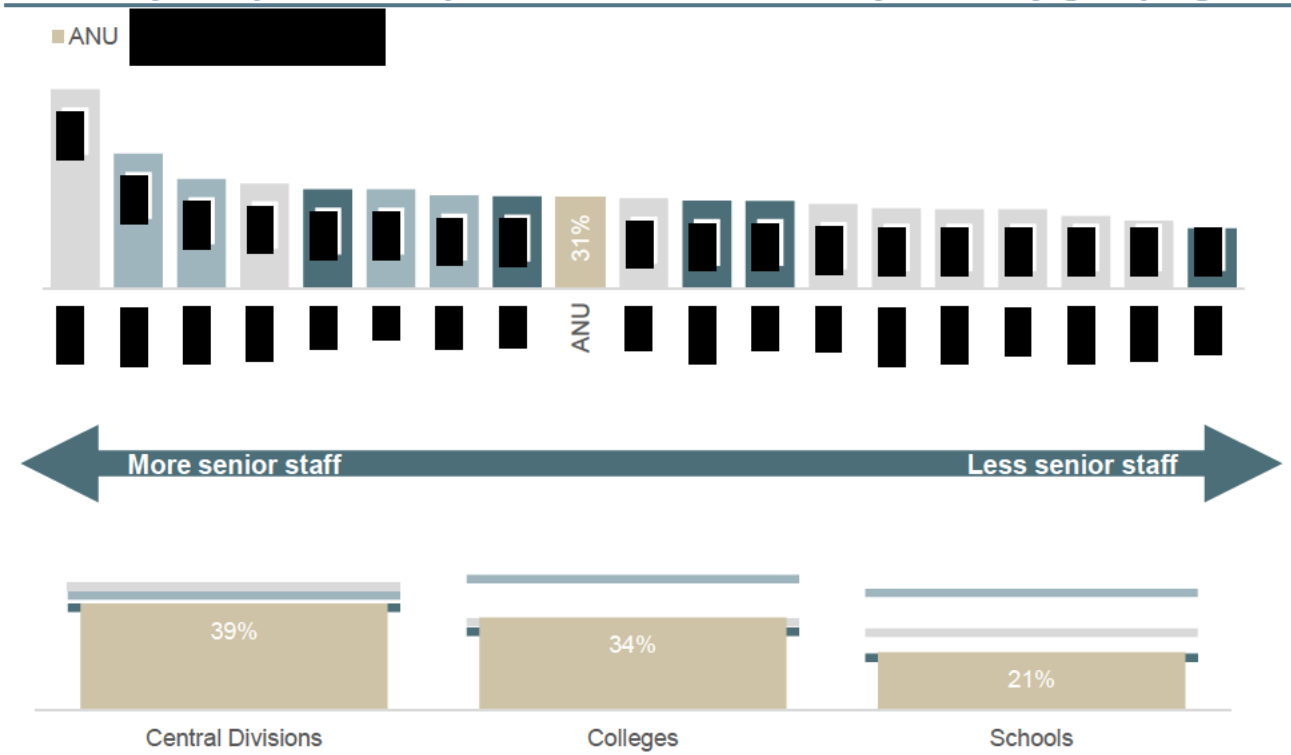


Notes: Suppliers excluded; Go8 average excludes ANU, UK average includes selected comparison universities only.

Service Delivery Characteristics

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Seniority comparison: % professional staff wFTE by seniority grouping



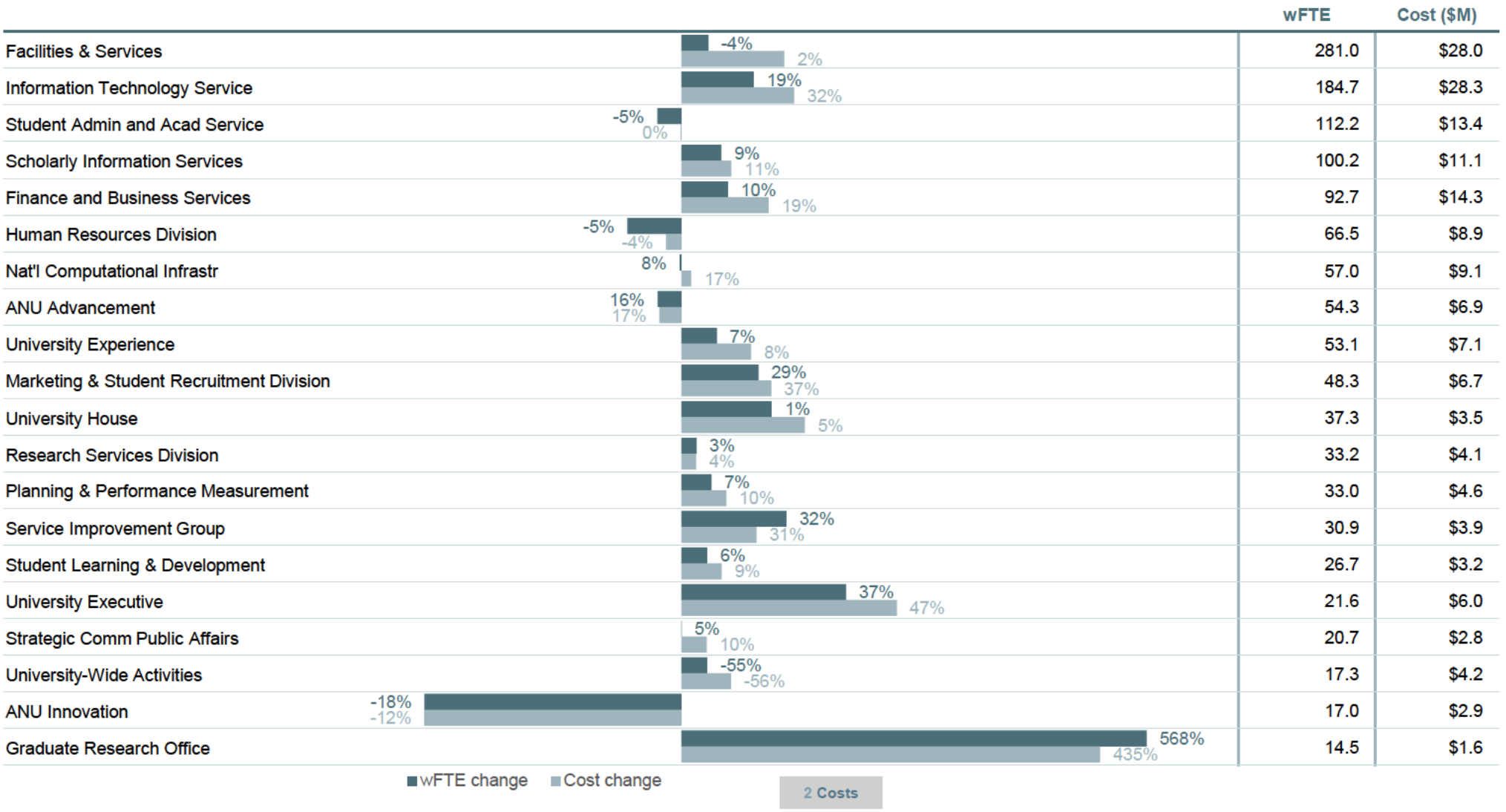
ANU has, on average, a higher proportion of staff in all locations at a level ANU08 and above.

Notes: Suppliers excluded; Go8 average excludes ANU, UK average includes selected comparison universities only.

Appendix: Service Divisions Year-on-Year Change

Most of the largest business units at ANU have experienced increases in wFTE and cost.

Staff and supplier Core Services cost and wFTE 2018 – 19 % change by top 20 business units

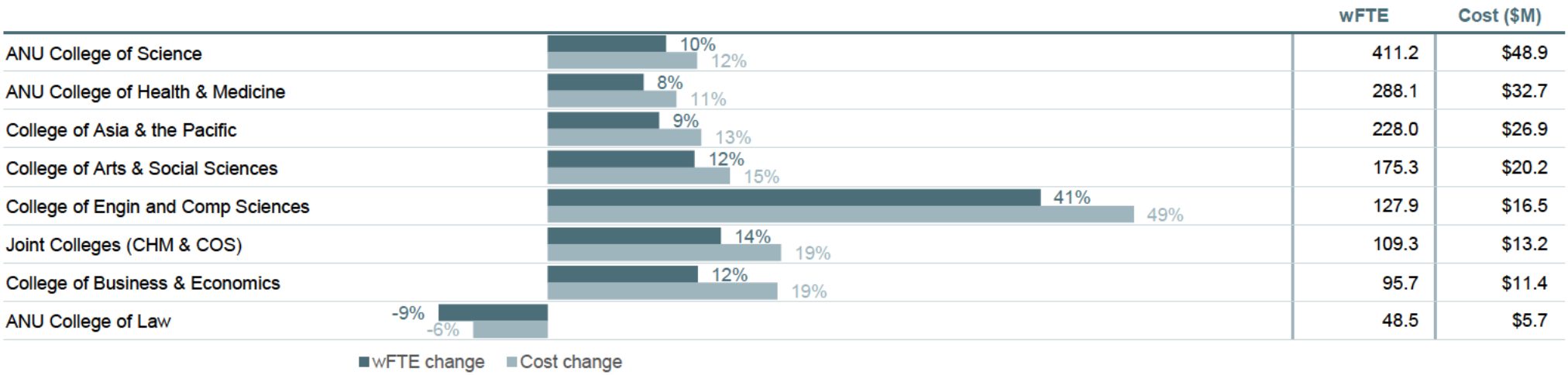


Notes: Suppliers included, see page [] for staff data only.

Appendix: Colleges Year-on-Year Change

Colleges are increasing in both wFTE and cost.

Staff and supplier Core Services cost and wFTE 2018 – 19 % change



Notes: Suppliers included, see page [] for staff data only.

Appendix: Service Delivery Characteristics

Normalised resourcing by UniForum Function comparison

[redacted]

	Function Name	ANU
Normalised wFTE	130. Research Facilities & Support	148
	070. External Engagement	103
	050. Information Technology	96
	010. Governance & Institutional Management	96
	030. Finance	90
	110. Teaching Design, Development & Delivery	89
	020. Human Resources	88
	120. Research Administration	87
	080. Student Support & Services	77
	090. Library	74
	100. Teaching Administration	69
	040. General Administration	64
	060. Facilities Management	64
Normalised Cost	130. Research Facilities & Support	176
	070. External Engagement	122
	050. Information Technology	93
	010. Governance & Institutional Management	114
	030. Finance	112
	110. Teaching Design, Development & Delivery	110
	020. Human Resources	106
	120. Research Administration	92
	080. Student Support & Services	105
	090. Library	90
	100. Teaching Administration	97
	040. General Administration	85
	060. Facilities Management	72

[redacted]

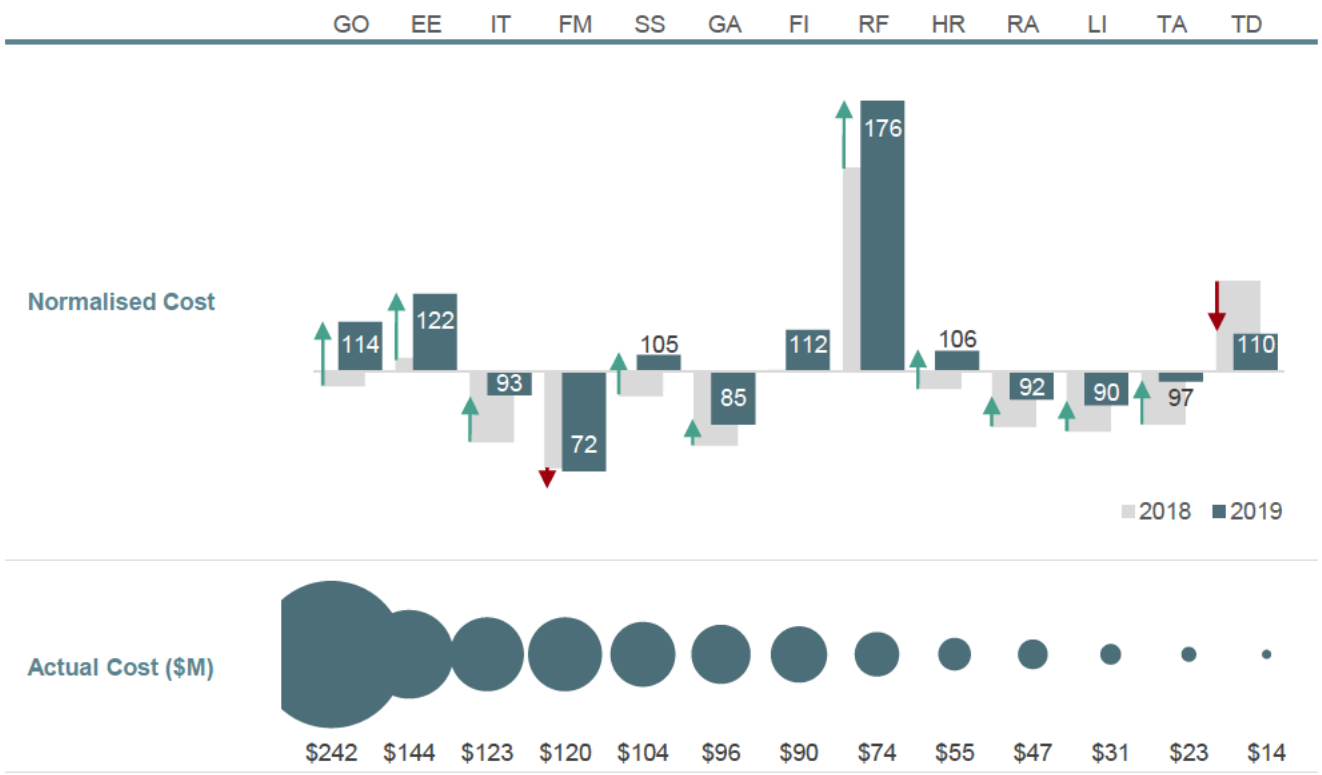
2 Costs

Notes: See page [] for detailed normalised results comparison by university.

Normalised Cost by Function

When using a 3 year model, that takes into account efficiencies made between the years, ANU showed the largest increase in normalised cost.

Actual Cost as percent of Predicted, 3 year model[1] (2019)



ANU Normalised Operations cost increased most out of the benchmark universities, however is still below the 100 result.

What is normalised cost / wFTE?

Scaled data based on a university's profile to enable cross-institutional comparison. Generally, a normalised result above 100 equates to less efficiency, where a result under 100 being more efficient. Please refer to Appendix G for more information on normalised data and the models used.

