

Research School of
Earth Sciences

STRATEGY

2022 to 2027



Australian
National
University

Executive Summary

RSES Strategy 2022 – 2027

The ANU Research School of Earth Sciences (RSES) continues to hold the number one ranking of Earth Science Schools in Australia and strives to hold a top-ten ranking across the globe¹.

The 2022-2027 Strategy has been formulated to support, strengthen and enhance the School's areas of activity that make our current ranking and future ambitions possible, namely:

- Research
- External Engagement and Partnerships
- Education, Teaching and Learning
- Staff Engagement

Acknowledgement of Country

We acknowledge the traditional custodians of Country throughout Australia and pay our respects to Elders past and present. We recognise the diversity of First Nations Peoples and celebrate their knowledge and ongoing connections to the land and waterways upon which we live and work.

¹ QS rankings 2022

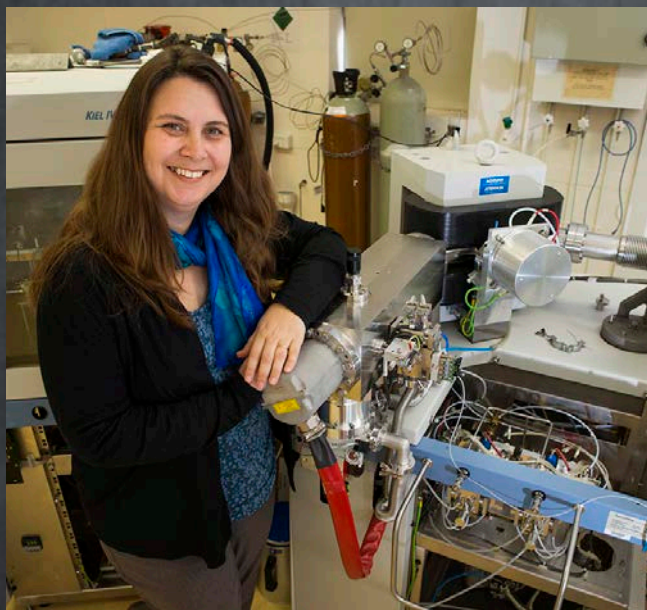
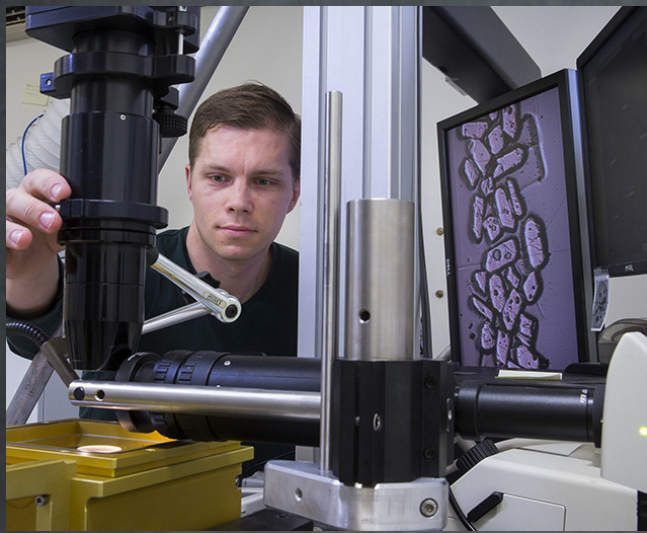
The following foundation stones underpin a consolidated strategic direction and ambition for the School. Each relates primarily to the key areas of strategy outlined below. Importantly, these principles will inform all areas of strategic execution to support a cohesive, productive, and equitable rollout of strategy over the planning period.

