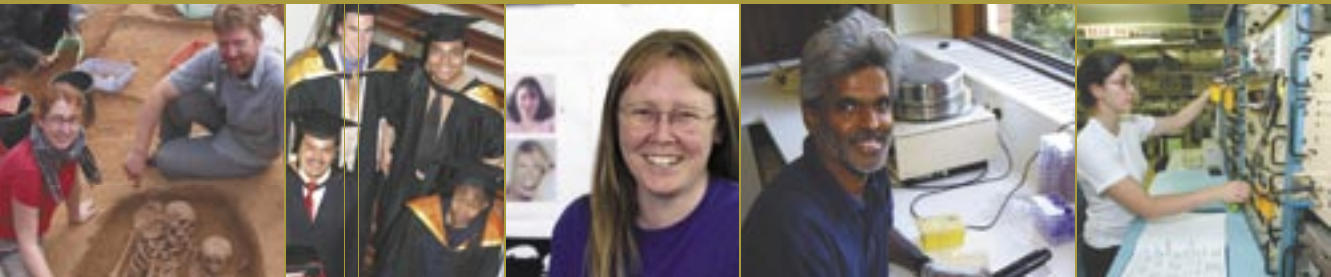




ANU

THE AUSTRALIAN NATIONAL UNIVERSITY

ANU by 2010







ANU by 2010 is not a traditional plan.

It is based on what we stand for and what we will be by 2010. How we get there is the basis of the ANU College plans – detailed, incremental and building on the substantial progress made in recent times. Council endorsed *ANU by 2010* on 28 July 2006.

We embrace this five-year plan with confidence. We know about our performance, and we know about our achievements – our independent, external and comprehensive review told us about them. It also recommended changes – and there have been many.

In particular, in June 2005 the Council endorsed a new set of principles for research, education and collaboration across ANU, in the form of *Operational Improvements at ANU*. Implementation of this structural and cultural reform is a work in progress, but an important one as we prepare ourselves for the uncertainties of the future.

This is indeed a different type of 'plan'.

It is about people, values and aspirations. It is written to influence all that we do. It is written to be read in 2010 and beyond.

It is an important reminder of how we get to be what we are, and what we want to be:

*The reputation of a university depends not on the number of its students or the splendour of its buildings, but on the quality of its members and the nature of its contribution to learning.*¹

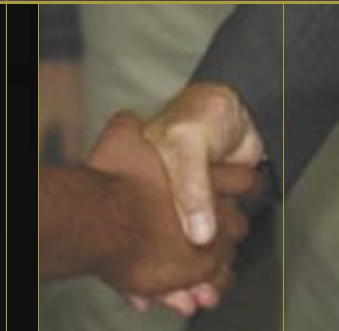
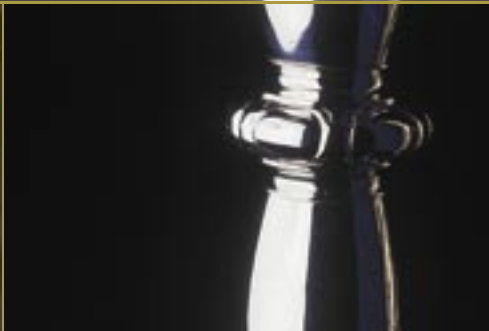
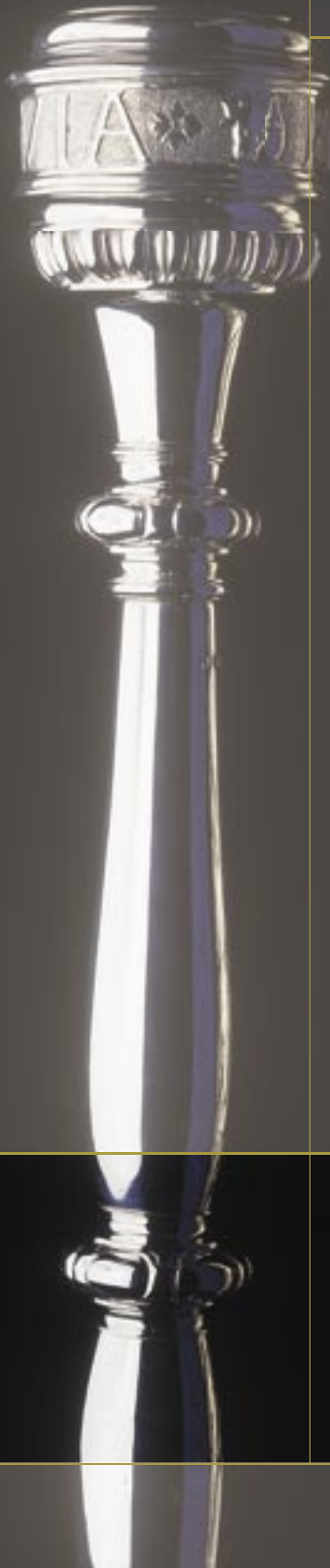
An ANU that remembers and respects its people is an ANU that can achieve almost anything.

