



CECS Advisory Board - Agenda

Date: Tuesday 22 May
Time: 12pm - 1pm
Location: N224, level 2 CSIT Building 108
Objectives: New University learning environment, Q&A with Executive staff

1. **Welcome** - Fiona Beck, Early Career Academic Representative (Chair)

2. **Briefing from the Dean** – Elanor Huntington

3. **New Kambri Collaborative Learning Environment – interior design and intended use** – Adrian Lowe, Associate Dean – Education (25 mins)

4. **Q&A on reports with Associate Deans & General Manager** (15 mins)
 - AD-HDR Dan McDonald
 - AD-IT Steve Blackburn
 - AD-Research Thushara Abhayapala
 - AD-Education Adrian Lowe
 - General Manager Paul Melloy

5. **Other Matters** (10 mins)

6. **Next meeting** - Tuesday 14 August 2018

Associate Dean (HDR) – report to the CECS Advisory Board, May 2018

- **Scholarship rounds.** The first CECS domestic and international scholarship rounds for the year closed on March 15th and April 20th respectively. There were 5 domestic applicants and approximately 50 international applicants. Two domestic scholarships have been awarded. The international applications are still under assessment and will be decided in late May. In this first round, only CECS-funded scholarships are available. As second, larger round of international and domestic scholarships, including both CECS and centrally-funded RTP scholarships, will occur in August (international) and October (domestic).
- **Skills workshops for HDR students.** The ANU Academic Skills and Learning Centre (ASLC) have developed a suite of workshops designed especially for CECS HDR students, covering topics such as manuscript writing, thesis writing, and project management skills. There are 5 workshops that run every year, targeted at students at different stages of their HDR program. These workshops are advertised to HDR students regularly. Supervisors should strongly encourage their students to attend, especially those students that are having difficulties with academic writing.
- **Establishment of a CECS HDR Committee.** A CECS HDR Committee has been formally established, replacing the prior informal HDR Working Group. This committee is responsible for HDR-related matters in the College, including the allocation of scholarships. The membership of the Committee is: Associate Dean HDR (Chair), HDR Delegated Authority from each School, HDR Convenor from each School, a senior CECS HDR administrator, and at least two HDR student representatives. When considering the award of scholarships, the committee will be joined by a number of academics representing the various research themes in the College, and the student reps will not attend.
- **Statement of Strategic Intent.** A draft statement of Strategic Intent for HDR matters in CECS has been developed, and will be distributed throughout the Schools for feedback in the coming months. This document is intended to identify our goals and strategies for HDR matters over the medium to long term, and will guide our actions in improving and growing this critical part of our College.

Associate Dean (IT) – report CECS Advisory Board, May 2018

The major item to report for IT has been the formalization of CECS' move to One ANU IT at the start of this year.

OneANU IT

January 2018 saw the implementation of the One ANU IT change at CECS. Although a major structural change, this should, however, lead to minimal change in end-user experience. The change is part of an ANU-wide shift to centralize all commodity IT. For most colleges, this means centralizing all IT services. At CECS, we have elected to retain a small College IT team over and above the level of IT support provided by central IT (ITS). Concretely, the change meant part of our previous IT team changed their reporting lines to ITS. ITS will continue to provide CECS-based IT staff to provide the base level of support. During the first half of the year, we are working with ITS to refine a service agreement with the goal of more precisely determining which aspects of our past IT support will be provided by ITS and which will be provided by CECS staff. We are also continuing to work on a normalization process to bring CECS IT in line with ITS norms. A number of principles underpin the process we're currently undergoing:

- The level of IT support to CECS members should not change
- We work closely with ITS to ensure policies and services are adequate and suitable to the needs of CECS.
- Existing CECS expertise (such as Linux support) will wherever practical be utilized by ITS to improve IT services campus-wide.

Teaching Labs

Dramatic enrolment increases led to an urgent need for more computing lab space. Without the new building online, this was achieved by temporarily increasing the capacity of the CSIT teaching labs, and the creation of a pop-up lab (machines that could be temporarily deployed into other rooms such as tutorial rooms). This was achieved in time for the start of Semester 1 teaching.