2 Costs

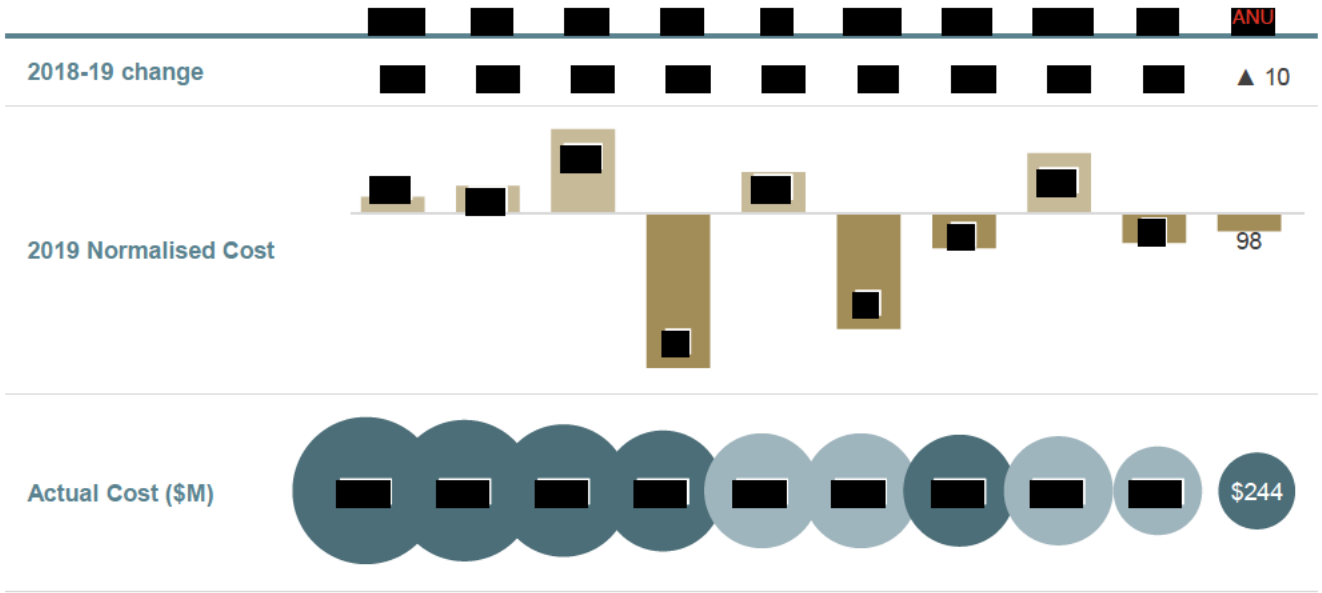
Notes: [1] A 3 year model was used in this analysis to show efficiency gains over the period of time. Refer to Appendix G for further information.

Normalised Operations cost by university

When using a 3 year model, that takes into account efficiencies made between the years, ANU showed the largest increase in normalised cost.

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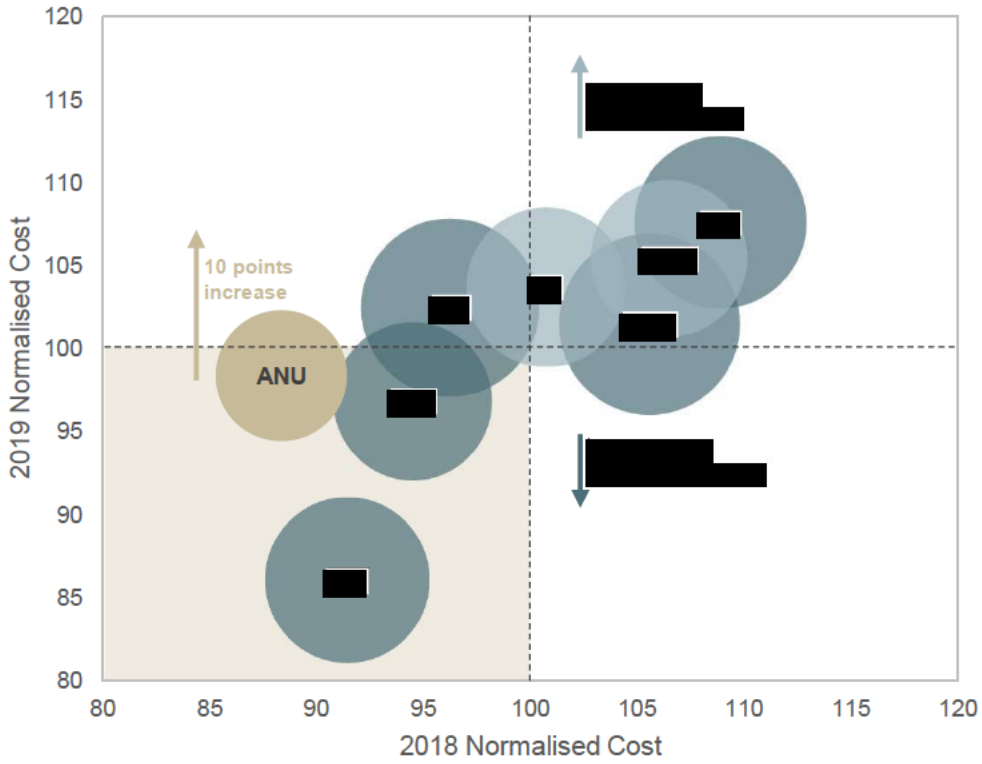
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Normalised Cost by university

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2018 – 2019 Normalised Cost Comparison

[redacted]



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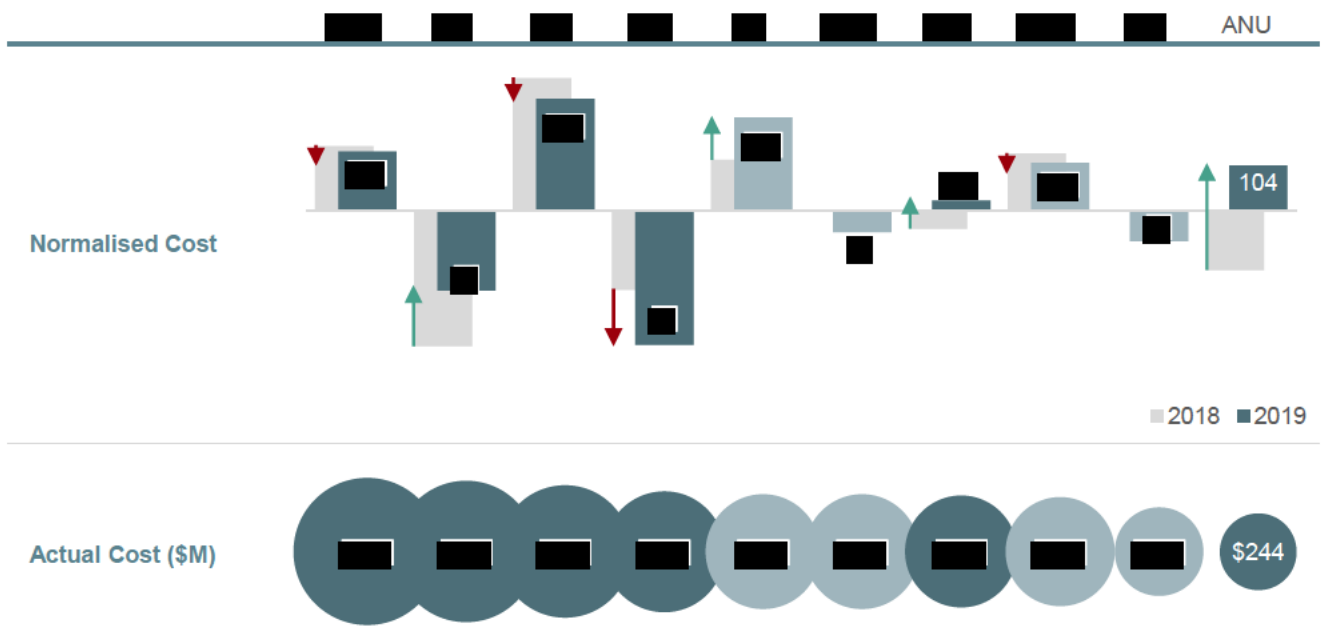
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[redacted]



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Commercial-In-Confidence

Australian National University

2 March 2023

Service Effectiveness Results Briefing

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Manager of UniForum data users

5. Access to UniForum Data Reports will be managed by the Institution's nominated UniForum data manager (the "UniForum Data Manager") and may only be provided to the Recipient on condition that the Responsible Internal Use principles are adhered to

Reviewer of UniForum data

6. UniForum Data Reports and Institution Data Reports can be created at the level of individual personnel for the UniForum Data Manager's Institution only. These detailed reports must only be used in accordance with the Institution's Privacy Policy

7. The use of UniForum Data Reports and Institution Data Reports to support further analysis by other users of the data in the Institution must be approved by the Institution's UniForum Data Manager. Where this involves sharing data with other UniForum Participating Institutions, only UniForum Data Reports developed for comparing Institutions may be used, so as to prevent disclosure of Personal Data and contravening the Institution Privacy Policy

Enforcer of Responsible Internal Use

8. The UniForum Data Manager and the party creating the Institution Presentation Reports and Institution Data Reports using the UniForum Data Reports, shall be responsible for ensuring these Responsible Internal Use terms are applied

External data sharing

Non-UniForum members

9. Information contained in the UniForum Reports relating to the other UniForum Member institutions may contain confidential or commercially sensitive information and cannot be used in studies involving Institutions who are not members of UniForum without prior unanimous approval of all Institution Executive Sponsors. Requests for approval must be made through Cubane

Third parties for external projects

10. Subject to principle 11, access to UniForum databases, either through the UniForum Reporting Tools or databases held by the Institution, or any extracts and analyses using the databases that contain UniForum data or Cubane Intellectual Property, including data on other Institutions, cannot be extended to external parties beyond Cubane, including but not limited to institutions that are not members of the UniForum Chapter, the media, consultancies or advisers, unless the Institution is required by law to provide information sourced from the UniForum reports

Third parties for internal projects

11. External parties beyond Cubane may only be given UniForum Reports and Cubane intellectual property, or access to the same, where this is to support the Institution with specific services for internal projects subject to explicit, advance written consent from Cubane and where the external party acknowledges and agrees that the UniForum Reports will be used in accordance with these Responsible Internal Use conditions and all UniForum data and reports will be deleted from the external party's systems at the conclusion of the initiative for which Cubane consent was sought. Comparative data for other Institutions should be provided only where essential to the project and only if provided in a way that ensures that other Institutions cannot be identified. For example, replace UniForum university codes with deidentified labels or use group metrics only

University-only data sharing

University-only data sharing

12. The Institution can use the information and data it has provided to UniForum (University collected data) for any purposes it sees fit. This does not include UniForum transformed data obtained by the Institution from the UniForum Data Reports which the Institution acknowledges is the intellectual property of Cubane

General conditions

Freedom of Information restrictions

13. For the avoidance of doubt, the Institution agrees that UniForum Reports, including UniForum Presentation Reports, UniForum Data Reports, Institution Presentation Reports and Institution Data Reports contain confidential information from other Institutions and may be subject to protection under the freedom of information legislation or regulations (FOIA or similar) applicable in the Institution's legal jurisdiction

Further information

For further information on these conditions please contact the coordinator for the UniForum information sharing policy

[redacted]
Cubane Consulting Pty Ltd
[redacted]

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- **Priorities & Opportunities**
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ANU has opportunity for effectiveness improvements within most functions and cohorts

EXECUTIVE SUMMARY

Overview of Service Effectiveness Results

- ANU recorded an overall effectiveness score of 17, 3rd lowest in the global group
- Effectiveness is below median in all functions except for Facilities Management
- Effectiveness scores are below median across all cohorts
- Central staff are typically less satisfied than their peers in faculties, schools and institutes

Priorities & Opportunities

- HR and IT stand out as the functions with lowest effectiveness scores, and in some services higher normalised cost
- Focusing on key drivers of satisfaction will help prioritise service improvement effort

Source: Cubane Consulting

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There are a number of key concepts which are used throughout this presentation; these are important to keep in mind when interpreting your results

HOW TO INTERPRET THE SURVEY RESULTS

Measure	Meaning of the measure
Effectiveness Score	**Technical term**: Net Satisfaction • Identifies the level of satisfaction with each service that service users report • Ranges from 100 to -100; calculated as proportion of respondents very satisfied or satisfied less proportion dissatisfied or very dissatisfied
Median	• Median university for the overall latest university result for the metric under consideration*
Relative Effectiveness Score	**Technical term**: Relative Net Satisfaction • Difference between the university's net satisfaction and the median net satisfaction
Service Level Awareness	• Identifies the percentage of respondents that reply that the service standards for the service they are responding to are clear
Service Attribute Frequency Score	• Identifies service users' reported experience with service specific attributes (grouped into 3 classes: People, Processes and Systems) • Calculated as the proportion of respondents who experience the attribute 'Often' and 'Always' less those who responded 'Never' and 'Rarely'

*Note: * In cases where there are an even number of universities, the median becomes the midpoint between the two middle universities*

Source: Cubane Consulting

There are two parts to the Service Effectiveness Assessment, Parts 1 and 2; ANU participated in Part 1 in Oct/Nov 2022 and Part 2 in Apr/May 2022

INTRODUCTION TO PART 1 AND 2 SE RESULTS PRESENTATION

- ANU completed Parts 1 and 2 of the SE Assessment in the Oct/Nov and Apr/May periods of 2022 respectively

Summary of In Scope Responses:

	# Academic Staff Invited	Academic Staff Response Rate	# Professional Staff Invited	Professional Staff Response Rate
Part 1	939	20%	1425	41%
Part 2	930	23%	1349	34%

- The most recent available Activity Collection Results have been used for this report which reflect January – December 2021; 2022 normalised results will become available later this year
- In slides with blended views, the results from Part 1 & 2 are combined through weighted averages of responses to give measures of satisfaction at the Overall University level as well as by Function and Org Units
- In views showing Overall or Function results, the 35 Part 1 services and 30 of the 35 Part 2 services that have been in the assessment since 2017 are used

Source: Cubane Consulting

In this report, medians and ranges of results exclude assessments performed during the COVID-19 pandemic (i.e. between and including April/May 2020 to Oct/Nov 2021)

REFERENCE MEDIANS TO EXCLUDE COVID-IMPACTED SURVEYS

- Across assessments conducted between Apr/May 2020 and Oct/Nov 2021, we observed a material increase in service satisfaction across multiple services & functions
- The material changes in service satisfaction were observed during a period in which COVID required universities to operate very differently e.g., delivering remote learning and hybrid work
- The satisfaction change was observed in both services that were used less widely during COVID (e.g. *FM01 Cleaning*) and services that were used more widely during COVID (e.g. *TD09 Learning Design & Development*)