A handwritten signature in black ink, which appears to read "Ian Chubb". The signature is fluid and cursive, with a small flourish at the end.

Professor Ian Chubb AC
Vice-Chancellor and President

¹J J Dedman, Second Reading Speech, Hansard Vol 187, p 1567

COMMITMENT
TO VALUES



The distinctive nature and purpose of ANU

The Australian National University (ANU) is an education-intensive research institute of international distinction, established by an Act of the Parliament of the Commonwealth of Australia.

As Australia's national university, ANU sets the standard in research, education and community engagement on issues of national and international importance.

THE CULTURE OF ANU

The distinguishing culture of ANU is one where the notion of discovery pervades all that we do.

- For all staff, it is the discovery of new and better ways to research, to educate and to support these functions of the University.
- For academic staff it is the discovery of new knowledge and new insights, and the creative use of these innovations in further research and education.
- For students, it is the discovery of new understanding, in breadth and in depth, in their fields of interest.

THE CORE ACTIVITIES OF ANU

ANU advances knowledge through excellence in research, education and community engagement, and in particular by:

- adding to the world's stock of knowledge through original inquiry and intellectual discourse
- enhancing understanding of Australia – its economy, society, culture and environment – and its position in the region and the world
- exploring the important problems and issues that confront the nation, the region and the world, and working to provide solutions
- informing the public through leading open discussion of those issues.

THE VALUES OF ANU

ANU is committed to excellence underpinned by the following values:

- **INTEGRITY** in all our activities
- **RESPECT** in all our relationships
- **COLLEGIALITY** – building a community of scholarship and learning, encouraging staff and students to work together within and across disciplines and professions
- **COMMITMENT TO OUR PEOPLE** – to meeting the needs and nurturing the talents of all our staff and students, and building a continuing relationship with our alumni
- **PRIDE IN OUR ACHIEVEMENTS**, within a culture of continuing evaluation of performance and improvement
- **RESPONSIBILITY** to lead
- **ACADEMIC FREEDOM** in the pursuit of knowledge
- **ENGAGEMENT** with the scholarly world, and with business, government and the public
- **SERVICE** of value to the community, the nation and the world.



RESEARCH



Research at ANU

ANU undertakes research of the highest quality in fields of knowledge of general importance, and of particular importance to Australia.

The chief characteristics of research at ANU are its focus, concentration and quality. This distinctive profile enables ANU to lead Australian participation in the world of learning and to sustain a culture of discovery that pervades all undergraduate and postgraduate education programs.

ANU recognises that its research capability carries multiple responsibilities:

- to lead within our chosen disciplines through preservation and renewal of core knowledge
- to address complex problems
- to foster future generations of researchers
- to benefit the community through the application of expertise.

Researchers at ANU:

- advance the frontiers of knowledge through daring and careful efforts judged by intellectual leaders and other stakeholders to be among the very best in the world
- work within international communities of scholars to provide explanations of, and answers to, the most important problems facing Australia and the world at large
- expose their achievements to incisive evaluation
- create an intellectual climate for undergraduate and postgraduate education that inspires students as they acquire essential skills: discovery, analysis, synthesis and debate
- engage with government, business and the broader community to inform and inspire, and to encourage the use of intellectual capital to produce wider benefits to the community.

ANU research blends interdisciplinary understanding with respect for the traditional values, rigour and methods of each discipline.

Research planning at ANU draws on the expertise of researchers themselves as the research and engagement agendas are shaped within a supportive institutional framework.



EDUCATION



Education at ANU

Education at ANU offers students an experience unlike that at any other Australian university. Within traditional fields and disciplines, our distinctive profile comprises:

- talented students
- a small undergraduate base
- a high proportion of graduate students
- a pervasive research culture
- activities concentrated on one campus.

ANU recognises that this profile carries multiple responsibilities:

- to challenge and extend students in a supportive environment
- to guide students' self-directed learning
- to encourage learning through personal interactions in formal and informal settings
- to prepare reflective, analytical and questioning graduates
- to educate the leaders of the future.

Developing individual talents to the fullest extent possible through the quality of the learning experience is our highest educational priority.

