

## Background

The [Academic Portfolio Recovery Plan](#) was released as part of the University Portfolio and College Recovery Plans on 13 October 2020. This document provides an update and outlines agreed initial arrangements to respond to and support the ANU Recovery Plan for the Australian National University (ANU).

The Academic Portfolio delivers academic support services throughout the University in collaboration with almost all organisational units. There are many interdependencies with the colleges and other central portfolios.

During the first stage of the ANU Recovery during 2020, there have been a number of voluntary separations from within the Academic Portfolio. Teams have adapted to the departure of staff and adjusted work practices and workload to ensure continuity of service delivery. However, more effective and enduring adjustments are needed to ensure capacity and importantly that teams have appropriate leadership and management in place.

To support the ANU Recovery and renewal of the University Executive, consultation has occurred with key University stakeholders to identify opportunities to align expertise, strengthen capacity and to implement a more holistic approach to service delivery. The transitions identified, and outlined below, capitalise on strengths and alignment of cross-portfolio teams, can be implemented effectively and efficiently, meet and deliver operational needs, and continue to improve upon service levels and customer experience.

Further initiatives, where there are more complex interdependences with key stakeholders continue to be explored. Discussion and collaboration is continuing with organisational units across the University to enable delivery of a sustainable operating model which is coherent and unified. This work is being done in conjunction with the ANU Service Performance Framework. Further details on proposed changes for the Portfolio and, if required a change management proposal, will be released for consultation in early 2021 with any confirmed changes implemented by the end of Q1 2021

## Marketing and Student Recruitment

The Marketing and Student Recruitment Division (MSRD) is responsible for the ANU brand marketing, advertising, web and creative design, and domestic and international student recruitment, which includes agent management, as well as managing ANU-wide events and a contact centre for future student enquiries.

ANU has a strategic plan to build a nationally and internationally diverse student cohort of students and be recognised as one of the world's greatest universities. MSRD has worked in collaboration with Colleges to prepare an Action Plan and corresponding initiative plans to assist ANU in maximising the impact of its marketing and student recruitment resources.

The main focus of these plans will be to rebuild student revenue pipelines, assist in building a diverse student cohort and promote the distinctiveness of ANU.

To reflect the ANU Recovery Plan, the renewal of the University Executive and support the ANU strategic plan, MSRD will transition from the Academic Portfolio to the newly created portfolio under the Deputy Vice-Chancellor International Strategy (DVC (IS)) in early 2021.

This transition will strengthen the University capacity and support an integrated University-wide approach to global engagement. The alignment of the MSRD team and the International Strategy and

Partnerships (ISP) team under the DVC (IS) portfolio will enhance the collaboration that already occurs, capitalise on the expertise of both teams and create new opportunities. MSRD already has a deep collaborative connection with the International Liaison Offices, this transition will further benefit these working relationships.

MSRD will continue to deliver domestic marketing campaigns and future student activity and the focus in this space will be on diversity.

As part of the Academic Portfolio over the past 12 months, MSRD has developed productive, strong relationships and will continue to collaborate and work closely with the Academic Portfolio teams.

The entire MSRD team will move to the International Strategy Portfolio and this transition will result in a new supervisor and reporting line for the Director, Marketing and Student Recruitment. The transition is not expected to result in any change in work location for the MSRD team.

## Pro Vice-Chancellor (Education)

To strengthen the Academic Portfolio, and better support excellence in learning and teaching, the role of the Pro Vice Chancellor (Education) (PVC(E)) will be broadened into two roles. The role of the PVC(E) will be expanded to include a digital focus. The Pro Vice Chancellor (Education and Digital) (PVC(E&D)) will ensure the Portfolio can leverage high-quality, technology-enhanced learning and teaching pedagogies and drive enhanced outcomes for the University. The Dean (Academic Quality) (part-time, 0.6 FTE), will provide academic leadership, strategic direction and oversight of the educational offerings to ensure quality and the necessary compliance. The PVC (E&D) and Dean Academic Quality will both report to the Deputy Vice Chancellor Academic.

As part of the broadening of the PVC Education and Digital role, the Portfolio has explored the interdependent relationships it has across the University. Key alignments have been identified with the Division of Information Technology Services and the development of the ANU Digital Master Plan. The PVC (E&D) will support the University deliver a coherent and unified operating model and world-class digital environments for students, academic and professional staff.

## Global Programs

The Global Programs team implements, delivers and supports learning abroad programs at the Australian National University. This includes outbound and inbound student exchange, study abroad opportunities, strategic short course options and limited support for study tours and field schools. The team also manage the University's learning abroad funding including OS-HELP, New Colombo Plan and the ANU Vice-Chancellor's Coursework Travel Grants.

To support the ANU Recovery and build on the expertise in this strategic international area, the Global Programs team will transition from the Academic Portfolio to the newly created portfolio under the DVC International Strategy from early January 2021. The alignment of the international-focused teams under the DVC IS will have multiple benefits, providing synergies for student support to incoming international students, opportunities to collaborate on study abroad recruitment, and better align existing teams for the purpose of shared data and knowledge on existing and creating international partnerships.

Consultation has been undertaken by the interim PVCE with the incoming DVCIS, the Global Programs team, key stakeholders and across Portfolios. This transition will result in a change of supervisor and reporting lines for the Manager, ANU Global Programs. The entire Global Programs team will move into the new DVC-International's portfolio from 1 January 2021. The transition is not expected to result in any change in work location for the team.