Source: Cubane Consulting

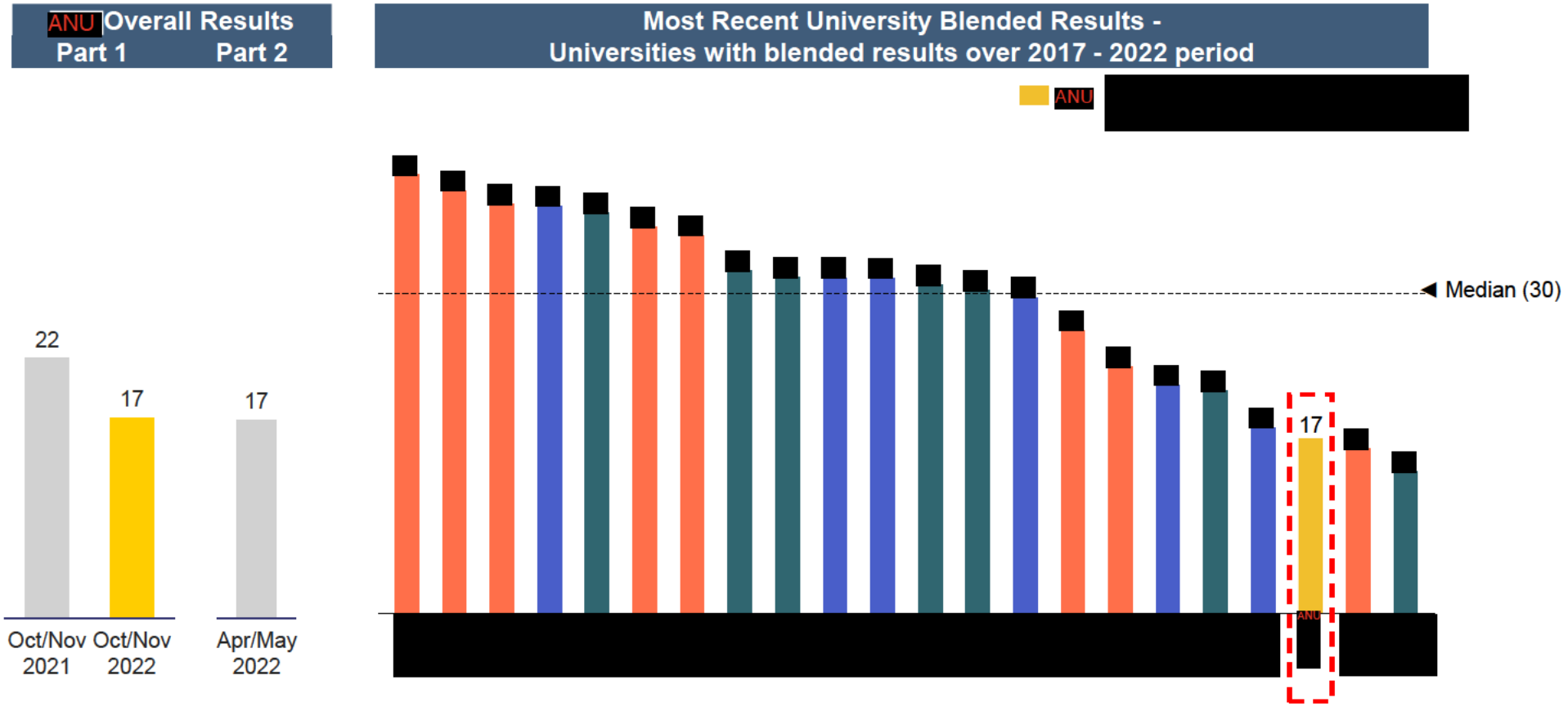
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The overall effectiveness score for assessed services at ANU is 17, 3rd lowest in the global group

OVERALL EFFECTIVENESS SCORE COMPARISON – PARTS 1 & 2

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, Most Recent Results, 2017 - 2022

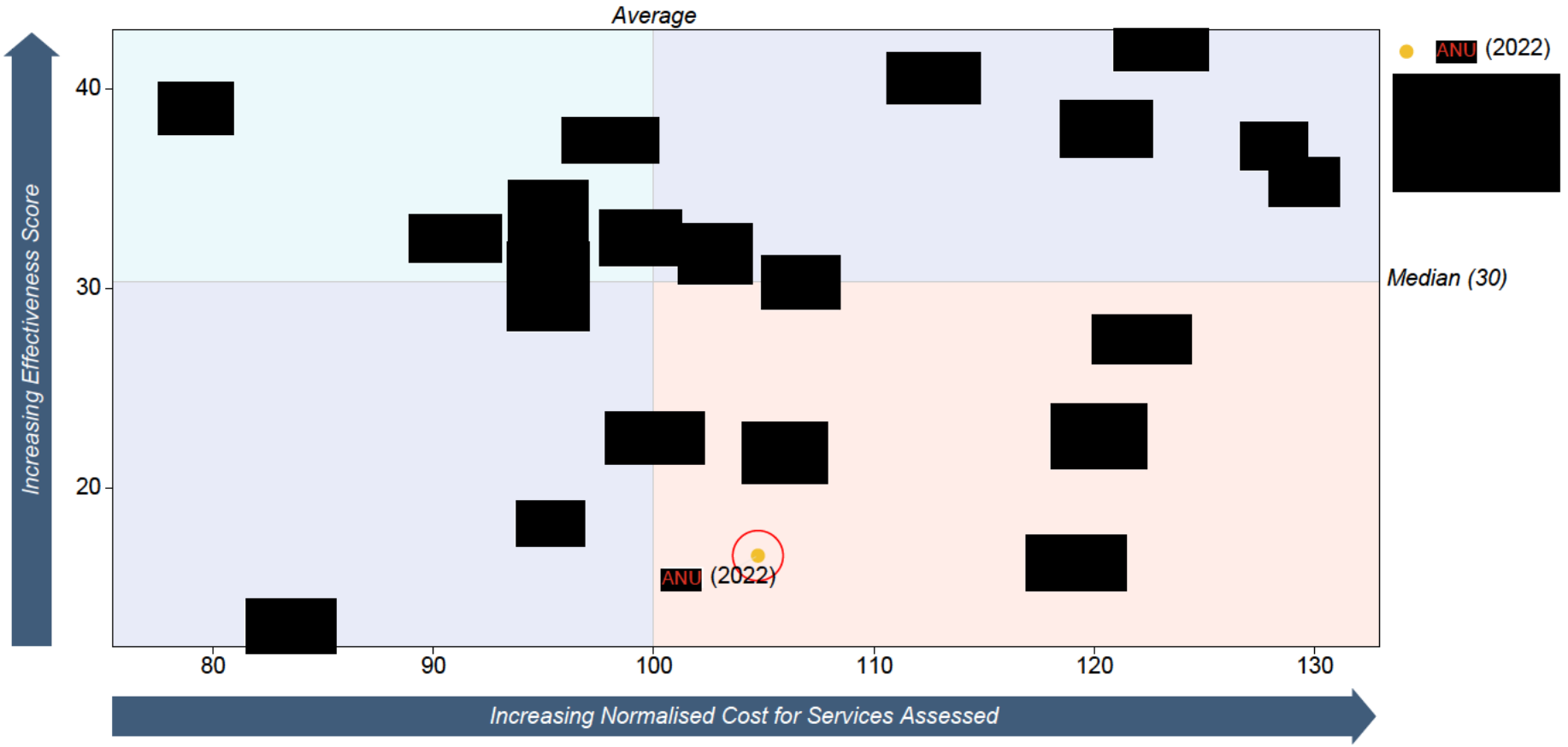


Source: UniForum Database March 2023; Cubane Analysis

ANU is positioned below median for overall effectiveness and above average for normalised cost

OVERALL EFFECTIVENESS SCORE VERSUS NORMALISED COSTS - PARTS 1 & 2 SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2022



Source: UniForum Database March 2023; Cubane Analysis

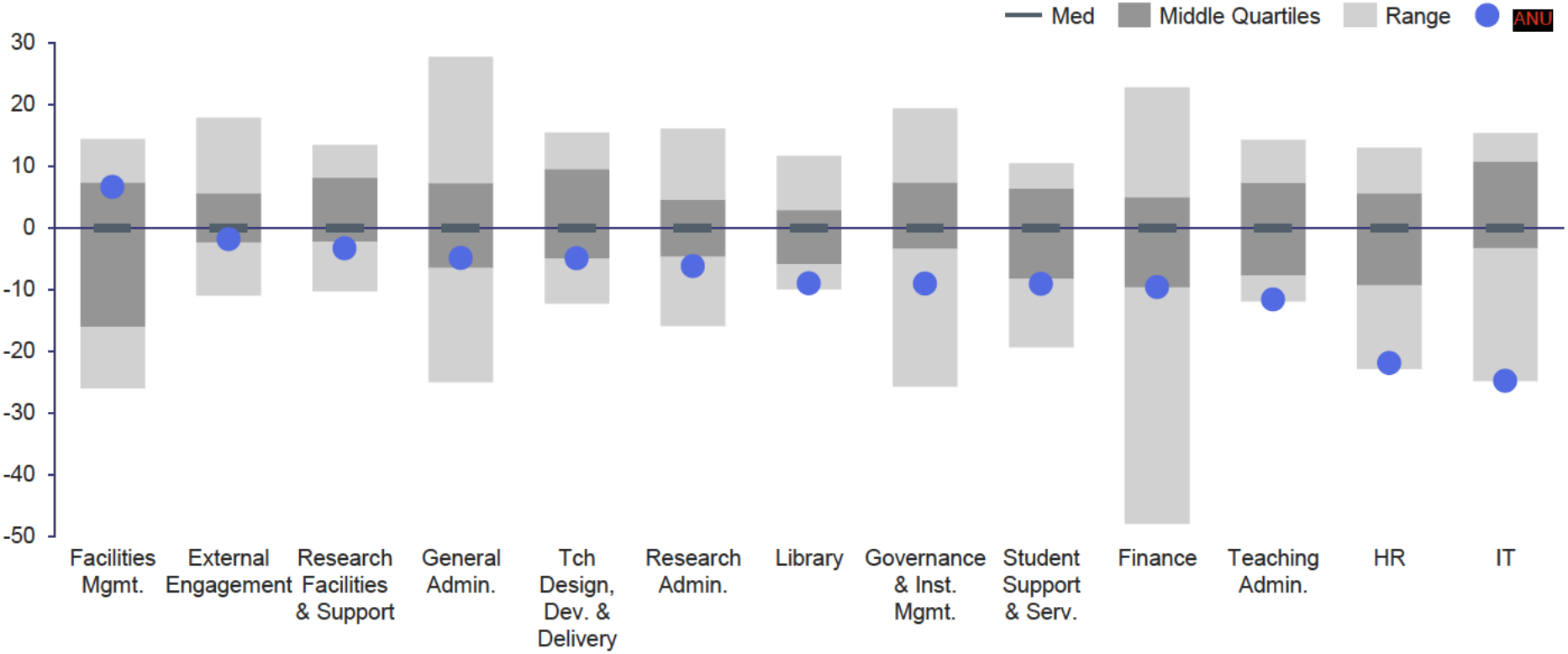
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ANU recorded below median effectiveness scores across all functions except Facilities Management; IT, HR and Teaching Administration stand out as key functions for review

FUNCTIONAL RELATIVE EFFECTIVENESS SCORE

Relative Net Satisfaction, Parts 1 & 2 Services, 2017 - 2022



	Facilities Mgmt.	External Engagement	Research Facilities & Support	General Admin.	Tch Design, Dev. & Delivery	Research Admin.	Library	Governance & Inst. Mgmt.	Student Support & Serv.	Finance	Teaching Admin.	HR	IT
% of Total Spend*	10%	11%	14%	3%	5%	6%	2%	12%	10%	9%	3%	8%	8%

Notes: * *Total spend of Part 1 and Part 2 services assessed in Service Effectiveness Assessments*

Source: UniForum Database March 2023; Cubane Analysis

Dissatisfaction is widespread across the university, but particularly pronounced in central units; this discrepancy is more pronounced in functions like HR, Finance and General Administration whilst dissatisfaction with IT is across university areas

RELATIVE EFFECTIVENESS SCORE BY FUNCTION AND ORGANISATION UNIT - PARTS 1 & 2 SERVICES

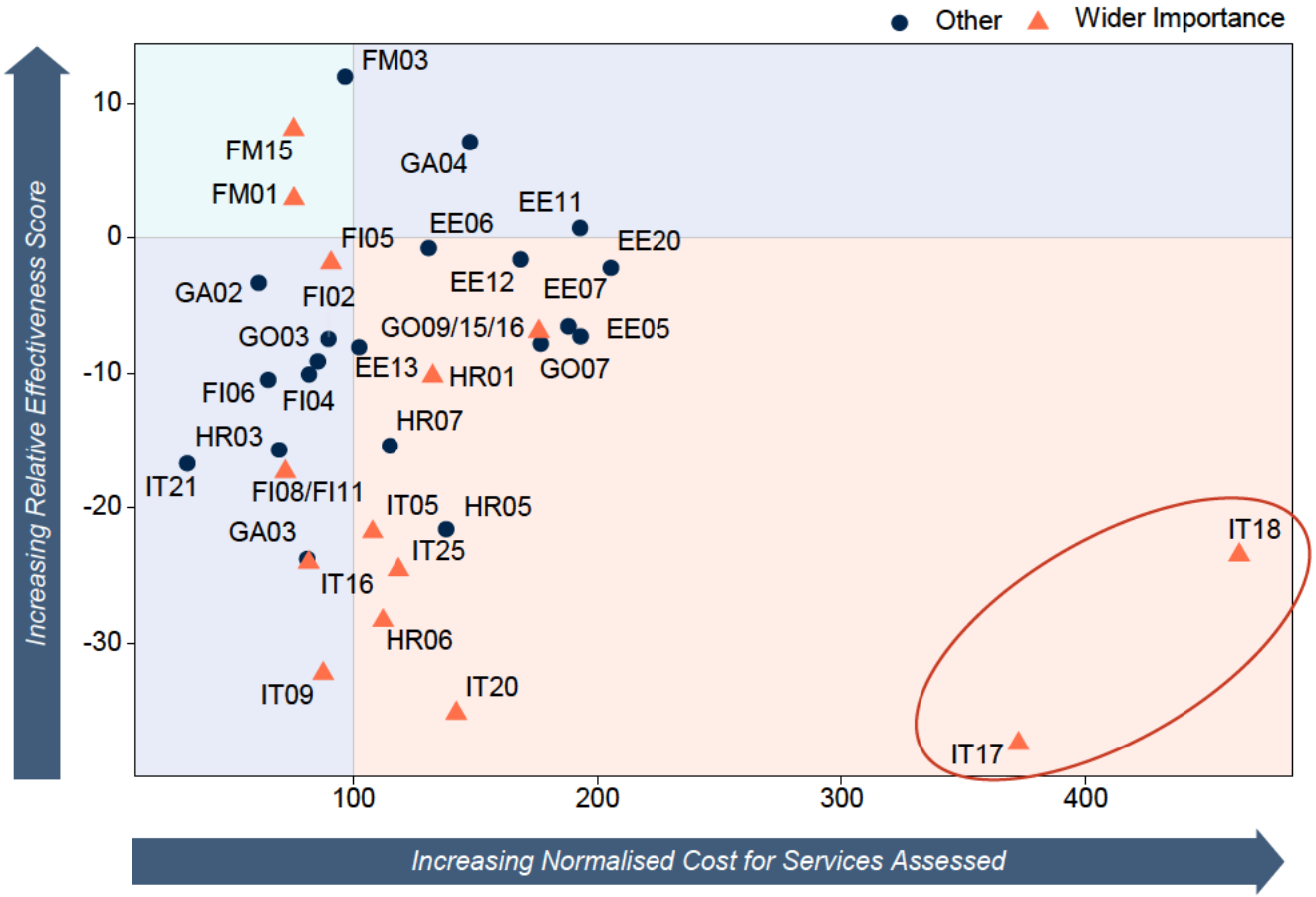
Relative Net Satisfaction (Higher is better), Parts 1 & 2 Services, 2022