Over the 2022-2027 period, the School will:

- 1. Further embrace and continue to support fundamental research, be second to none in Australia, and strive to be recognised internationally in all areas in which we conduct research.***
- 2. Strengthen existing connections with strategic external partners and forge new extended relationships and networks, giving priority to opportunities that create and influence societal change and amplify impact.***
- 3. Further evolve its educational program to develop graduates who are inspired by their experience in the School and who can make significant contributions to solving the most critical global challenges.***
- 4. Value staff and students from all backgrounds, strengthening the collegial partnerships between academics, professional staff, and students, and acknowledging these connections as the foundations of excellence and success for the School.***

Research

The School will further embrace and continue to support fundamental research, be second to none in Australia and strive to be recognised internationally in all areas in which we conduct research.



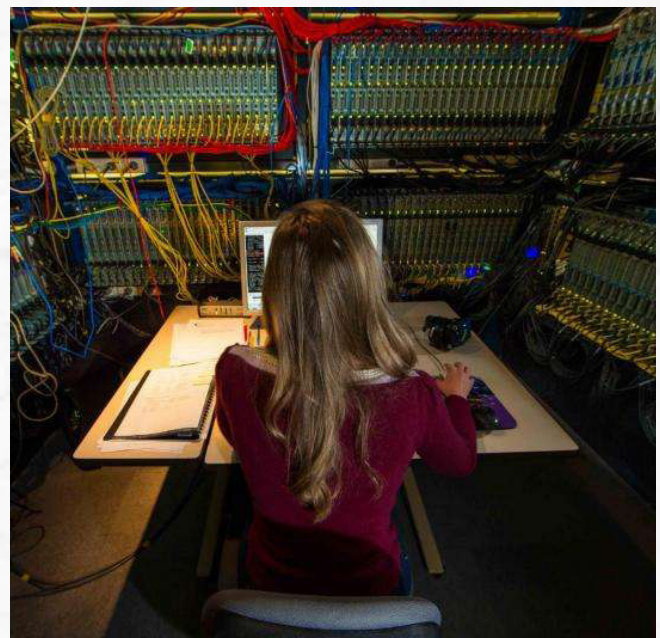
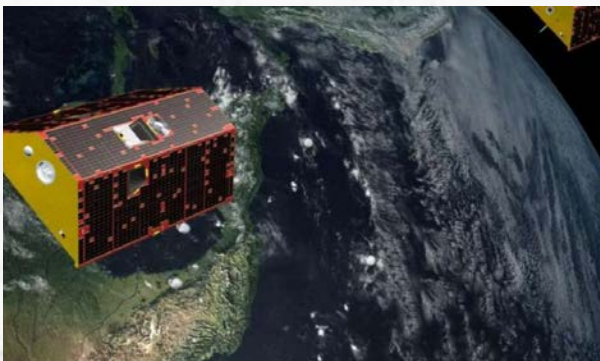
We engage in:

Globally impactful research, building on the reputation and standing of RSES, further distinguishing the School's researchers, capabilities, contribution and leadership in addressing key global issues.

- 1 RSES will continue to consolidate research in the Earth Sciences that are the focus of key global challenges. These are:
 - Earth structure and dynamics
 - Climate and ocean
 - Critical resources for the 21st century and beyond
 - Origins and evolution of Earth and Life
2. RSES further supports and grows research aligned under three formal RSES “research areas,” namely *Climate and Ocean Geoscience, Geochemistry, and Geophysics*.
 - RSES will continue to support research that has measurable impact in these areas
 - RSES will meet its responsibilities to the Asia-Pacific region with work informed by specialist knowledge and networks, such as research in climate, energy and disaster solutions
3. We will selectively recruit for enhanced impact in focus areas within the key strategic area.
4. RSES will prioritise the resourcing of impactful activities in alignment with these key strategic areas and, as a consequence, de-emphasize research streams and endeavours that are not aligned with these areas.
5. We will actively manage our assets as a live portfolio, optimised to support our areas of research focus, impact, and engagement with external partners. Infrastructure acquisition, maintenance and disposal decisions will be made that enable our assets to best support our strategic research goals.
 - We recognize that the extent of our asset portfolio limits our agility in supporting current and evolving research
 - We will create processes to evaluate our assets in light of their strategic alignment, their resourcing needs, and, their impact in supporting our research endeavours
 - We will decommission assets that are not aligned with our research strategy and needs, and make new infrastructure acquisition in key strategic areas
- 6 We will maintain current research partnerships and target new partners and networks with the aim of developing and deepening long-term collaborations that can evolve with the mutual needs of the School and its partners.