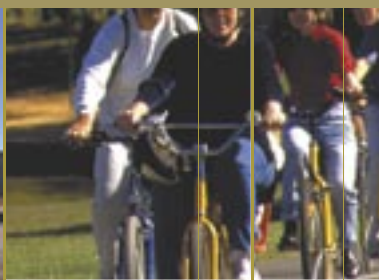
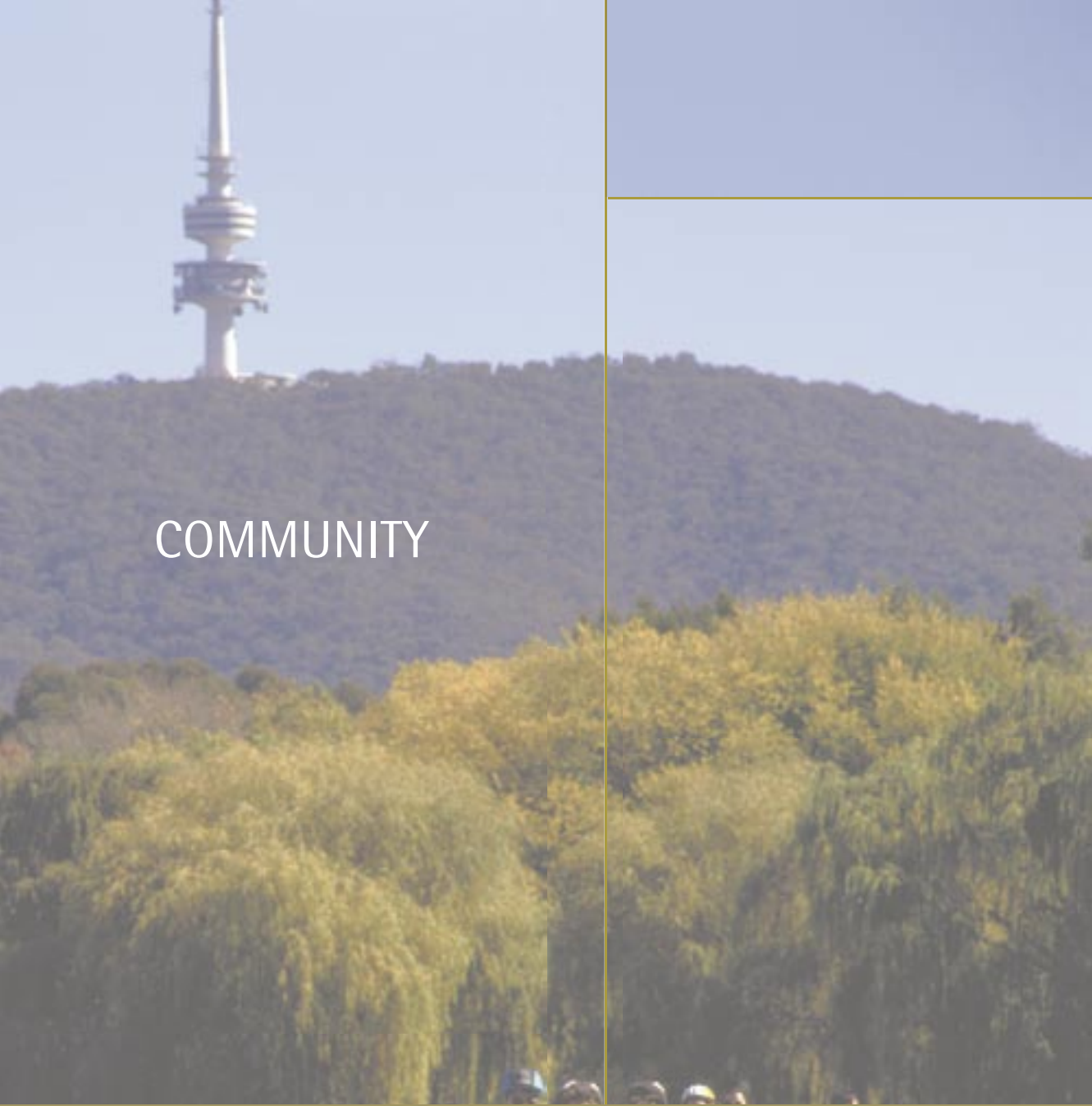
Discovery is the driver of students' educational experience. ANU students learn through discovery of knowledge, skills and ways of thinking that are new to them. Since all ANU teachers are researchers, they challenge conventional modes of teaching and explore new means of opening up their disciplines. Students benefit from diverse ways of approaching facts and flexible modes of learning.

ANU education extends fundamental knowledge into specialist professional education. Combined-degree options and flexible programming enables students to study across fundamental and professional disciplines, and explore interdisciplinary approaches as they discover how to formulate effective responses to complex questions.

ANU graduates are prepared for work, further learning and responsible citizenship. They are welcome anywhere. They have well-developed communication, teamwork, analytical and problem-solving skills, and the confidence to apply these skills creatively to the problems they will face.