	FM	EE	RF	GA	TD	RA	LI	GO	SS	FI	TA	HR	IT	Total Respondents
Central Units														
Information Technology Service	14	-30		2	-6	-21	7	-9	-26	-6	-4	-40	-0	72
Other	13	5		19	8	-14	13	-4	17	23	-20	-29	-20	59
Planning & Service Performance	27	1		-32	4	-10		3	-8	-6	19	-28	-18	50
Facilities & Services	6	-1	-30	-19	-22	-26		-4	-27	-51	-9	-35	-24	49
Student Admin and Acad Service	-10	-2		-12	19	-26	-23	-24	6	-34	7	-74	-21	44
Scholarly Information Services	1	15		18	8	11	30	-18	0	20	-4	-62	-32	43
Finance and Business Services	-1	5		-19	-12	-6		-14	-13	-6		-43	-20	35
Student and University Experience	-10	-42		-16	-36	-29	-37	-48	-15	-40	-27	-76	-49	34
ANU Advancement	-14	16		-38	-0	6		-10	-16	-18		-27	-28	29
Nat'l Computational Infrastr	-1	18		-42	16	-2		-48		-28		-59	-29	24
Research Services Division	-33	-53		3		24		-13	-18	-20		-41	-10	20
Chief Information Security	3	-26		16	-17			-53	-27	-32		-61	-71	17
Office of the Vice-Chancellor	-28	-14		-38		36		-44	-42	-15		-81	-29	15
People & Culture	-27	-25		-25					10	-24		-10	-17	15
Human Resources Division	-4	-26						28				36	0	14
Shared Services	14			30						-19		-6	-17	14
ANU Legal Office	24			-5								8	13	13
Centre for Learning & Teaching	24	-31			-21			-15	-29			-35	4	12
International Strategy Future Students Division	9	29		-35					-10	-22		-66	3	11
Marketing & Student Recruitment Division	-18	-21			-34			-19	-29			-56	-34	11
Faculty Centres, Schools & Institutes														
ANU College of Science	12	-3	8	1	-11	10	-13	-15	-14	-10	-20	2	-22	233
College of Arts & Social Sciences	10	-7	-12	2	0	-17	-9	-10	-8	8	-6	7	-24	149
ANU College of Health & Medicine	-7	-2	-4	12	-8	-1	-4	-13	-2	6	-9	-16	-19	116
College of Asia & the Pacific	8	-13	-4	1	-7	-16	-2	-15	1	6	-20	-9	-39	114
College of Engin and Comp Sciences	-0	-7	-10	-23	-2	-28	-20	-4	-31	-35	-23	-40	-45	91
College of Business & Economics	28	11	-8	-17	-19	7	-28	13	-13	5	-3	17	-26	78
ANU College of Law	35	19	-9	20	19	-21	6	22	6	38	15	17	-36	39
Total	7	-2	-3	-5	-5	-6	-9	-9	-9	-10	-12	-22	-25	

Within Corporate Support & Institutional Advancement, several IT and HR activities recorded low effectiveness and high cost; these activities are typically also of widespread importance at the university, e.g., *IT17 IT Helpdesk* and *IT18 Authentication Services*

RELATIVE EFFECTIVENESS SCORE VS. NORMALISED COSTS BY SERVICE - CORPORATE SUPPORT & INST. ADV.

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Corporate & Institutional Advancement Services, 2022



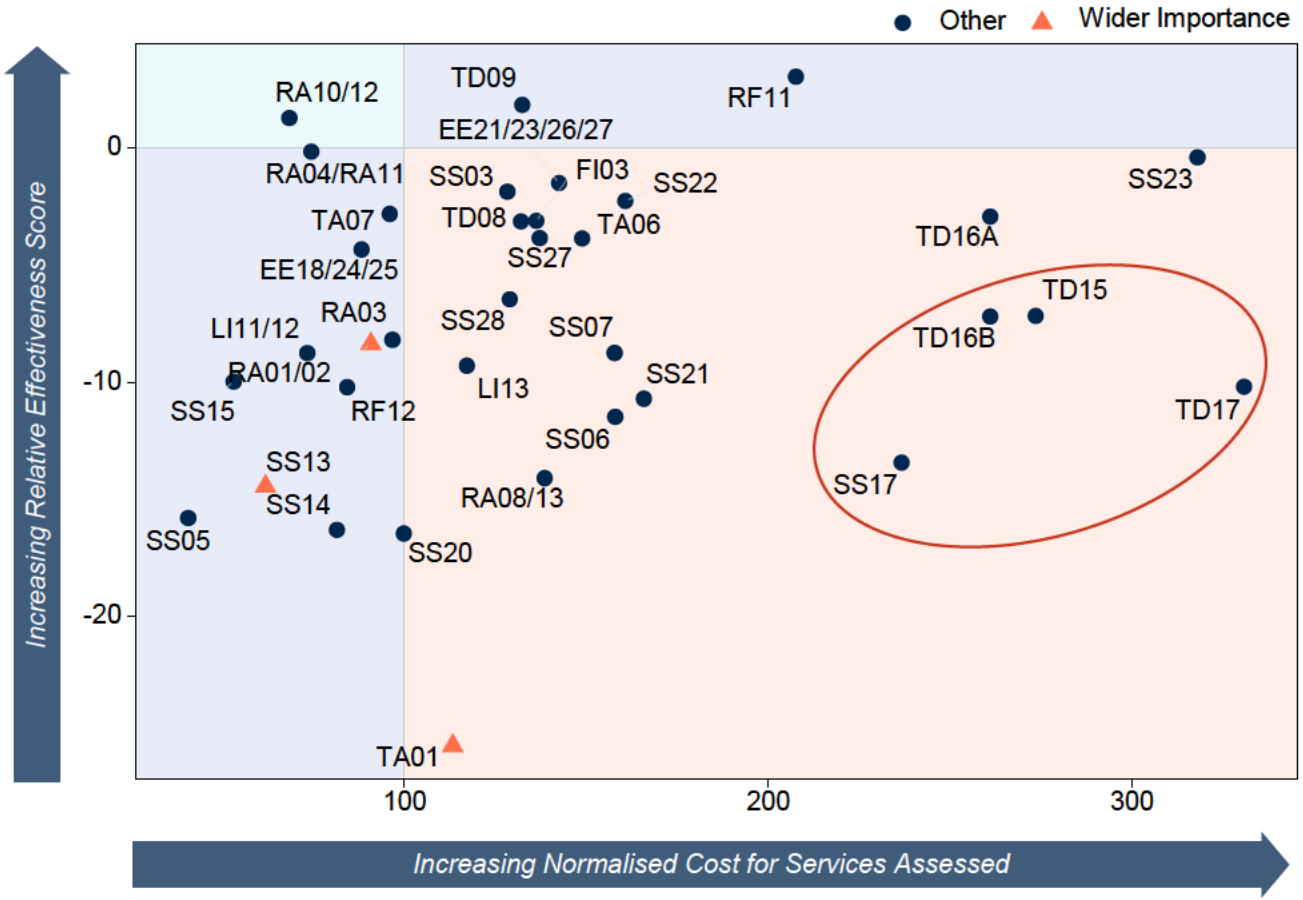
Service Code	Service Name
EE05	Conducting Mkt Research
EE06	Mkting material & media access
EE07	Content & copy for publications
EE11	Alumni relationship mgmt
EE12	Sponsor & donor relationship mgmnt
EE13	Public-facing websites
EE20	Dom Stu Mkting
FI02	Financial accounts
FI04	Preferred supplier access
FI05	Payments to suppliers
FI06	Billing
FI08/FI11	Budgeting
FM01	Cleaning
FM03	Facilities mgmt
FM15	Fully functional building spaces
GA02	The means to buy
GA03	Travel Administration
GA04	Credit card & expenses
GO03	Staff performance mgmt
GO07	Workplace health & safety
GO09/15/16	Management Reporting
HR01	Payroll and Benefits
HR03	Staff Professional Development
HR05	IR Management
HR06	Staff recruiting
HR07	Staff advice
IT05	Network services
IT09	Wifi & Internet
IT16	Workspace Computing
IT17	IT help desk
IT18	Authentication Services
IT20	AV & multi media
IT21	Self-serve print & copy
IT25	Email, Calendar and Staff Contacts

Source: UniForum Database March 2023; Cubane Analysis

Within Teaching, Research and Student Support, over half of activities are delivered at high cost with low effectiveness scores; several of these activities are within Teaching Design, Development & Delivery and Student Support

RELATIVE EFFECTIVENESS SCORE VS. NORMALISED COSTS BY SERVICE - TEACHING & RESEARCH SUPPORT

Relative Net Satisfaction (Higher is better), Parts 1 & 2 Support for Teaching, Students & Research Services, 2022



Service Code	Service Name
EE18/24/25	Dom Stu Recruiting
EE21/23/26/27	International Stu Mkting & Recruiting
FI03	Research accounts
LI11/12	Library frontline & L&T serv
LI13	Library research serv
RA01/02	Pre-award Res. grant support
RA03	Research integrity & ethics
RA04/RA11	Post-awd res. grant reporting & compliance
RA08/13	Research portfolio information
RA10/12	Research Commercial.
RF11	Shared Res. tech facil
RF12	Research workshop facilities
SS03	PGR/GRP admissions & enrolments
SS05	Assessments & exams
SS06	PGR/GRP Stu progress
SS07	Stu Discipline
SS13	Student Counselling
SS14	Student Career support
SS15	Student equality & disability serv
SS17	Student Experience Programs
SS20	UG Admissions
SS21	PGT/GCP Admissions
SS22	UG Enrolment & Credit Transfers
SS23	PGT/GCP Enrolment & Credit Transfers
SS27	Student acad. skills programs
SS28	International Stu. & Exchange Programs
SSEM	Student Enquiry mgmt
TA01	Timetabling
TA06	Internships, Plcemnts & Field trips
TA07	Acad. Programs
TD08	Course Development
TD09	Learning Design & Development
TD15	Learning environments
TD16A	Course Evaluation
TD16B	Learning analytics
TD17	Teach. Capability Enhance.

Source: UniForum Database March 2023; Cubane Analysis

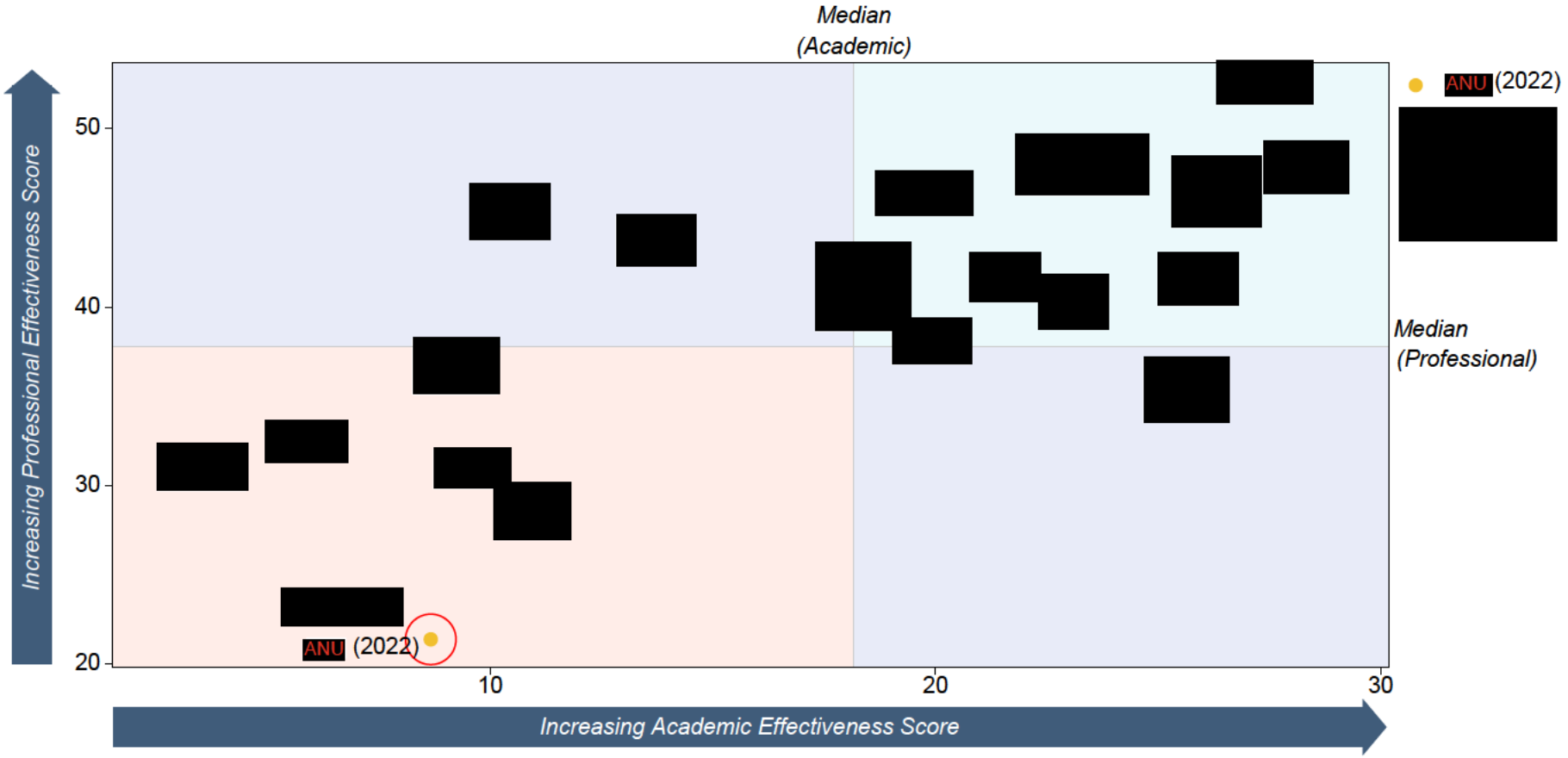
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Both academic and professional staff cohorts at ANU report below median effectiveness scores overall