External Engagement and Partnerships

The School will strengthen existing connections with strategic external partners and forge new relationships and networks, giving priority to opportunities that create and influence societal change and amplify impact.



We value and emphasize external partnerships as drivers for societal transformation that demonstrate the positive impact of the School's fundamental and applied research, thought leadership and teaching.

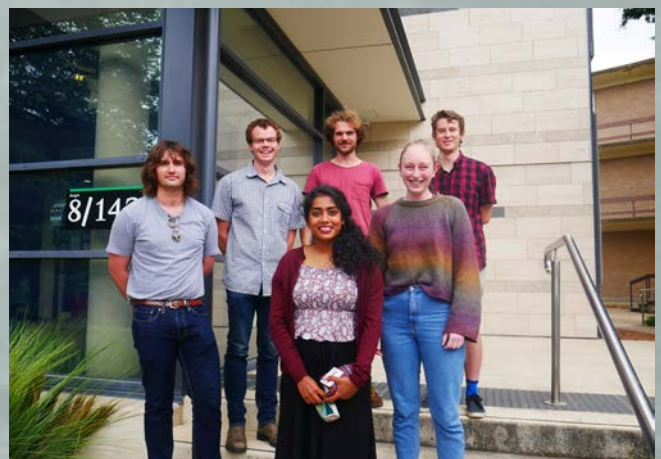
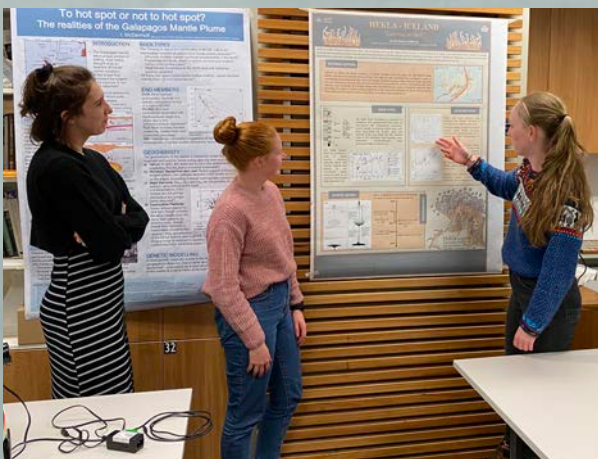
- 1 The School recognizes that fundamental research is the engine for intellectual property generation. It supercharges collaborations and engagement with industry and government agencies, and drives the societal impact of our research.
- 2 Our engagement with external partners will focus on applications of our research that are aligned with the ANU2025 strategic plan as well as national goals. These include, but are not limited to:
 - Contributions to global environmental sustainability
 - Collaboration with Asia-Pacific neighbours to address regional issues
 - Contributions to the Nuclear Test Ban Treaty monitoring via the Warramunga Seismic and Infrasound Research Station
 - Engagement with First Nations Peoples through academic work, convening key conversations, and the study of First Nations traditional knowledge
- 3 We will concentrate our engagement efforts on industries and sectors that are increasing their impact with respect to solving global challenges. In this way, RSES continues to increase the integration of research partnerships and societal impact outcomes. Our major external partners include:
 - Australian Government agencies (Geoscience Australia, Bureau of Meteorology)
 - Australian Government bodies (Department of Climate Change, Energy, the Environment and Water, Department of Defence, Department of Foreign Affairs and Trade)
 - Australian State Government bodies (Queensland Department of Natural Resources, Mines and Energy, State Geological Surveys)
 - National Collaborative Research Infrastructure Strategy (NCRIS): AuScope, Australian Research Data Commons (ARDC), National Computational Infrastructure (NCI), Australian Earth-System Simulator National Research Infrastructure (ACCESS-NRI)
 - National and International Research Institutions and networks (CSIRO, Australian Synchrotron, ANSTO, NASA, Australian Space Agency, ANZIC/IODP, NOAA)
- 4 We will maintain current partnerships and target new partners and networks to develop and deepen long-term collaborations that can evolve with the mutual needs of the School and its partners.
- 5 We will build knowledge among our existing and emerging networks of skills, capabilities, services and deliverables that are valued by our target partner groups. At the same time, we will develop partnership project and network structures that make it easy for collaborators to connect and to work with us.