Strategic Outlook

In April I circulated drafts of a revised statement of Strategic Intent for IT to both schools. I welcome feedback during May before presenting the document to the College Executive in June.

Please feel free to contact me if you have any questions about CECS IT.

Steve Blackburn
May 2018

Associate Dean (Research) – report to CECS Advisory Board, May 2018

1. **ERA Submission:** ANU completed ERA submission to ARC on 17 April. A huge thank you to Takuya and Adrian (FoR 09), Dirk (FoR 08), and Larry and Sean Zhou (FoR 10) who lead the two-digit codes for the submission. The work involved were significant and we should appreciate their effort to prepare best possible submission.
2. **Engagement and Impact Assessment 2018:** Andrew Blakers and Steve Blakburn are preparing Impact cases for FoR 09 and FoR 08 respectively. Lani Samuel has been collecting secondary data for the Engagement Assessment. Takuya and Dirk will be construction the context statements for Engagement Assessment. This exercise highlight the need to choose research problems wisely to increase the likelihood of impact to the society. It also shows the need to gather secondary data systematically and store them locally using a robust mechanism.
3. **MEC grants 2018:** Only one of CECS submission (out of 5) were successful. Note that the College of Science has 17/24 and CHM has 6/7 success. This is not a good outcome to the college
4. **Costing & pricing policy feedback:** CECS provided feedback to the URC on the discussion paper on Costing & pricing to improve Cat 2-4 funding.
5. **CECS internal research, innovation and (research led) entrepreneurship funding schemes:** The college have the following schemes (see :
 - a. CECS Industry Engagement advice and investment scheme (<https://cecs.anu.edu.au/staff/cecs-industry-engagement-advice-and-investment-scheme>) – So far following four academics were funded from this scheme - Dr Sergiy Bogomolov , Dr Nan Yang and Dr Chris Stokes-Griffin.
 - b. CECS Budding Entrepreneur Scheme (<https://cecs.anu.edu.au/staff/cecs-budding-entrepreneur-scheme>). We have already funded a company founded by two PhD students (Pixelated Induction - <https://www.pixelatedinduction.com>).
 - c. CECS Visiting Academic stars scheme: The objective is to host distinguished scholars in their areas of our expertise for longer periods (typically 3-6 months)

CECS academics are encouraged to utilise these open schemes.

6. **Is Culture of Publish and Perish hurting research?** : I came across a topical article (<http://theinstitute.ieee.org/ieee-roundup/blogs/blog/the-culture-of-publish-or-perish-is-hurting-research>) which I encourage you to read.

Associate Dean (Education) – report to CECS Advisory Board, May 2018

Small group teaching initiative

As we know, the University is embarking down a path of modernising the way we teach, and one aspect of this is to eliminate the need for large class lecture theatres. To this end, a discussion paper is being circulated amongst the ADE's to look at incentive mechanisms for Colleges to reorganise their courses such that no class size exceeds 100. I am currently in the process of collating feedback and opinions from the College AssDirs on what classes this may affect and on what University support would be needed to achieve this aim. There will be an expectation that they will discuss this with their respective School Executive. In my view, although the intent of the University in this space is sound, we must offer constructive, evidence-based suggestions around the importance of retaining large classes for Year 1 courses within the broader ideal.

Unreliability of the AV Support Systems in lecture theatres

Semester 1 has been littered with complaints surrounding the failures of AV support systems in certain lecture theatres. Although most problems have been resolved, there are still ongoing and significant issues in some lecture venues. The problem seems to be based around the fact that at least 6 different ANU entities have a stake in the functionality of these rooms. To this end, there is now a weekly meeting (chaired by Richard Robinson – ANU Online, and Peter Ness – ITS) of all technical groups involved with this issue to firstly communicate any ongoing issues and to secondly, permanently fix all issues such that everything is functioning optimally for the start of semester 2. They have agreed to communicate the minutes of this meeting, through me, to the wider ANU educational community. To help with this optimization, they have agreed to not introduce any upgrades for the coming semester. I am much more confident than I was a few weeks ago that these issues are being taken seriously!