OVERALL EFFECTIVENESS SCORE BY COHORT - PARTS 1 & 2 (ACADEMIC VS PROFESSIONAL STAFF)

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2022

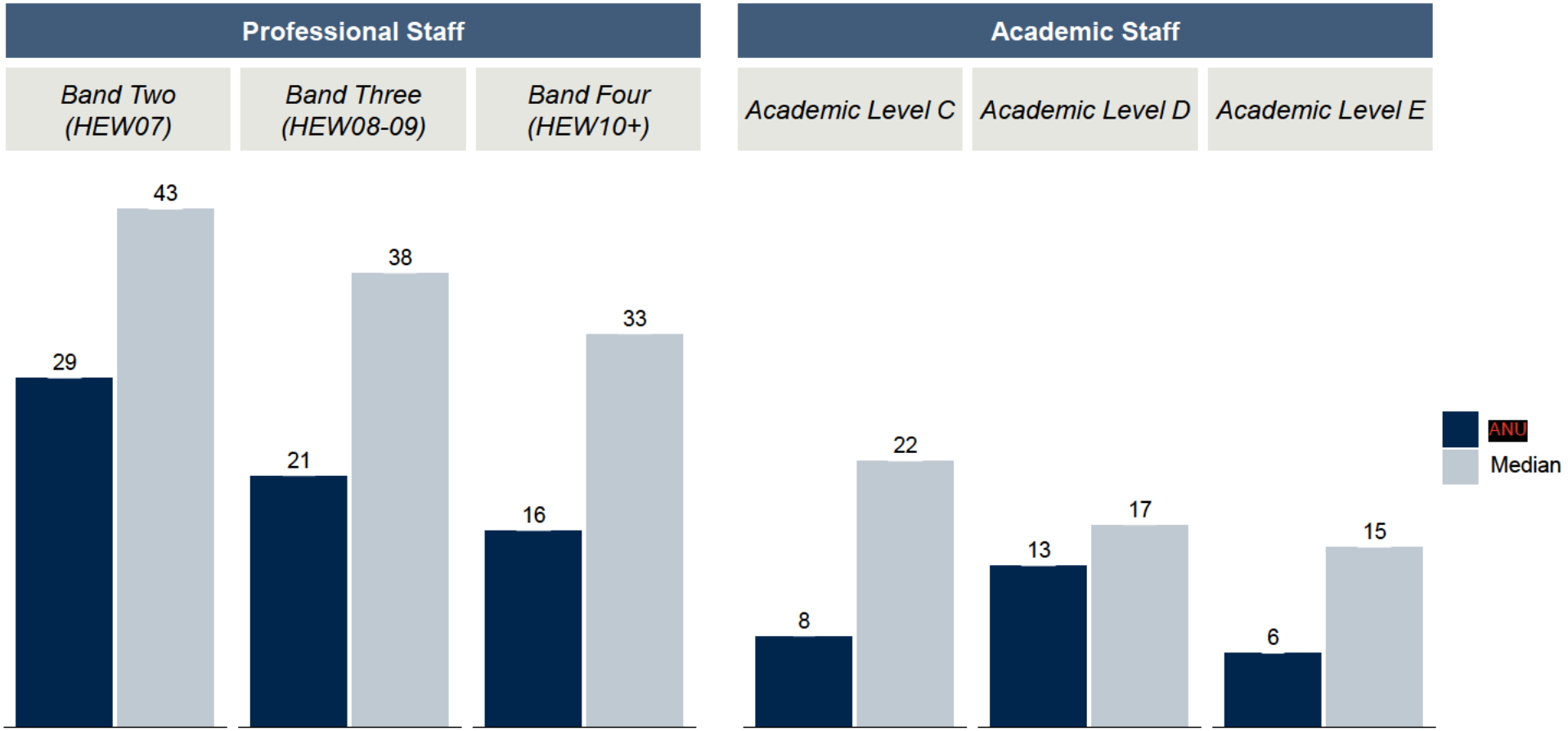


Source: UniForum Database March 2023; Cubane Analysis

Effectiveness scores are below median across all cohorts at ANU

OVERALL EFFECTIVENESS SCORE BY SENIORITY LEVEL - PARTS 1 & 2 SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2022



Source: UniForum Database March 2023; Cubane Analysis

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The detailed Service Effectiveness results can be used to identify which cohorts and organisation units to target, their key pain points and which actions are likely to deliver the biggest improvement in results

IDENTIFY KEY DRIVERS

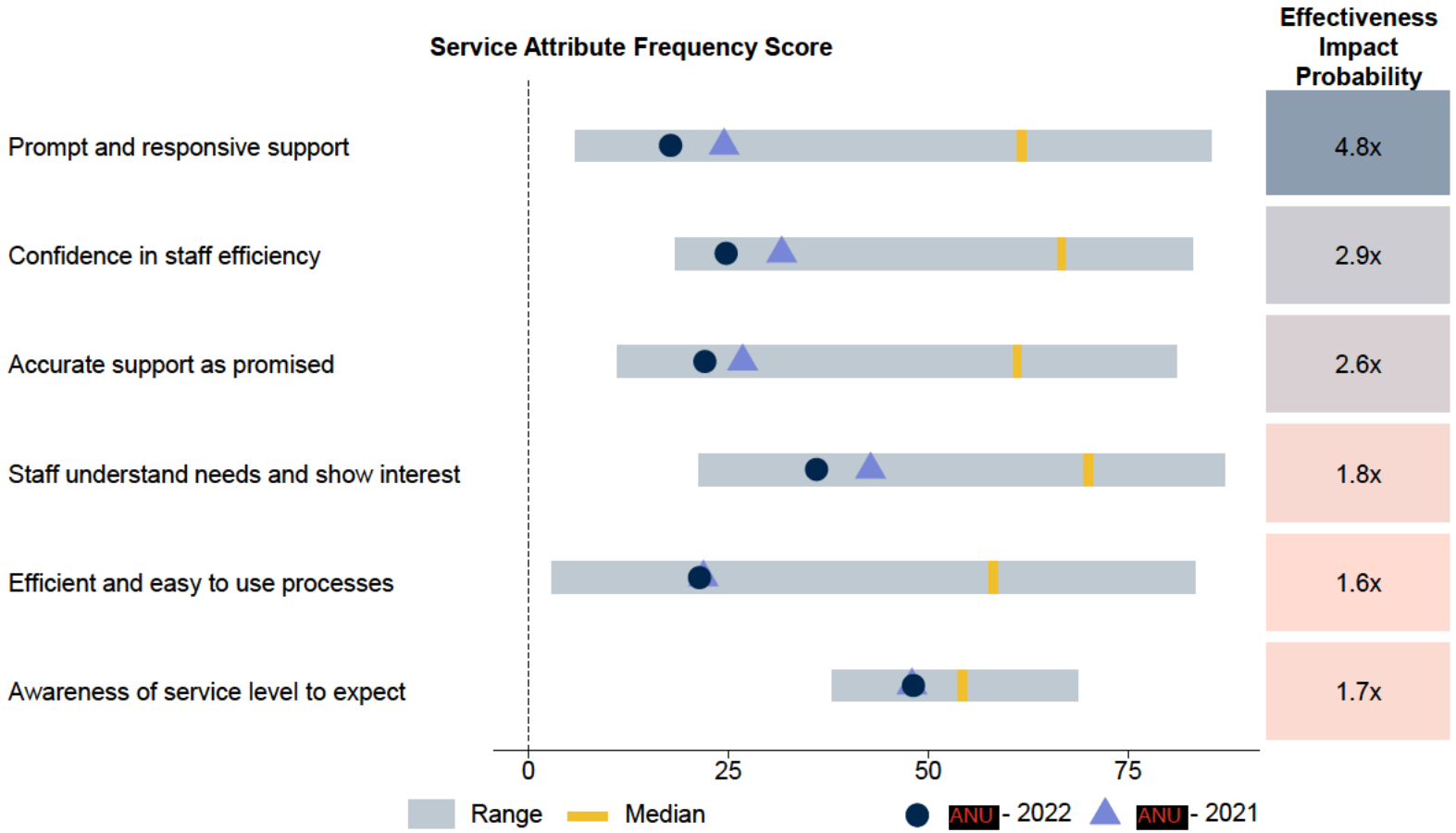
Key questions	Role of SE data in identifying drivers
Do my users have differing experiences of the service?	▪ Academic and professional staff views of service performance help identify which cohorts to focus on ▪ Organization unit level data helps identify areas of best practice within your university and the areas that are least satisfied
What are the key pain points amongst my users?	▪ The assessment invites respondents to provide further feedback on service attributes related to people, processes and systems ▪ Comparing your results to other universities helps identify service gaps ▪ Free text comments provide additional insight into specific issues at your university
What is the user's experience using the service?	▪ Experience results help identify where the user's experience is below par on the attributes that matters the most to users across cohorts ▪ Focusing initial service improvement efforts on these attributes may help lift Effectiveness Scores quickly
Where are there likely to be communication gaps for Service Levels?	▪ Awareness of service standards is correlated with service effectiveness ▪ Driver analysis identifies the services where actions to clearly communicate standards is most likely to deliver quick improvement

Source: Cubane Consulting

For IT17 IT Help Desk, focusing on improving *Prompt and responsive support* for staff will have a high impact on Service Effectiveness

UNDERSTANDING DRIVERS OF SATISFACTION - IT17 IT HELP DESK

Service Users' Experience Feedback, 2017 - 2022, Overall Results



Source: UniForum Database March 2023; Cubane Analysis

Free text comments for *IT17 IT Helpdesk* express a need for more efficient and responsive support

UNDERSTANDING DRIVERS OF EFFECTIVENESS – IT17 IT HELPDESK

What users are saying about "Prompt and responsive support"**:**

"IT is extremely unresponsive. Tickets can go months unanswered and change hands a lot"

"IT support at ANU has gone from bad to horrific. We wait months for queries to be answered. Often the only way to get traction is to elevate queries to managers, as the ticket system is beyond broken. This issue needs urgent and drastic action"

"I doubt anyone is happy with ITS' responsiveness when issues are raised but I know there is a severe staff shortage and it is difficult to recruit"

"For the last year every issue I have raised (and there have been several) have either had no reply or incorrect replies"

What users are saying about "Confidence in staff efficiency"**:**

"I try to avoid raising any kind of ticket with the helpdesk because the responses are always generic, late, and seldom helpful"

"IT never get back to you"

"What is the point of a centralised IT service when they can not respond within two weeks for simple network and printer problems… In our school we have lost confidence in ITS and hence don't file/rarely file queries on the ITS support desk which gets interpreted as there are no problems and so support resources should be reduced"

"Central IT booking system is complex and inefficient"

"Centralised IT support remains on the whole vastly inefficient. My most frequent experience is that I log a job, have to go several rounds with central staff who are unable to assist with my problem only to be passed to someone in a local team (who I am not supposed to approach directly) who then deals with the issue in a few minutes"

Source: UniForum Database March 2023; Cubane Analysis

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Parts 1 and 2 each cover 35 services which span 13 of the UniForum functions

SERVICES CATALOGUE – PARTS 1 AND 2

Service short name	Pt 1	Pt 2	Act.
GO09 Management Reporting		■	NTx
GO07 Workplace health & safety		■	NTx
GO03 Staff performance mgmt		■	NTx
HR01 Pay & super	■		Tx
HR06 Staff recruiting	■		Tx
HR07 Staff advice	■		NTx
HR03 Staff Professional Development		■	NTx
HR05 IR Management		■	NTx
FI02 Financial accounts	■		Tx
FI03 Research accounts	■		Tx
FI04 Preferred supplier access	■		NTx
FI05 Payments to suppliers	■		Tx
FI06 Billing	■		Tx
FI08, FI11 Budgeting	■		NTx
GA02 The means to buy	■		Tx
GA03 Travel Administration	■		Tx
GA04 Credit card & expenses	■		Tx
IT25 Email, Calendar and Staff Contacts		■	Tx
IT05 Network services	■		Tx
IT09 Wifi & Internet		■	Tx
IT16 Workspace Computing		■	Tx
IT17 IT help desk	■		Tx
IT18 Authentication Services		■	Hy
IT20 AV & multi media	■		Tx
IT21 Self-serve print & copy	■		Tx

Service short name	Pt 1	Pt 2	Act.
FM01 Cleaning	■		Tx
FM03 Facilities mgmt	■		Tx
FM15 Fully functional building spaces		■	Tx
EE18, EE14, EE25 Dom Stu Recruiting	■		Hy
EE20 Dom Stu Mkting	■		Hy
EE21/23/26/27Int'l Stu Mkting & Recruiting	■		Hy
EE05 Conducting Mkt Research		■	NTx
EE06 Mkting material & media access	■		NTx
EE07 Content & copy for publications		■	Tx
EE13 Public-facing websites	■		Hy
EE11 Alumni relationship mgmt		■	Hy
EE12 Sponsor & donor relationship mgmnt		■	Hy
SS03 HDR admissions & enrolments	■		Tx
SS20 UG Admissions		■	Tx
SS21 PGT Admissions		■	Tx
SS22 UG Enrolment & Credit Transfers		■	Tx
SS23 PGT Enrolment & Credit Transfers		■	Tx
SS27 Student acad. skills programs		■	NTx
SS05 Assessments & exams	■		Tx
SS06 HDR Stu progress	■		Tx
SS07 Stu Discipline	■		Hy
SS13 Student Counselling & Pastoral Care		■	NTx
SS14 Student Career support		■	NTx
SS15 Student equality & disability serv		■	NTx
SS17 Student Experience Programs		■	NTx

