Crawford School of Public Policy is a unique institution at the Australian National University (ANU) and in Australian higher education. A research-led, professionally-oriented graduate school, it combines the ANU mandate to address issues of national and international significance through world-class research and teaching, with a deep commitment to improve public policy capability.

This Strategic Plan delivers a framework for the school to pursue our purpose in this next stage of our evolution as one of the elite public policy schools in the world.
Crawford School of Public Policy was established in 2005 and quickly developed into the pre-eminent school of public policy in the Asia-Pacific region. We achieved this by respecting our inheritance, specifically our origins in the National Centre for Development Studies, and our focus on the Asia-Pacific region, whilst expanding our engagement with and expertise in national and global public policy questions. These features continue to shape our purpose, and define our comparative advantage.

Sir John Crawford was a great Australian policy maker, a distinguished leader of the Australian National University, and a pioneer in the building of an Asia-Pacific economic and policy community. As a civil servant and a scholar, he exercised remarkable influence nationally and internationally through his vision for international agricultural development and passion for public policy. In 1960, John joined ANU as the inaugural Director of the Research School of Pacific Studies and Professor of Economics, later serving as Vice-Chancellor and Chancellor. His leadership of the university left a long legacy of scholarly excellence and public contribution, which Crawford School embodies through our teaching, research and policy impact.

Professor Helen Hughes AO was one of Australia’s most distinguished and accomplished economists, and the Executive Director of the National Centre for Development Studies within the Research School of Pacific Studies at ANU from 1983–1993. Helen’s research interests were deep and varied, including economic development and aid, international trade and investment, employment, the Australian economy, and Indigenous economic issues.

During her lengthy career, which included 15 years at the World Bank, Helen deservedly received many accolades including being made an Officer of the Order of Australia in 1985 for service to international relations, particularly in the field of economics. In 2001, she received the Centenary Medal for her work in poverty alleviation and economic development. Helen and the National Centre for Development Studies’ focus on research, policy analysis and graduate teaching in the economics and demography of development and environmental management paved the way for Crawford School’s growth. Today our School proudly stands as a reminder of Helen’s pioneering efforts and innovation.
Crawford School’s profile and purpose position us at the heart of the ANU Strategic Plan (2018-2021). This plan emphasises the role of the university as a crucial contributor to societal transformation, as well as pursuing a deeper understanding of Asia and the Pacific and Australia’s contribution to the region.

Our Crawford School Strategic Plan is closely aligned to the ANU Strategic Plan and the ANU College of Asia and the Pacific Strategy, and demonstrates the unique contribution we make to the life of the university and to the world.

As a world-leading public policy school our purpose is to:

- generate new knowledge on public policy questions; theoretical, methodological, empirical, and practical
- enhance the capabilities of those who learn with us, developing the expertise necessary to respond to public policy challenges
- impact positively on the quality of public policy making, implementation and outcomes.

At Crawford we bring to this purpose a commitment to excellence, holistic thinking and entrepreneurship. We believe academic achievement and practical application are independently valuable and mutually supporting. In public policy, encouraging academic enquiry for its own sake can generate valuable insights for practice, and engagement with policymakers and practice can prompt new lines of academic enquiry. We support individual, collaborative and demand-led enquiry and education that is consistent with our framework of excellence and impact.

Our history and evolution into a broad, multi-disciplinary and polycentric school means that we work with constantly evolving and regularly contested ideas about the nature, range and purpose of public policy.

As public trust in institutions collapses, populism becomes more popular, and the too often assumed universalism of US/Anglo approaches to public policy are challenged by the emergence of Asian scholarship and practice, what public policy is (and can be) is both more important and more contested.

Crawford’s expertise and engagement with societies, institutions, and policymakers from the local to the global brings us into close contact with these dilemmas and debates and they shape our own understandings of the role of our school.

DEFINING PUBLIC POLICY

Public policy is the combination of ideas and evidence to generate rules and resources that shape action towards public outcomes.

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Our aim is simple:

to be at the forefront of public policy research, education and impact, consistent with being one of the world’s leading public policy schools. We will generate new knowledge of the highest quality, support its application through our education and engagement activities, and improve outcomes at individual, institutional and societal levels.
We will achieve this by focusing on and maximising our comparative advantage. This means investing in our regional and country-focused expertise, alongside our problem-focused expertise, deepening our relationships with policymakers and other communities, and enhancing our educational offerings.
We will only sustain our comparative advantage if the work we do, individually or collectively, speaks to a meta-level of public policy concerns, which we identify as sustainability, integrity, and capability. We use these as principles to guide our work as a school community.

Our strategy:

• is designed to strengthen these foundations whilst building on them to further extend our comparative advantage. This requires attention to the diversity and range of our experts and expertise, creating new opportunities for practice-led learning, and keeping ahead of developments in public policy analysis
• is cognisant of the essential contribution of individuals and groups—aademic and professional colleagues—to our comparative advantage and is designed to support that
• acknowledges that Crawford School is more than the sum of its parts, and that our comparative advantage will be enhanced the more we can realise this potential through expert collaboration and engagement across disciplines, geographies and policy problems.
The following strategic priorities are the pillars that together will guide the School to pursue our purpose in this next stage of evolution as one of the elite public policy schools in the world.