Travel update

I have spent several recent weeks travelling around the UK and Asia on conference and educational business. In Cambridge (an education conference) I presented on the modernisation and evolution of our educational portfolio and a number of very useful discussions ensued, with significant amount of interest in what we are trying to do in the Reimagination context. A number of Universities want to continue our discussions and interactions, most notably SUTD in Singapore and MIT in the US – where an open invitation to interact with staff and stakeholders has been made.

In October – my intention is to travel to North America to touch base with a number of educational institutions (e.g. MIT and UBC) that could provide valuable inputs and insights into our educational evolution during our CECS Reimagination phase. It would be a good idea if I were accompanied by an academic from RSC as there are many interesting conversations to be had around Computer Science curriculum design and forward directions. Earlier this year, the Singapore University of Technology and Design (SUTD) made top-level approaches to the ANU to investigate cooperation and collaboration at all levels and over the last few weeks, I have had several meeting with senior SUTD figures in relation to this. In a recent MIT-sponsored report – SUTD came out at number 1 in a survey of the world's engineering education leaders – which having seen how they operate – doesn't surprise me. That said – it is MIT who designed and help set up their educational program. Also on that list is Charles Sturt University. The SUTD educational model is one I intend to study very closely, as I see in it many similarities to how I believe the CECS education portfolio should evolve.

Whilst in Malaysia, I met with a number of academics from various universities and institutions from within the MARA organisation. They are looking at ways whereby MARA scholarship awardees can better qualify for ANU study and given that there are hundreds of scholarships each year and students can only apply to a QS top 50 university, and given that

many want to come to Australia – we have a potentially very large market. Articulation from diploma students at GMI (German-Malaysian Institute) are currently not ideal and I have offered to work with their director to create an advanced diploma in engineering that would be designed to allow better articulation (i.e. 2 years advanced standing) into our BEng, thus opening the door to far more scholarship holders than presently. Their main university is UNIKL who have advanced standing arrangements with their engineering programs and they are very keen to explore advanced standing options with their IT-based programs into CS degrees.

The ANU is in the process of opening an office (i.e. permanent presence) in Singapore, although some complexities have arisen. I hope to provide updated information on this during the EXEC meeting.

Sub-dean role

I am pleased to advise that the role of Sub-Dean (Student Support) will be filled from July 1 by Eric McCreath. I look forward to working with Eric in this portfolio and to setting a strategic priorities list based on the roles and responsibilities set out in the job description.

Training programs

I am in contact with HR about providing a number of training opportunities for staff in a number of areas. In particular, in providing training programs around unconscious bias and sexual harassment awareness to CECS members who could be identified as 'first contact' people for new students (and presumably staff). We are also seeking out opportunities around 'difficult conversations' training for the new Sub-Dean and other interested parties as well as 'mental health awareness' for interested parties. This particular one was suggested by the ANUSA Disabilities Officer (who is an Engineering student).

Conference support scheme

I intend to create a CECS Student Mobility Award scheme focussing on funding of student attendance at academic conferences. The genesis of this idea has come from Student Services, as well as the two School Student Experience Coordinators and is designed to provide partial funding for students to attend conferences to present research work undertaken within CECS, or to gain professional enhancement through conference-related academic activities.

Cultural audit updates

A number of specific recommendations were forthcoming from the recent Cultural Audit and the following actions are in progress:

- *Unconscious Bias and Sexual Harassment training for 'first contact' staff* – progress as detailed above. I shall be personally speaking to our undergraduate first year course convenors as to how they would like to progress this.
- *Embedding of diversity awareness into first year teaching* – I am shortly to discuss this with the Dean of Students as to the best approach, with a view to recommend something for our semester 2 courses.
- *Communication and information transfer improvements* – I will be shortly releasing to all students a sequence of important messages via Student Services in relation to Harassment – what not to do; Harassment – what to do if this happens to you and Academic Misconduct – what is and isn't acceptable. The wording of these messages is approaching the final draft phase, and Student Services will be liaising with our Marketing team to also broadcast these messages through "the Toilet Door Approach" i.e. impactful A4 information posters that will be placed in areas where they will stand the best chance of being read. These messages and signs will be run past both ANUSA and the Dean of Students Office prior to release.