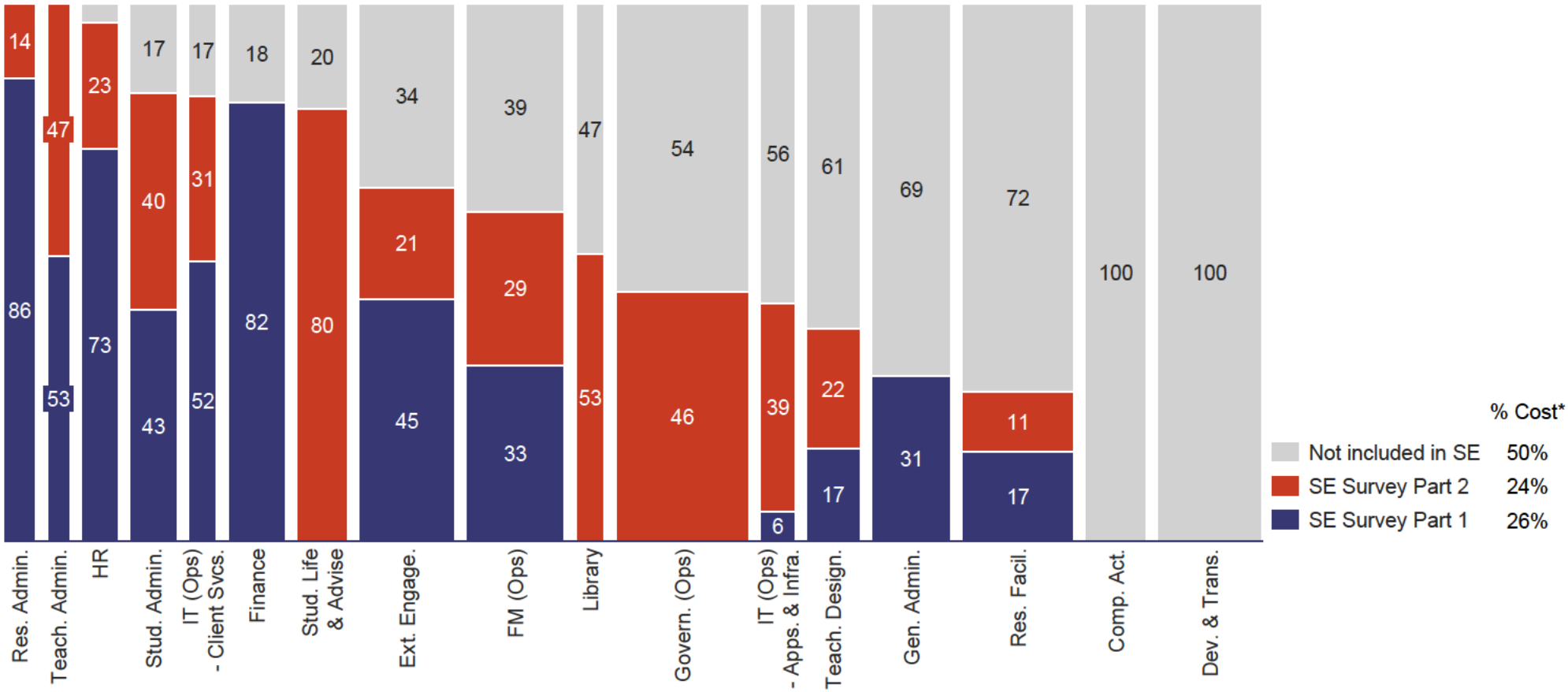
Service short name	Pt 1	Pt 2	Act.
SS28 International Stu. & Exchange Programs		■	NTx
SSEM Student Enquiry mgmt		■	Hy
LI11/12 Library frontline & L&T serv		■	NTx
LI13 Library research serv		■	NTx
TA01 Timetabling		■	Tx
TA06 Int'nships, Plcemnts & Field trips		■	Tx
TA07 Acad. Programs	■		Tx
TD08 Course Development	■		NTx
TD09 Learning design & development		■	NTx
TD15 Learning environments		■	NTx
TD16A Course Evaluation		■	NTx
TD16B Learning analytics		■	NTx
TD17 Teach. Capability Enhance.	■		NTx
RA01/RA02 Pre-award Res. grant support	■		NTx
RA03 Research integrity & ethics	■		Hy
RA04 Post-awd res. grants	■		Tx
RA08/13 Research portfolio information		■	Hy
RA10/12 Research Commercial.	■		NTx
RF11 Shared Res. tech facil	■		Hy
RF12 Research workshop facilities		■	Hy

Source: Cubane Consulting

Combining Parts 1 and 2 SE Assessments cover 50% of total university resourcing cost

PROPORTION OF COST COVERED BY SERVICES IN THE SERVICE EFFECTIVENESS ASSESSMENT

Average % cost* across all UniForum members, 2016-2019



Notes: * *Total university resourcing spend*

Source: UniForum Database March 2023; Cubane Analysis

Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Portfolio Question No. ASQ GIQ 25 - 034

Senator Faruqi asked in writing on 18 November 2025 -

ANU communications with Nous

Question

1. In response to an FOI request, ANU released a 22-page report produced by Nous Group titled "Getting ahead of the curve". The version of the report that ANU published has every single page redacted and marked "Documents disclosing trade secrets or commercially valuable information." The FOI decision specifically notes the commercial value of the information contained in these documents to Nous Group.
    a. Did ANU consult Nous in the process of arriving at this FOI decision?
        i. If not, why not?
2. Please provide an unredacted copy of this report to the Senate.
3. Has Nous Group ever requested that any of its documents not be released via FOI?
4. Has Nous Group ever provided ANU with advice or guidance on how to manage FOI requests?

Answer

1. Yes, ANU consulted Nous Group in the process of arriving at this decision. This consultation was conducted in accordance with the consultation requirements of the *Freedom of Information Act 1982* (FOI Act).

2. Please see attached.

3. No.

4. No.



Getting ahead of the curve: building partnerships and challenging orthodoxies

ANU | April 2024

nous | 20 YEARS OF INFLUENCE

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Executive Summary

Part 1 | You can't take advantage of what comes next if you remain in your current state

Part 2 | A future university must look different to the prevailing norms of today's institutions

Part 3 | Deep partnerships are more important than ever

ANU must work inside and outside the existing system to navigate and thrive in the evolving higher education landscape

To navigate the complexities of the current higher education landscape, ANU must strategically transform its business model, build robust partnerships, and challenge existing orthodoxies.

This document outlines our thinking into how ANU can move towards these goals, focusing first on positioning the university for change, then challenging the orthodoxies to create a future-oriented university, and finally insights into deep partnerships that will support ANU into the future.

Part 1: You can't take advantage of what comes next if you remain in your current state.

To leverage future opportunities, ANU must evolve beyond its current state.

ANU's financial position is a barrier for challenging orthodoxies and building successful partnerships. The university faces significant challenges in revenue growth, cost efficiency, balance sheet health, and cash flow. You must return ANU to a sustainable position now, so you can leverage what comes next.

However, as we move towards a more managed system there are limited revenue levers – and maximising the value from high-margin international students will be important for ANU.

There are also opportunities to grow outside the system. We explore three that may be possible for ANU.

Part 2: A future university must look different to the prevailing norms of today's institutions

There are a set of prevailing orthodoxies of what is it to be an Australian university – particularly a research-intensive university. For ANU to get ahead of the curve, it must break away from some of the prevailing norms.

In this section we lay out the prevailing norms and questions that might inform how ANU could move one or two standard deviations away from the norm.

We cover ideas around the mission and strategy of a university, approaches to reputation and research, teaching and learning, financial management and operations, leadership and the workforce.

Our hypothesis is that to break away from the norm ANU is uniquely positioned to thrive by being more elite, without growth in an expanding system. As the cost of producing low-quality information nears zero, the value and role of truly world-class knowledge creators and sharers is increasing.

If ANU positions itself as a place of true distinction for leaders (both academics and students) it would demonstrate and generate a competitive advantage. But the viability of ANU as an elite institution in an expanding system depends on carefully crafted strategic decisions that embellish its distinctive strengths.

Part 3: Deep partnerships are more important than ever

Strategic partnerships are going to be evermore critical for success as reliance on government funding and the traditional business model of the university is challenged.

In this section we lay out two frameworks. The first shares nine common traits of successful partnership based on our research – with a particular focus on partnering with industry over the long-term. The second framework lays out our thinking on the process, or lifecycle, or productive relationships. It distinguishes two distinct phases in a partnership: partner selection & partnership management.

Using these two frameworks we highlight the combination of factors than ANU will have to cultivate and demonstrate to attached the types of partnerships which turn into productive long-term relationships.

Part 1 | You can’t take advantage of what comes next if you remain in your current state

ANU will need to act across all five business model levers to be successful

MORE MONEY

...from diverse sources

- **Commercial Partnerships**
- Research Grants
- Tuition
- M&A
- Endowment

MORE EFFICIENT

...to deliver more from less

- Efficient Research
- Efficient Teaching
- Efficient Services

MORE INTENTIONAL

...to deliver the most impact

- Focus resources to create impact
- Stop underperforming activities
- Build deliberate relationships

MORE DEMANDING

...to reach higher levels of quality and excellence

- Laser sharp focus on academic performance
- Demand more of your winners
- High bar with consequences

MORE RISK

...to get ahead of the curve

- Stop doing what you always have
- Be prepared to fail
- **Challenge the orthodoxies**

We focus on building partnerships and challenging orthodoxies in this report

You must return ANU to a sustainable position now, so you can leverage what comes next

ANU's financial position will either be a barrier or enabler for whether they can challenge orthodoxies and build successful partnerships. A new strategic environment as a result of recent policy announcements will add further challenges.

SESSION 2 RECAP: ANU faces challenges in revenue growth and composition, cost efficiency and balance sheet health and cash flow

Revenue

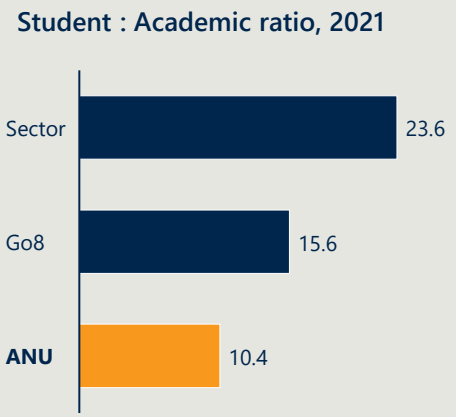
- ANU's revenues have grown persistently more slowly than all other Go8s.
- Student fees comprise a smaller proportion of ANU's revenue compared to competitors (46.9% vs 55.6% for the Go8 average).
- ANU has a higher reliance on non-teaching sources than other Go8 universities and its growth in research revenue is middling and well behind some other Go8s.
- ANU's student body is smaller and less international than the Go8.
- ANU is heavily reliant on Cat 2 funding for research, with very low levels of Cat 1 and Cat 3 funds.

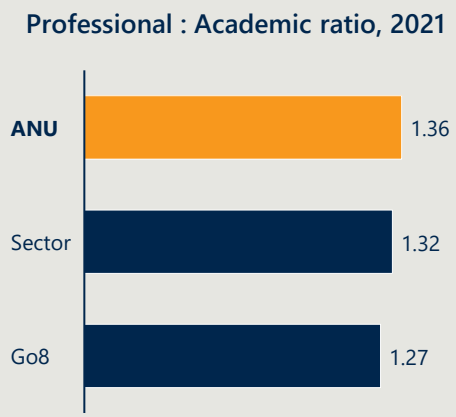
Cost efficiency

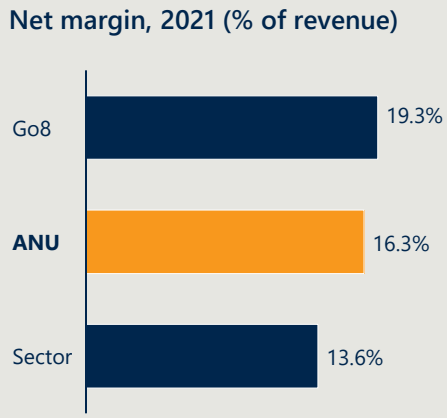
- High professional to academic staff ratios (1.37) and the lowest student to staff ratios of the Go8 (4.41).
- 40% more spend per student than the Go8 and more than twice the sector average.
- High levels of depreciation as a proportion of expenses (9.4%).

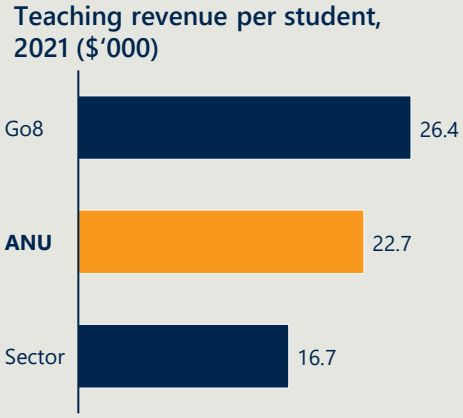
Balance sheet health and cash flow

- ANU's low modified current ratio (0.67) and poor level of cash flow adequacy (0.65), suggests it could struggle to meet obligations.
- ANU has spent more on capital than it has generated from operations, using debt and cash to fund investment. Payments to cover loans were uniquely high coming into COVID.
- ANU's cash/cash equivalents and current receivables are substantially lower than most competitors.
- ANU's debt to equity ratio is high (0.63) and it has the second highest level of interest-bearing debt to equity of the Go8 (0.09).









Our experience is that improving financial performance requires action across all four key levers

Strategies to improve financial performance are broken up into two main categories—revenue growth or cost reduction—and are typically achieved through applying four key levers:

1. Improve margin on academic delivery

- Improve teaching margin
- Review the academic workload model
- Redesign academic structures
- Improve the productivity of research activities
- Streamline research services and partnership arrangements
- Improve student retention

Improve efficiency of administrative and professional services

- Transform the operating model for service delivery
- Right-size workforce and optimise organisational structure
- Increase levels of automation and digital service delivery
- Redesign processes to reduce duplication and complexity
- Outsource university-managed services
- Prioritise high value services and reduce over-servicing

Improve efficiency of capital and other non-labour costs

- Review external spend and optimise
- Review scholarships to maximise targeting and ROI
- Optimise capital expenditure and space utilisation

Grow high margin revenues

- Maximise international student revenue within constraints
- Increase fee-paying domestic student enrolments in growth areas
- Accessing new markets
- Optimise pricing and discounting
- Target industry and commercialisation revenue
- Increase revenues from university services

COST REDUCTION LEVERS

REVENUE GROWTH LEVERS

In a managed system there are limited revenue levers – and maximising the value from high-margin international students will be important for ANU.

Moving to a managed system

Policy shifts announced by the Australian Government in recent weeks represent a marked shift in Australia's higher education sector. We appear to be moving from a system characterised by institutional autonomy and cross subsidisation of research through international student growth, to a managed system whereby institutions will be expected to deliver to negotiated outcomes. Critically, universities will have much less control of revenue levers due to caps for domestic and international students.

This may be more than a temporary swing in the policy pendulum. If so, it would represent the biggest change in higher education policy for the last twenty or more years. Many of the policy shifts are aligned with the Accord final report, while others link to broader policy agendas such as housing affordability, cost of living pressures and developing sovereign industries. In combination with broader societal trends and policy shifts across the western world, the managed system may well be with us for many years ahead.

Much of the detail of how the new managed system will operate will take time to work through. In addition to the changes already announced, changes to Job Ready Graduate funding rates and recommendations from the upcoming strategic examination of research and development will have major implications for how universities can best deliver on their missions in financially sustainable ways.

ANU will need to consider its strategic context and direction in new ways. While we understand transition funding will be available, in reality, universities have a relatively short period of time to rethink strategic responses and revise their operating models.

Operating within the system requires optimisation as revenue levers will be limited

Based on information available to date, policy shifts will be experienced differently across the sector, either directly or as a result of shifts in competitive behaviour. The extent to which universities are best able to respond will in part depend on their ability to negotiate domestic and international caps, and their ability to fund investments that will best position them for the new managed system.

To operate within the managed system, optimisation will be important. While some universities will get more of a boost from needs-based funding and international student enrolments than others, in practice, revenue levers will be constrained and increasing expenditure profiles will remain a common challenge.