## Careers

The ANU Careers team facilitates student career development and ensures ANU students have the tools and knowledge to successfully navigate their future careers. The team provides a range of services to improve employability for current students and recent graduates, and empowers them to make informed career decisions. The team designs and delivers group workshops to facilitate students' development of career management capabilities and provides in-depth career consultations for individual students. The team works with the colleges, service divisions, and student associations and societies to ensure that ANU graduates have the skills and knowledge necessary to give them the best possible chance of securing rewarding and appropriate employment.

Opportunities are being explored to combine the expertise of this team and other teams with similar functions in other Portfolios and Colleges with a view to strengthening the capacity and capability across the University to deliver excellent student support and services in relation to careers and employability. Discussions about how best to deliver this function within the University are continuing.

## Academic Skills

The Academic Skills team helps students to develop the key generic skills and communication strategies that are foundational to all academic activity. The team assists students from first year undergraduate to final year PhD with scholarly writing and research, understanding academic integrity and plagiarism, assessment, the scholarly culture of the University, English language skills (reading, writing, listening, and speaking), and all the other skills required of a university student.

As part of a commitment to evidence-based research-led practice in the field of academic language and learning the team initiates, develops, and participates in projects both within ANU and in cooperation with its colleagues across the sector.

Consultation considering the alignment of academic skills services across the ANU has identified synergies with the Division of Scholarly Information Services (SIS) which includes the ANU Library services. Alignment of these teams will allow a holistic approach to academic skills support and more efficient resource allocation. The entire Academic Skills team will move to SIS from 1 January 2021.

Moving Academic Skills to SIS and to work from within the Library, and positioning the team alongside the Library's Digital Literacy team will strengthen the education and training program for both teams. Both teams have responsibility for providing ANU students with programs that strengthen their generic scholarly skills. Melding these teams will enhance the range and focus of the training and development programs they offer, from understanding how to assess the validity of Web-based materials through to how to present a convincing, persuasive argument supported by reliable evidence in traditional and innovative formats.

It is expected, from 2021, that the team will work very closely with the Library's current Information Literacy Program team and the academic skills advisors currently located at the Australian Defence College, Weston campus. This move will enhance the cross-team collaboration that already occurs, and strengthen the strategic outcomes for this integral support service.

Consultation has been undertaken by the PVCE with the team, the Director, SIS and University Librarian, key stakeholders and across Portfolios. This transition will result in a change of supervisor and reporting lines for the Manager, Academic Skills. The entire Academic Skills team, will move into the Division of Scholarly Information Systems from 1 January 2021. It is expected the team will be co-located in the Menzies Library alongside the Information Literacy team.

## Centre for Learning and Teaching

The Centre for Learning and Teaching (CLT) was created in late 2019. CLT provides expert advice and support in delivering innovative learning and teaching services through collaborative partnerships across the ANU. In addition, CLT supports key strategic initiatives of the ANU Recovery through the Interactive Learning Project (iLEAP) and the development of micro-credentials. A key element of the Academic Recovery Plan is the appointment of a Pro Vice Chancellor (Education and Digital) (PVC(E&D)). The support CLT provide will be a core component of the Education & Digital portfolio.

There have been a number of voluntary separations accepted in this team. Additional funding for the iLEAP project from the Vice Chancellor's discretionary fund will enable this team to continue to provide support for staff engaged in learning and teaching as part of the ANU Recovery through 2021. The Director of the Centre for Learning and Teaching will continue to report to the interim Pro Vice Chancellor Education until the appointment of the new PVC Education and Digital is confirmed.

## Admissions Reform

The Admissions Reform team has facilitated the implementation of new plans, processes and systems to support the ANU strategy for a more diverse student body. The Project has delivered two new Admissions systems, policy and process changes, and has made progress towards diversity planning.

Funding for the project team has been secured until the end of May 2021 via Technology Investment Committee and to allow completion of inflight system work. The Project will be paused during 2021 to allow the Director, Admissions Reform to undertake a full and holistic review of the current state and progress of the ANU admission reform agenda in the changing national and global context. The outcome of this review in 2021 will be a new proposal including a detailed plan and roadmap for the University to achieve its strategic goals in relation to a student cohort with exceptional potential from every background and from diverse parts of Australia and the world.

## University House

University House was significantly impacted by the hail storm in January 2020, and the building was vacated a month later. University House staff and operations have relocated and a number of staff separated from the University in June 2020. Additional voluntary separations have also been accepted. University House interim operations now comprise Fellows Café pop-up (Mon-Fri), Fellows Beer Garden pop-up (Thu-Fri) and events continue to be hosted at the Union Bar site. A proposal to provide catering to Halls of Residence has been submitted, and planning is beginning for a Boffins pop-up to open in the first quarter of 2021.

The University House Board have planned a staged recovery with initial focus on working with ANU Advancement to develop a strategy for philanthropic support; developing business cases for interim operations and University House repairs and refurbishment; and liaison with Facilities and Services and the Insurance Office in relation to building damage assessment, heritage approvals, and business continuity.

## Division of Student Administration and Academic Services

There have been a number of staff movements, including voluntary separations in the Division of Student Administration and Academic Services (DSAAS). Staff have adjusted to ensure service delivery can continue, however, more sustainable plans are needed to ensure ongoing delivery of key services.

Administrative and academic services have multiple touch points across the University. Work is being undertaken, led by the ANU Registrar, to understand the current work and processes, analyse touchpoints with Colleges and other Portfolios and to collaborate to develop a more effective and efficient service delivery model which will benefit the whole University.

While the outcome of these discussions, and potential implementation of any initiatives will vary it is expected further details on proposed changes for DSAAS, and if required a change management proposal, will be released for consultation in early 2021 with any confirmed changes implemented by the end of Q1 2021.

### Contacts:

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