Strategic intent document

A first draft of the ADE Strategic Intent Statement is currently with the CECS Exec and will be optimized through the following stages:

Stage 1: discussion with each School Executive and the Professional Staff cohort at their next meeting – feeding into the next draft

Stage 2: circulation amongst the general academic population for comment and further finessing

Stage 3: Final draft to CECS Executive for discussion and endorsement.

Tutor Quality Program

On a number of levels, the CECS Tutor Quality Program serves an important function around the provision of suitably trained teaching assistants to complement small group learning activities, such as tutorials and laboratory classes. There are, however, a number of areas where the program is in need of review, notably relating to divergent processes in each School and in the rather large and complex administrative overheads. Therefore, I intend to commission a review into the Tutor Quality Program. The terms of Reference and the make-up of the Review Panel are currently under discussion.

General Manager – report to CECS Advisory Board, May 2018

2018 to date has been very busy with most areas experiencing significant increases in workload. The Professional Services team have also had a significant number of staff changes creating a challenging environment for academic and professional staff alike. Work is being done to ensure that processes, services, and support meet expectations of academic staff and students.

Growth in Activity

Student numbers continue to increase with 18% growth in student load (EFTSL) in Semester 1, 2018 compared to Semester 1, 2017. This included growth above 12% in all levels (HDR, Graduate Coursework, and Undergraduate). The most significant growth is in Computer Science. Growth in student load in the College over the last four years is 81%! Reflecting this, direct applications processed by the College also increased 18% over the same time last year and 200% in the last four years.

Student email enquiries received by Student Services in the first quarter of 2018 were 8,921 while phone calls, drop-ins and personal consultations were 1,300 for the same period. This is a very high volume of activity for the small Student Services 'student-facing' team.

The External Relations and Alumni team has been very busy with the Business Development team (of two) on track for a 300% increase in activity compared to 2017 and involved in \$4.33m worth of proposal and grant submissions during Jan-April 2018. There has been 5% increase in engaged alumni and an alumni strategy is under development to increase this further. Donor relationship management and activity is also a priority with three additional scholarship as well as a number of 'gifts' being negotiated.

The Research and Innovation team have reviewed and processed 94 grant submissions so far in 2018, 70 internally led and 24 externally led. Of these 75 are in Engineering and 19 in Computer Science.

The Student Recruitment team ran a summer school in January for partner university students for the first time. A similar winter school is planned for July and August. The College also participated in the National Youth Science Forum in January. There have already been six overseas recruitment missions to India, Sri Lanka, Malaysia, Singapore, China, Hong Kong and Taiwan along with numerous domestic recruitment activities.

The College Marketing team reinvigorated the College welcome event which was huge success and has organised a significant number of events, colloquia and seminars. Social media activity (Facebook, Twitter, Instagram) increased in both fans and followers. The College web revitalisation/renewal project (Web 2.0) will commence shortly and staff and students as well as other stakeholders will have the opportunity to contribute.

The Human Resources team have put significant effort and energy into helping with the CS Futures and FERL academic recruitment processes in addition to normal recruitment processes.

Building and Refurbishment

The Computer Laboratories in CSIT Building (108) and Engineering/Ian Ross Buildings (31 and 32) were refurbished and hardware updated. Additional temporary laboratory space was created in CSIT to accommodate growing numbers of computer science students. This was a huge effort by the CECS IT Educational team.

Building 145 (RSCS/MSI/ASD Building) is on-time and due for completion on 31 May. Relocation planning is underway and relocation will be completed by the end of June.

Planning has commenced for refurbishment of Level 2, Brian Anderson Building (115) following relocation of Computer Science staff to CSIT and RSCS/MSI/ASD Buildings. Some minor refurbishment of Level 1, Building 115 has been completed.

Negotiations are nearing completion with CSIRO to occupy part of the South Wing of CSIT Building.

A Precinct Planning process is underway for new infrastructure associated with 'Reimagine' and, associated with this, the Birch Building 'cold shelling' is due to commence shortly.

IT Reorganisation

ANU is reorganising/restructuring its IT services under a ONE ANUIT banner. An Operational level Agreement is in place with CECS as we transition to the new arrangements. A number of the CECS IT team now report to ITS but there is little change to how services operate at this time. The final phase of the new ANU arrangements is underway – a 'Change Management' process leading to a completely new structure.