ANU will need to engage in effective, evidence-based negotiations to maximise value from CSP and high-margin international students. Understanding and synthesising aspects of student, industry and community need, and demonstrating how ANU can best deliver impact will be an important input to discussions on outcomes and future caps.

With revenue levers more constrained than previously, ANU will need to reconsider its cost base. This may require some institution-wide transformations to substantially reduce costs. For other functions, ANU may need to adopt a continuous improvement approach linked to targeted process improvement, role redesign and targeted systems investments to ensure costs are contained.

It is notable that post the pandemic large numbers of universities have seen the discipline of cost management erode, particularly in professional workforce costs. Many hard-won efficiency improvements achieved during the pandemic have not been sustained - some for good reason, many more unintentionally lost. As cost management will be the key lever for future financial sustainability, revitalising this discipline will be essential for universities to deliver on their missions long term.

As the balance between revenue and cost levers shifts, it can also be helpful to revisit the underlying budget model to ensure that the way in which revenues and costs are allocated incentivises operational management decision aligned with shifts in the university's strategic positioning.

Targeted technology investments can also be helpful to optimise service models and deliver benefits through digitisation. Most universities can generate substantial benefits through process simplification and rationalisation in both professional and academic areas. Targeted investment to boost automation can also assist, as can focussed investments in AI enabled support and delivery. When done well, moving to more holistic and integrated approaches to service delivery, such as shared services models, can also improve service delivery at lower marginal cost.

There are always opportunities to grow outside the system

Given the constraints of the emerging managed system, ANU should consider options to grow revenue outside of the managed system.

This may be through bolder, long-term strategic moves, or doubling down on some existing plays in new ways, such as:

A different model of offshore campus delivery

Campuses would be based in a leading economy to attract students from across the region, potentially through a partnership with other leading Australian or international universities.

For example, a single or consortium of Australian universities establishing a teaching and research campus in Singapore, Kuala Lumpur, Mumbai or Dubai, attracting the best international students from around the world rather than just focussing on the local students. This would be a much bolder proposition than existing branch campuses.

Delivered at scale, and priced to align with the world leading, quality education provided, this would aim to be a world leading destination for education and research collaboration.

Rather than a satellite campus, the new venture would essentially be a duplicate of Australian onshore delivery in terms of education quality, student experience, price and research.

Offshore TNE delivery through branch campuses or franchised delivery

The Australian Government has a continued interest in expanding TNE, and if done well this could deliver significant revenues outside of the managed system.

Lessons from previous high-profile TNE failures demonstrate that careful assessment of market opportunities and partners is essential, as is proactive ongoing management of TNE endeavours.

One additional benefit of delivering offshore is the potential to offshore various administrative services, as has been commonplace for other corporates for decades. Some universities have explicitly redesigned their corporate models, processes and systems to offshore a range of services and take advantage of lower staffing costs available at its offshore campuses. There is no reason why Australian universities with offshore campuses could not take advantage of the wage arbitrage available.

A focus on distinctiveness

Focusing on distinctiveness will enhance ANU's potential for growth outside the system.

This is unlikely to be based on disciplinary strengths, but rather playing up connections with the Australian government and building the narrative of ANU as the prestigious and strategically important "national" university.

Educational products that would position ANU as a leading distinctive could include:

- Expert support for policy making
- A national innovation hub with computing assets and world leading AI and quantum research
- APS leadership training or other prestigious and distinctive fly-in short intensives
- An executive MBA product focused on South East Asian public service leaders – ANU could seek government funding for soft diplomacy linked to strategic interests

Key considerations for TNE:

1. ANU should not entertain TNE propositions that require significant capital outlay. Very few have worked out well and even fewer if you consider the opportunity cost in time to maturity.
2. The most successful, broadly applicable strategy is to start with a core of 1-3 ventures that do have the potential to reach decent surplus revenue over time.
3. When surplus does materialise, do **not** set an objective of repatriating those funds. Instead, use that surplus to reinvest in further expanding global footprint. That allows you to seek a broad set of portfolio objectives - e.g., pure reputation or research plays, development assistance, more revenue, etc. Lancaster has been one of the best at this, starting with Sunway College in MY 10-15 years ago and now using the accumulated surplus to fund its expansion into Indonesia and Germany.
4. Don't rely on TNE operations for home campus operating funds. They are much more volatile than international student mobility in that they're exposed to local politics and stroke-of-the-pen risks. There's no market pivot strategy available in response, as there would be in recruitment.

Part 2 | A future university must look different to the prevailing norms of today's institutions

1 There are prevailing orthodoxies of what it means to be an Australian university – many can be challenged by ANU

Orthodoxy	The prevailing storyline says…	Challenging the orthodoxy would ask…
MISSION & STRATEGY		
Universities primarily serve as institutions of higher learning and research.	Historically, universities have been centers for advanced education and scholarly research, shaping intellectual and professional leaders, with a focus on creating knowledge and driving innovation. This is especially true for elite institutions.	• How could ANU integrate lifelong learning into its core mission to expand its student network and relevance? • What does real-world problem-solving look like in ANU's curriculum?
Teaching and research will continue to dominate the mission over social impact.	Teaching and research have traditionally defined the university's role and prestige, shaping its mission and priorities. For elite universities, balancing these core functions is essential.	• What would a future balance of T&L and research with broader social impacts look like?
Public universities are comprehensive.	Comprehensive universities support a holistic educational experience and cater to the broadest needs of society by offering a wide range of disciplines, attracting diverse students and faculty.	• How could ANU harness key areas of strength to bolster its unique identity and academic prestige? • In which areas will ANU aim to be world leading, and what areas will it not focus on? • In which areas will ANU either teach or research, but not both? • Would partnering with other institutions for comprehensive education delivery offer strategic advantages to ANU in terms of resource utilisation and academic breadth?
Growth is the answer.	Universities need to grow to stay competitive, attract talent, and secure funding, with expansion viewed as a sign of success and sustainability.	• How can ANU most effectively tailor its offer for sustainable and strategic growth rather than expansion? • What would need to be true for costs to be flat in real terms, to enable success with minimal or no growth? • **Can ANU thrive by being more elite in an expanding system?**
Local needs are secondary to global priorities.	Global rankings and international partnerships often take precedence over local community needs, with international recognition seen as a higher priority for institutional success.	• What is ANU's optimal balance of global ambitions and contributions to Canberra's needs?

2 There are prevailing orthodoxies of what it means to be an Australian university – many can be challenged by ANU

Orthodoxy	The prevailing storyline says…	Challenging the orthodoxy would ask…
RESEARCH & REPUTATION		
Research articles are the only thing that shifts reputation.	Research output and citations are key metrics in global university rankings, influencing reputation and funding opportunities, making it a focal point for institutional prestige. High-impact research solidifies an elite university's status.	• How could ANU enhance its global reputation by promoting interdisciplinary and applied research with tangible societal benefits? • How can ANU get better value from its research by treating it as a product developed sustainably over time?
Research output is the most important metric for academic staff performance.	Research output is quantifiable and often linked to funding, prestige, and academic advancement, making it a critical measure of an academic's contributions and the university's impact. Elite universities prioritise research excellence.	• What would be the impact on ANU's academic environment of enhancing the value placed on teaching excellence and community service? • Could ANU shift its educational offer by implementing multi-dimensional performance evaluations for staff to ensure a balanced focus on teaching and research?
University rankings are the best indicator of a university's quality.	Rankings like QS and THE provide a standardised measure of quality based on various metrics, influencing perceptions and decisions globally, acting as a benchmark for academic and institutional success. For an elite university, maintaining a high rank is crucial for attracting top talent and funding.	• How could ANU augment its reputation as an elite university by developing alternative metrics focusing on student satisfaction and social impact? • How can ANU highlight unique strengths and innovations not captured by rankings to enhance reputation?
Research funding will always be haphazard.	Research funding often relies on competitive grants and unpredictable sources, making it appear as a critical but uncertain element of academic success.	• How can ANU establish stable and diverse funding sources through partnerships and philanthropy? • How can ANU most effectively advocate for consistent and strategic research funding policies?

3 There are prevailing orthodoxies of what it means to be an Australian university – many can be challenged by ANU

Orthodoxy	The prevailing storyline says…	Challenging the orthodoxy would ask…
TEACHING & LEARNING		
The primary mode of delivery for university education should be in-person, in the classroom.	Traditional education models emphasise face-to-face interactions for effective learning and community building, with in-person teaching considered superior for student engagement and learning outcomes, which is important for maintaining elite educational standards.	• What room does ANU have to get better value from its teaching by expanding online and hybrid learning models for greater flexibility while maintaining high standards? • How can ANU further leverage technology to create immersive and interactive virtual classrooms?
Overservicing students is inevitable.	Student support services are essential for retention, satisfaction, and overall success, viewed as critical for ensuring student well-being and academic performance.	• How can strategically designed student supports minimize the costs and expectations on the university to overservice students? • Can ANU innovate student support by integrating technology and personalised services? • What does low cost, mass personalisation of support look like? • What cost efficiencies and quality improvements can external organisations bring to support services?

4 There are prevailing orthodoxies of what it means to be an Australian university – many can be challenged by ANU

Orthodoxy	The prevailing storyline says…	Challenging the orthodoxy would ask…
FINANCIAL PERFORMANCE		
We are reliant on government with limited room to move within or outside the system.	Government policies and funding largely dictate the operating framework for public universities, limiting their ability to innovate or diversify funding sources. Elite universities must navigate these constraints while striving for excellence.	• **How can ANU leverage institutional autonomy to explore new funding models, working inside and outside the managed system?** • How can ANU best engage in policy advocacy to influence government decisions and secure sustainable funding sources?
International student enrollment is essential for financial stability and is the only high margin revenue source.	Incoming limitations on international students will result in lower revenues for universities. International students provide significant revenue, enhance cultural diversity, and build global networks. They are seen as a vital financial resource due to higher tuition fees and lower governmental support, crucial for sustaining elite status.	• What value can ANU realise from developing new revenue streams such as online courses and professional training? • What opportunities are there for offshore delivery (online, or TNE)? • What would an optimised flow of international students look like at ANU? • How does ANU make the most of their international student revenue within the limits set by government by taking the premium price route? • Can ANU use its position in Canberra and access to housing to grow its international student load? • **How can ANU most effectively increase partnerships with industry, government, civil and other educational institutions to reduce dependency on international student revenue?**

5 There are prevailing orthodoxies of what it means to be an Australian university – many can be challenged by ANU

Orthodoxy	The prevailing storyline says…	Challenging the orthodoxy would ask…
LEADERSHIP & WORKFORCE		
Universities should be led by academics with extensive research backgrounds.	Academic leaders with research backgrounds are believed to understand the core mission of universities and drive scholarly excellence, as they are seen to possess the necessary expertise and vision. This is particularly important for leading elite institutions.	• How can ANU consider the strategic appointment of leaders with diverse backgrounds and industry experience? • What collaborative leadership models will drive innovation and excellence at ANU?
Workforce change is dependent on a radical simplification of the award.	Simplifying the award system could address workforce flexibility and adaptability, which is seen as essential for responding to changing educational needs and economic conditions. Current workforce conditions are seen as stable and resistant to change, with existing roles and conditions perceived as necessary for maintaining operational stability.	• What dynamic and adaptive workforce strategies can ANU adopt to meet its current needs? • Can ANU realise greater efficiencies through innovative workforce models and flexible employment practices? • How can ANU engage with policymakers to reform award systems to support its long-term interests?

Can ANU thrive by being more elite in an expanding system?

ANU could thrive by adopting a more elite and focused approach, aligning its operations, offerings and positioning with a strategic vision of distinction. This necessitates a comprehensive recalibration of the university's revenue model, research agendas, teaching practices, workforce model, and investments in research infrastructure. The viability of ANU as an elite institution in an expanding system depends on carefully crafted strategic decisions that embellish its distinctive strengths.

Revenue and cost model design	Superior program and research focus	Teaching in elite domains	Adaptive workforce model	Investment in research infrastructure
To sustain its elite status without rapid and potentially unwieldy growth, ANU must design a revenue model that ensures streams are diverse and robust enough to cover the institution's operational costs. Premium pricing for its exclusive programs, alongside strategic engagement with government, industry and philanthropic entities can form part of this model. This must be complemented by an astute cost model grounded in efficiency, prioritising investments that directly bolster the university's distinctive offerings and protect its financial sustainability.	Emphasis on excellence requires a sharply defined research agenda targeted at global, country-shaping subjects. ANU should concentrate on areas where it can be world-leading or influence international discourse, such as advanced technology, climate change, and international relations. This approach must be coupled with a rigorous process to attract and recruit world-leading researchers and thought leaders; those capable of pioneering breakthroughs and cementing ANU’s position as an elite global institution.	ANU's curricular offerings should be as selective as its research focus, choosing only to teach in disciplines where it holds a competitive advantage. This commitment to specialisation will not only ensure an exceptional academic environment but also enhance the university's prestige and attractiveness to the world's most accomplished scholars and students. ANU must willingly forgo comprehensiveness in favour of maintaining superlative standards.	To support this strategy, ANU must shift its workforce model to one that favours specialised expertise, flexibility and mobility. This entails recruiting and developing academic and administrative staff who are versatile, share the institution’s vision, and are committed to its elite ethos. Performance measures, incentive schemes, and professional development opportunities should be realigned to encourage and sustain this focus on elite scholarship and teaching.	Strategic spending on state-of-the-art research infrastructure is essential, particularly in fields where ANU aims to excel and influence. By positioning itself as the natural choice for government investment in fields like quantum computing, AI and future industries, ANU can ensure that significant research funds are directed its way. Successfully arguing that Canberra, and by extension ANU, should be the hub of R&D for these cutting-edge technologies will require demonstrating a track record of excellence, capacity for significant advancements, and potential for both economic and societal impact.

Part 3 | Deep partnerships are more important than ever

Successful deep partnerships – particularly with industry - share nine common traits

Shared mission

All types of university partnerships must support the mission of each partner to be successful. Agreement on clear, defined objectives is critical. Each partner's objectives must be respected by the other and the partnership must be characterised by mutual benefits. For university-industry partnerships, it is key that universities understand the value to industry, its products and needs, and often lead the change.

Geographic proximity & co-location

Geographic proximity supports the cohesiveness of partnerships and shared projects. It enables ease of collaboration and has been shown to improve the "cognitive proximity" of partners, facilitating knowledge transfer, learning, and mutual understanding between industry and academic partners.

Long-term

The most successful partnerships are long-term. Relationships and ways of working evolve and strengthen over time, and often long-term partnerships multiply into numerous joint projects and programs. Adaptability to dynamic and changing environments is a key part of evolving a successful partnership – being able to adjust project scopes and strategies enables partners to respond to emerging opportunities effectively.