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Education, Teaching and Learning

The School will evolve its educational program to develop graduates who are inspired by their experience in the School and who can make significant contributions to solving the most critical global challenges.



We aspire to providing student experience second-to-none that attracts and engages the most desirable students through exceptional technical and transferable skill-building and exposure to future-facing industry and government partners.

- 1 Undergraduate and postgraduate education at RSES will continue to focus its programs on the future needs of students and alumni, with the key elements:
 - Maximising employability
 - Developing government agency and industry connections
 - Building a portfolio of technical and transferrable skills
- 2 We will create new and strengthen existing active networks of engaged alumni for increasing employer-relevant content of our education program, developing partnerships in the supervision of postgraduate students, and for developing possible research partnerships with our alumni community.
- 3 We will map, measure and evolve student experience throughout the education pathway from undergraduate through postgraduate to alumni.
 - We recognise that academia is not the target market of most of our students' careers and aim to equip our students with the critical skillsets for all possible future career pathways
 - We will put significant effort into getting a current and robust understanding of the lives of our students, focusing on the 'moment of truth' (i.e. the 'lightbulb moment' at which they decide in favour of or against a major in the earth sciences) for students along their journey.
- 4 We will create graduate attributes specific for RSES under the umbrella of the ANU graduate attributes. These will address technical as well as transferable skills.
 - We will use the ANU curriculum review to revise and evolve our aligned offering.
- 5 We will deliver academically rigorous, high quality, inspiring programs of study. We will maintain and enhance the practical applications of skills by out-of-classroom experiences, such as fieldwork, industry placements and others at all levels of our education program
 - We will engage with partners from other institutions, government agencies, industry and philanthropy where outcomes can be achieved within budget.
 - We will explore work-integrated learning in the form of industry placements for our postgraduate students
 - We will continue to evolve our curriculum and our pedagogy via employing an Educational Developer.

Staff Engagement

The School will value staff and students from all backgrounds and will strengthen the collegial partnerships between academics, professional staff and acknowledge these connections as the foundations of excellence and success for the School.



We provide a collegial work environment that promotes diversity and inclusion, attracts and retains excellent staff, and advocates for fairness, progression and development on behalf of our community.

- 1 We will build on our formal governance structures that embed genuine partnerships and continue to improve collegiality, respect and community spirit between professional staff, academics and students at RSES.
- 2 We will continue to develop the connection between postgraduates, undergraduates and professional staff and support positive behaviour that models collegiality and respectful professional interactions in RSES.
- 3 We will strengthen and evolve pathways for professional staff development and recognition.
 - We will introduce training across fields of expertise for professional staff at RSES to upskill and widen expertise and to increase the robustness of research support
 - We will support secondments, formal mentoring arrangements and career pathways of our professional staff
 - We will continue to advocate for and support our professional staff within ANU processes
- 4 We will make academic hiring decisions in consultation with professional staff and ensure adequate resourcing and support of new academic hires.
 - We will engage relevant professional staff in the selection process of academic hires via focus groups
- 5 RSES will provide distinctively outstanding support and opportunities to its early and mid-career academics
 - We will maintain visibility, inclusion and representation of early and mid-career academics across all RSES committees
 - We will enhance opportunities for formal mentorship by senior academics through research, supervision and other mechanisms



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