Through educational partnerships with some of the world's finest universities, ANU provides our students with opportunities for international experiences and ensures that our educational standards are commensurate with the world's best.

COMMUNITY



The ANU community

ANU is a community in which discovery is our common purpose.

Our strength is the sum of the talent and spirit of all our people. Enabling staff and students to perform at their best is our guiding principle.

ANU recognises that commitment to our people carries multiple responsibilities:

- to value the diversity of backgrounds and perspectives in our community
- to support our people through periods of challenge and change
- to sustain achievement by celebrating our successes, and working together to reduce failure
- to provide opportunities for staff and student participation in decision-making
- to ensure that our policies and codes recognise academic freedom, while promoting collaboration and risk taking, with necessary safeguards
- to provide a work and study environment that is attractive, well-maintained, accessible and safe
- to ensure that our physical and information infrastructures are flexible, responsive, and up-to-date.

ANU staff and students contribute to intellectual understanding, social debate, cultural enrichment, policy formation and the creation of wealth in communities – from the local to the global.

Members of the University are part of the ANU community for life. ANU graduates become leaders and innovators in their communities in Australia and overseas. Our alumni and former staff make a valued contribution to the culture of debate and discovery at the University.

As the national university in the national capital, ANU is engaged distinctively with the civic and commercial life of Canberra and Australia. The University is strengthened through its special relationships with other national institutions and the diplomatic corps in Canberra.

ANU planning

The culture of discovery and the University's values permeate all planning.

Planning in the University is a dynamic process. Each plan is a living document and a reference point for continuous monitoring and adjustment of the performance and profile of the University.

PRINCIPLES

The plans of Colleges and Administrative Divisions reflect the following principles:

- the University is a community: the quality of support for staff and students is central to all plans
- the University has no area where national and international distinction is not achieved or where there are few prospects of achieving that distinction
- our discipline mix, our status as the national university, our international partnerships and our location build the distinctive identity of ANU: an education-intensive research institute
- the balance between disciplines takes account of public responsibility, the external environment, internal pressures, risk and the quality of the work, ensuring that high-quality academic contributions in our selected areas are valued and supported
- research addresses the most important issues for Australia and the world through individual researchers and teams which harness expertise across ANU
- the educational programs of Colleges are linked to their research directions and embrace innovation and flexibility
- there are strategic education and research links between the Colleges
- members of ANU contribute their expertise to national and international debates on areas of significance to Australia and the world
- Colleges monitor their resources and performance within their disciplinary context
- major decisions are soundly based on expert advice
- central College funds are allocated strategically to the best performing and most promising people and programs
- all areas take responsibility for recruiting the best talent and developing their skills and nurturing them.

EVALUATION

Evaluation of performance is a feature of ANU. It serves two purposes: to enable the University to sustain excellence and to set directions and to maintain public confidence in the work of the University.

Colleges evaluate the quality of research and education using criteria appropriate to their discipline profile.

Administrative divisions have plans to monitor the effectiveness of their support for the academic work of the University.

Reports of these evaluations are a feature of budget discussions with the Vice-Chancellor.

ANU profile

ANU presently comprises the Institute of Advanced Studies, Faculties and University Centres – the basic units that support the education and research functions of the University. They are organised into seven Colleges and are supported by Administrative Divisions.

The ANU Colleges are:

- ANU College of Arts and Social Sciences
- ANU College of Asia and the Pacific
- ANU College of Business and Economics
- ANU College of Engineering and Computer Science
- ANU College of Law
- ANU College of Medicine and Health Sciences
- ANU College of Science.

Three academic areas lie outside the College structure: the National Centre for Indigenous Studies, the Australian Partnership for Advanced Computing, and the Australian National Internships Program.

Detailed strategic planning is the responsibility of each College. Their plans:

- are consistent with the broader University objectives and values
- include specific targets relevant to the areas within the College
- are reviewed and updated regularly
- include timetables for evaluation of areas within the College
- identify the disposition of resources that will be used to support the best activities in selected priority areas.

Summaries of the College plans are available on the ANU website.

UNIVERSITY STRATEGIES & POLICIES

The ANU Academic Board, and its Education, Research, Information and Community committees, are used to coordinate collaborations between Colleges and determining University-wide matters of policy.

The Vice-Chancellor convenes working parties to address specific issues of strategic importance to ANU.

The University maintains a policy framework to ensure that all Colleges and Divisions adopt the values of the University and best practice with respect to:

- education, teaching and learning
- research
- finance
- governance
- people and performance
- quality and evaluation
- equity and diversity
- environment
- marketing and communications
- information
- infrastructure, facilities and services.

Notes

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