Prior collaboration

Once an academic (as an individual) or partner (as an organisation) cooperates in one type of partnership activity, they are more likely to cooperate in others. (i.e. An academic who cooperates with a business in research, is more likely to invite one of their business colleagues to give a guest lecture or supervise a thesis).

Policy alignment

This includes clear and fair guidelines for IP ownership between university and partners who should negotiate agreements that balance the interests of both parties and facilitate the transfer of technology, research and ideas between academia and industry.

Leadership

Leadership needs to be recognised by both communities (academia and the partner (industry, government, etc)) and be cause to bring them together and build effective teams.

Clear governance and roles

Effective governance structures with clearly defined roles, decision-making processes, and accountability mechanisms are essential for smooth collaboration. This ensures that each party understands their contributions and responsibilities.

Cultural competency & trust

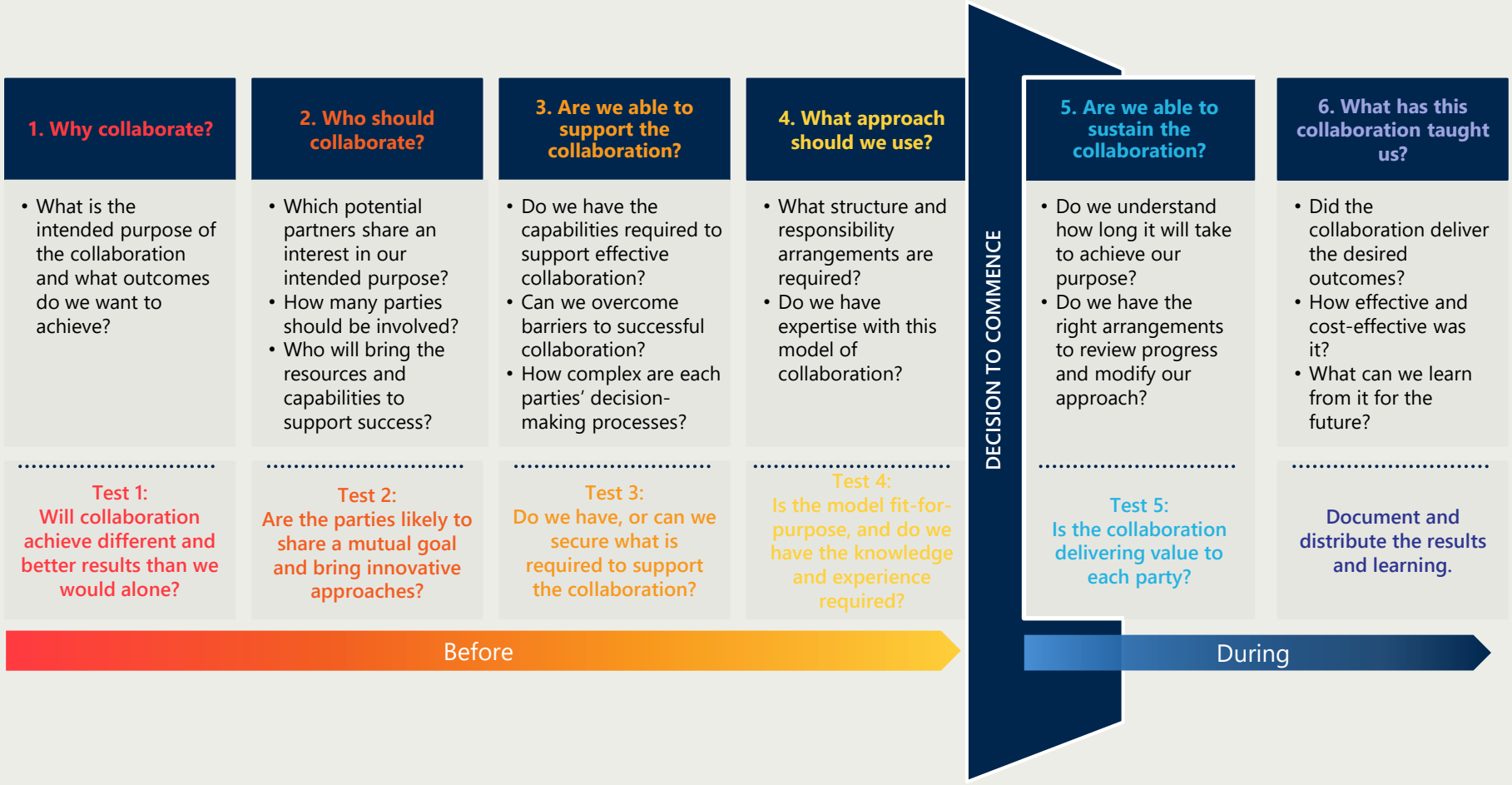
Cultural capability and trust building through transparent processes are critical to confidence and fostering open dialogue. For academia, culture change is often needed to work in interdisciplinary teams. Cultural competency and trust is critically important in partnerships with community groups, wherein partners are often divulging the needs of the vulnerable populations they represent.

Communication & project management

Clear, frequent, well-documented and multi-level communication is fundamental to maintaining a unified approach, adapting to changes, and resolving challenges. Tools and protocols for communication should be established early in the partnership. Effective project management approaches are also a big enabler of smooth collaboration.

Collaborative relationships require focussed effort to establish and sustain relationships and drive impact

Every collaboration has a lifecycle of establishment, operation and continuation. The lifecycle of collaborative relationships is perpetually ongoing, as it must uphold the intent of the initial collaborative relationship, or continuously evaluate and adapt in light of changing leadership.



Source: NSW Public Service Commission Collaboration blueprint (prepared by Nous Group): Collaboration blueprint (nsw.gov.au)

The below checklist expands on how to assess and test collaborations

1. Why collaborate?

What do we hope to achieve through collaboration?
(insert a short description and select the appropriate boxes)

Increase education impact	☐
Increase research impact	☐
Increase social impact	☐
Increase efficiency of service delivery	☐
Reduce risk	☐
Increase cost effectiveness of services	☐
Increase engagement	☐

How will you know if collaboration is successful?
- What are the early signs of success?
- How long should the collaboration take before it is successful?

Test 1: Will collaboration achieve different and better results than we would alone? **Yes** ☐ **No** ☐

2. Who should collaborate?

What resources will the collaboration access?

1.	Knowledge and ideas	1.	Relationships
2.	Skills/competencies	2.	Assets
3.	Status	3.	Funding

Who are the right parties to the collaboration?

	Collaboration party and resources	
Schools		
Faculties		
Universities		
Industry		
Government / community		

How will students be involved? How will academics be involved?

How will each of the parties to collaboration view the purpose of collaboration?

Test 2: Are the parties likely to share a mutual goal and bring innovative approaches? **Yes** ☐ **No** ☐

3. Are we able to support the collaboration?

Will these enablers be achieved?

Mutual goals, purpose and benefit	
Can we agree to the view of the goal held by others?	☐
Can others accept the view of the goal we hold?	☐
Trust	
Do we have the trust of the other parties?	☐
Is another party better placed to garner trust and lead?	☐
Leadership	
Do we have leadership to marshal support?	☐
Do we have the leadership to drive the collaborative effort?	☐
Individuals	
Do we have the individuals who will support the collaboration	☐
Have the other parties identified the individuals	☐
Governance	
Can we establish appropriate structures	☐
Can we accept shared governance arrangements with others	☐

Will these barriers be overcome?

Power asymmetries and viable alternatives	
Can we share power with other parties	☐
Can other parties share value and power with us	☐
Inadequate accountability and responsibility arrangements	
Can we establish effective accountabilities and responsibilities within	☐
Can we support shared accountability and responsibility with others	☐
Differences in operating language and culture	
Can we accept different working cultures	☐
Will other parties accept our working culture	☐
Insufficient investment	
Are we aware of and able to commit the required investment	☐
Are the other parties able to commit required investment	☐

Do the parties offer the capabilities?

		We	Others
Conceptual	Big picture and systems thinking	☐	☐
	Creativity	☐	☐
	Risk tolerance	☐	☐
	Outcomes orientation	☐	☐
	Self-awareness and adaptation	☐	☐
Influencing	Recognising expertise within and of other organisations	☐	☐
	Negotiation	☐	☐
	Ability to motivate other organisations	☐	☐

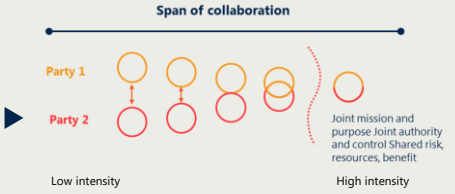
		We	Others
Interpersonal	Communication	☐	☐
	Trust-building	☐	☐
	Tolerance of diversity and ability to 'speak across' organisations and sectors	☐	☐
	Diplomacy	☐	☐
	Judging (assessing) potential partners	☐	☐
Technical	Understanding of accountabilities	☐	☐
	Shaping of accountabilities	☐	☐
	Relationship, project and knowledge management	☐	☐
	Risk analysis	☐	☐
	Designing evaluation frameworks	☐	☐

Test 3: Do we have what is required, or have a reasonable plan to address identified deficiencies to support the collaboration? **Yes** ☐ **No** ☐

4. What approach should we use?

Is the collaboration primarily about purchasing the benefits that other organisations may bring or is it primarily about coordinating the interests and activities of many organisations?

How integrated (intensively shared) does the collaboration need to be to achieve its purpose?



Test 4: Is the model fit for purpose and do we have knowledge and experience required for this model? **Yes** ☐ **No** ☐

5. Are we able to sustain collaboration?

How long should it reasonably take before the benefits of collaboration are realised?

- How will initial agreement about goals and methods be reached?
- How will mission, goals and objectives be reviewed over time?
- How will leadership change or be maintained as the collaboration continues?
- How will the collaboration membership change to include others?
- How will trust be maintained over time?
- How will disagreement or conflict be managed?
- What early success is required to maintain the interest of parties?
- Who is responsible for the resources to support the collaboration planning and communications?

Test 5: Is the collaboration delivering value to each party? **Yes** ☐ **No** ☐

6. What has this collaboration taught us?

What is in place to ensure that learning from collaboration is captured and shared?

What benefits were achieved	**What value was created?**
What problems can it best solve	
How effective / cost effective was it	
What barriers were encountered	**What limited success?**
What solutions were tried (which worked and didn't)	
What additional resources were required	
What value can be created for stakeholders	**What lessons are shared**
What is required to maximise success	
What approaches worked best	

What would deep partnerships look like for ANU? Location-specific, nationally significant, innovation-driven

To attract and maintain productive long-term partnerships, ANU must cultivate and demonstrate specific factors. These factors should align with ANU's unique mission, geographic location, prior collaboration history, research strengths and culture.

Canberra – better than you think

- ANU's location in the nation's capital places it in an enviable position to forge meaningful interactions with government agencies. ANU must leverage this comparative advantage to form more substantial strategic partnerships with government. This should involve collaborating on policy research, training, and joint projects that address national priorities in a way that no other university can.
- ANU's ability to co-locate with government provides a strategic advantage. Proximity to government agencies, research institutions, and other key stakeholders can facilitate regular, in-person interactions. Co-location can lead to more cohesive partnerships and improved knowledge transfer.
- ANU's access can also facilitate dialogues that enable academic research to have a direct impact on policy-making, including upcoming policy changes and negotiations that will affect the higher education sector.

The National University

- ANU's status as the national university and its existing research strengths bestow a unique mandate to contribute to Australia's development and public policy – a role that can be further amplified through strategic partnerships.
- ANU's brand overseas provides potential for unique 'national' partnerships. Some of this is already happening, but it must focus on ANU's distinctiveness as 'the' national university rather than any other university.
- Major partnerships should be formed around national strategic priorities that align with the distinctive priorities of the university, e.g. transitioning the economy to net zero, reconciliation, the digital transformation of society and the rise of AI, or the changing world order and Australia's place in the region.
- These type of partnerships should aim to bring government, industry, educational, civic society, and international partners to ANU, using ANU's convening powers as the national university to advance topics of national significance.

An Innovation Fund

- World-changing discoveries are not new to the ANU, and we know that market-ready ideas need funding and supports to succeed. Plus, the ACT has the highest percentage of new start-ups and small businesses out of any state and territory in Australia.
- Combining the local entrepreneurs with ANU's world-class reputation should attract investors and drive an ecosystem.
- If ANU can attract substantial investments (via an Innovation Fund) and host world-class research infrastructure this would position ANU to bridge the funding gap and help brilliant minds pursue new ideas that solve the most pressing issues of our time.
- The combination of new funding opportunities – fuelled by philanthropy - alongside a community of educators, mentors and champions would provide distinctive partnership opportunities.

nous

A bigger idea of success

Nous Group is an international management consultancy operating across Australia, New Zealand, the United Kingdom, Ireland and Canada.

We are inspired and determined to improve people's lives in significant ways. When our strengths complement yours and we think big together, we can transform businesses, governments, and communities. We realise a bigger idea of success.

750 PEOPLE

75 PRINCIPALS

5 COUNTRIES

Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Question No. ASQ GIQ 25 - 035

Senator Faruqi asked in writing on 18 November 2025 -

ANU communications about Senate Estimates

Question

1. Has ANU had any communications with Nous Group about Nous' appearance at the Senate on 12 November?
    a. If yes, what was the substance of those communications?
2. Have ANU ever discussed with Nous Group or its subsidiaries ANU's own appearances at Senate hearings?
    a. If yes, what was the substance of those discussions?

Answer

1. Yes. There was incidental communication between Nous Group staff and ANU in connection with Nous' appearance at the Senate on 12 November 2025. The communications were limited to courtesies and did not involve any discussion of witness testimony.

2. Yes. This was limited to courtesies. There has been no material discussion with Nous Group or its subsidiaries regarding ANU appearance at Senate hearings.

Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Question No. ASQ GIQ 25 - 036

Senator Faruqi asked in writing on 18 November 2025 -

Partnerships, investments or links

Question

1. Does your institution have any partnerships, investments or links with any weapons companies or associated entities?

Answer
Yes.

Education and Employment Legislation Committee
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QUESTION ON NOTICE

Australian National University

Question No. ASQ GIQ 25 - 037

Senator Faruqi asked in writing on 18 November 2025 -

Partnerships, investments or links

Question

1. Does your institution have any partnerships, investments or links with any fossil fuel companies or associated entities?

Answer
Yes.

Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Question No. ASQ GIQ 25 - 038

Senator Faruqi asked in writing on 18 November 2025 -

Partnerships, investments or links

Question

1. Does your institution have any partnerships, investments or links with any gambling companies or associated entities?

Answer
Yes.

Education and Employment Legislation Committee
Inquiry on the quality of governance at Australian higher education providers

QUESTION ON NOTICE

Australian National University

Portfolio Question No. ASQ GIQ 25 - 039

Senator Faruqi asked in writing on 18 November 2025 -

Partnerships, investments or links

Question

1. Does your institution have any partnerships, investments or links with any tobacco companies or associated entities?

Answer
Yes.