**RESEARCH**
Crawford School provides outstanding research to address key policy challenges in Australia, Asia and the Pacific. The school has country expertise across the region as well as strength in the international, transnational and comparative aspects of policy. Our cross disciplinary research environment brings together leading academics with a shared commitment to scholarly excellence and research impact. The School prizes its use of mixed methods to offer deep and practical insights into policy challenges.

**Priorities**
- To undertake world-leading research that is of public and societal benefit.
- To renew and strengthen our capacity in Asia-Pacific economics.
- To secure our investments in key areas of strength.
- To invest in new areas of enquiry and/or research approaches and techniques that will enhance our capability.
- To develop scholarship of the highest quality across the School including through cross-ANU networks.
- To maintain a multi-disciplinary faculty appropriate to an elite public policy school (across core faculty, emeritus and honorary).

**RESEARCH TRAINING**
HDR students play an essential role in the intellectual life of Crawford School. Our cohort is engaged in the research areas of development/applied economics, politics, policy and governance, environment and resource management, and security.

Our students move on to roles as academics, policymakers, or industry specialists.

**Goal**
To be the pre-eminent School in the region for Higher Degree Research (HDR) study in public policy leading to careers in academia, policy or practice.

**Priorities**
- To offer an HDR experience that combines disciplinary rigor with public policy breadth.
- To manage our HDR intake to deliver an elite experience for students.
- To provide excellent supervision consistently across all our HDR programs.

**EDUCATION**
The student experience is at the heart of our all our educational programs at Crawford School. In teaching students, our academics combine original research with the School’s practice-focused nature and, importantly, they have an enthusiasm for educating current and future policymakers.

Crawford brings together students from Australia, the Asia-Pacific and beyond, all of whom share a commitment to attaining the expertise they need to make change for the better in our world.

**Goal**
To offer a unique, excellent and relevant learning experience to participants at any stage of their career – one that is research-led and student centered.

**Priorities**
- To ensure that the coverage and content of our learning programs is appropriate to the expectations of a leading public policy school and aligned with the contemporary public policy environment.
- To extend and enhance the Crawford educational experience for our students.
- To secure a resource base sufficient to maintain the quality of our offerings.

**ENGAGEMENT AND IMPACT**
Crawford School is a known and reputable ANU brand with a strong presence in Australia, Asia and globally in terms of its engagement and communications. Crawford has a long tradition of external collaboration with research and policy communities and those impacted by public policy.

Our work across research and education is designed to have impact and we actively engage to reach global audiences.

**Goal**
To be the leading academic influence on public policy in our areas of expertise.

**Priorities**
- To ensure that our work is accessible to (and informed by) all those who might benefit from it.
- To focus engagement efforts on our key audiences of policymakers, the public, and potential students.
- To recognise the changing nature of engagement, supporting current efforts to reach out to our key audiences in new and innovative ways.
- To establish digital communications strategy and work to enhance digital literacy among faculty.
- To measure and demonstrate our impact.

**LEADERSHIP AND GOVERNANCE, PEOPLE AND RESOURCES**
Our strength, distinctiveness and potential lie in our people. We attract and nurture world-class expertise in the disciplines, deep country engagement and policy analysis that collectively constitute our unrivaled institution.

**Goal**
To develop and maintain an institutional infrastructure that enables us to fulfil our role within ANU and the wider policy community as efficiently and effectively as possible.

**Priorities**
- To reflect our community in our staffing and student body.
- To promote a culture of diversity, equity and inclusiveness.
- To achieve security and diversity of funding sources.
- To build key alliances nationally, regionally, and internationally.
- To enrich and promote the ‘Crawford Experience’ for all our community.
We have 21 research centres, of varying configurations and sizes, all of which combine a focus on research with policy influence and/or societal engagement.

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<td>Asia Pacific Network for Environmental Governance</td>
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<td>Australia South Asia Research Centre</td>
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<td>Centre for Applied Macroeconomic Analysis</td>
<td>Centre for Climate and Energy Policy</td>
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<td>Centre for Nuclear Non-proliferation and Disarmament</td>
<td>Centre for Water Economics, Environment and Policy</td>
<td>Children’s Policy Centre</td>
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<td>Development Policy Centre</td>
<td>East Asian Bureau of Economic Research</td>
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<td>Energy Transition Hub</td>
<td>The Indonesia Project</td>
<td>Next Generation Engagement Program</td>
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<td>Payments for Environmental Services in Lao PDR</td>
<td>Poverty Research Centre</td>
<td>Social Policy Institute</td>
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<td>South Asian Bureau of Economic Research</td>
<td>Tax and Transfer Policy Institute</td>
<td>Transnational Research Institute on Corruption</td>
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Crawford School is run by a school executive comprising key academic portfolio holders and professional staff managers. Crawford also has its own national and international recruitment teams, an engagement and communications team, and a range of professional development programs providing opportunities for internships, placements and executive education.

Crawford School of Public Policy acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Ngunnawal people as the traditional custodians of the lands on which our organisation is located and where we conduct our business. We pay our respects to ancestors and Elders, past and present. Crawford School of Public Policy is committed to honouring First Australians’ unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.