The ANU Joint Colleges of Science

Summary of Consultation Feedback and Development of the White Paper

June 2017

The Australian National University
Canberra ACT 2601 Australia
www.anu.edu.au

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Foreword

The University released The Joint Colleges of Science Consultation Paper on 3 April 2017 following initial discussions and feedback from the two Science College Executive Committees, the Director General of ACT Health and after the process was endorsed by the University Council at the 17 February 2017 meeting.

The purpose of the consultation was to discuss whether a different internal University organisational structure was warranted. It proposed clustering core health and medical disciplines together in a single College with a new governance and leadership model to deliver a cohesive and integrated vision and strategy for health and medicine, and address the issues of the scale and focus of our research in health and medicine.

Thank you to all members of the University, both staff and students, from within and beyond the Colleges of Science, for your active participation. The feedback highlighted the opportunities, challenges and details, beyond a structural reorganisation, that need to be carefully considered for the vision outlined in the Consultation Paper to be realised.

The purpose of this paper is to summarise the feedback, identify issues that require further detailed consideration during a transition period, and a timetable for development of a White Paper for the future College structures.

We look forward to your participation and contributions to phase 2 to inform the development of a White Paper that will outline the new structure.

Brian P. Schmidt  
Vice-Chancellor

Margaret M. Harding  
Deputy Vice-Chancellor (Research & Innovation)
1. **Summary of the Consultation Process**

The Joint Colleges of Science Consultation Paper was released on 3 April 2017 with a formal consultation period running through until 28 April 2017. To enable receipt of contributions and feedback and in recognition of the non-teaching period/Easter and school holiday period all occurring in late April, submissions continued to be received and accepted until Friday 5 May 2017.

A copy of the Consultation Paper was provided to all Joint Colleges of Science (JCS) staff and ACT Health staff affiliated through the ANU Medical School (ANUMS) prior to wider release across the University community. In addition, key external stakeholders including the Director General, ACT Health, were invited to provide input and comment during the consultation period.

The release of the Consultation Paper followed a review of the progress of implementation following the 2013 Review of ANU Health and Medical Sciences and subsequent discussions and feedback from the College Executives within the JCS.

During the consultation period, a total of thirty-six (36) formal submissions were received from University stakeholders, thirty-three (33) from within the JCS and three (3) external to the JCS. The feedback was provided on an individual and team/group/area basis and each submission was formally acknowledged by the Deputy Vice-Chancellor (Research). In addition, three (3) small group consultation sessions were held during the consultation period.

2. **Feedback**

Overall the feedback to the proposal for a variation to the JCS structure to cluster core health and medical disciplines together was positive. There was support for the University’s aim to have a structure that enables a cohesive, integrated vision and strategy for health and medicine and positions the University for the future.

However, there were mixed views on how the positioning of Health and Medical Sciences is best achieved and a view that a level of additional detail was required to fully justify the change and achieve the strategy and vision for health and medical sciences at the University.

It was highlighted that simply shifting two Schools from one College to another would not deliver the goals in the Consultation Paper, and that significant more granular detail on the leadership, governance, implementation and operations of the proposed new Colleges was needed.

The commentary around the importance of the development of a strong governance and leadership structure was consistent as was the view that the correct administrative structure for the JCS was an important part of the equation and needed further consideration.

All feedback has been given serious and detailed consideration by the University Executive. There were a number of very positive and relevant suggestions and options presented throughout the consultation period along with some clarification sought regarding how certain elements of the proposed new clusters within the JCS would be implemented.
The key themes of the feedback during the consultation period included (in no order of priority):

2.1 New College Structure

There was general support for the Health and Medical Sciences and Science grouping/s with some concerns expressed about the relative size of the proposed College of Science and Environment compared to the proposed College of Health and Medicine. There were suggestions regarding names and naming conventions for the Colleges and the Schools including the importance of leveraging the existing and strong John Curtin School of Medical Research (JCSMR) brand and pros and cons of including “Environment” in the College name. Some alternate groupings of disciplines across the JCS were suggested and clarification sought regarding the crossover of engineering in the JCS and the College of Engineering and Computer Science (CECS).

Several submissions advocated consideration of three Colleges and included suggestions such as:

- Rather than a single large College of Science and Environment, form two smaller Colleges: a College of Life and Environmental Sciences, and a College of Mathematical and Physical Sciences; and
- The strong synergies of science, health and medicine with CECS and the duplication of “Engineering” in the Research School of Physics and Engineering (RSPE) and CECS were also raised to support three new Colleges comprised of the Schools within CECS, College of Physical and Mathematical Sciences (CPMS) and College of Medicine, Biology and Environment (CMBE).

There were also suggestions put forward regarding consideration of appointment of a Deputy Dean of Life and Environmental Sciences and a Deputy Dean of Physical Sciences within the proposed College of Science and Environment. This was proposed to ameliorate concerns that a single Dean may not provide the necessary visibility and focus in representing a disproportionately large College within the University and wider community.

Other key points raised and relevant to the structural organisation of the JCS included:

- Challenges for the cross-disciplinary Fenner School of the Environment and Society (Fenner), which includes social scientists alongside biophysical sciences in any single College at the University.
- The importance of engineering in future discussions to ensure that changes made embrace and acknowledge the importance of bioinformatics, biology, statistics, engineering and computer science as core competencies to advance health and medical research.
- Concern about the strong emphasis in the paper on clinical research and activity and insufficient emphasis placed on the national and international agenda which is much broader than clinical research. Equally important are public health, epidemiological, health policy, health economics and health services research and partnerships with a broad range of external health partners, State and Territory Departments and agencies and international organisations.
- While there was strong support for developing clinician based workforce and research, there was not a consensus view on how this should be achieved and/or led by the four (4) Schools in the proposed College of Health and Medicine.
The broad nature of psychology as a discipline, and the fact that it is not just health oriented in its teaching and research, generated a range of views on the proposed changes in the submissions from the Research School of Psychology (RSP) but also in other submissions. While there was broad, but not universal, support for the proposed new JCS structure, issues and concerns raised included:

- The need to ensure recognition and support of non-health areas of psychology in a proposed new Health and Medicine College and ensure these areas do not become marginalised by the agenda of the new College.
- Concerns that RSP will be forced to evolve to be more focused on health and medicine and de-emphasise other associations (e.g. sociology, anthropology, politics, philosophy, business etc.).
- The foundational and diverse contribution that psychological sciences can make to health and medical research, which was not highlighted in the consultation paper.

2.2 Leadership and Governance
The importance of governance and leadership for the JCS was a strong theme through the majority of the feedback received. This extended to commentary about talent development across the JCS and suggestions for the key attributes and experience desirable if a Dean of a College of Health and Medicine was to be appointed.

The leadership of the proposed College of Health and Medicine in the short and long-term and the importance of a Dean who would drive the vision and strategy for the College was a common theme. Support was indicated for the appointment of an interim Dean until a permanent Dean could be appointed to ensure momentum was maintained, decisions continued to be made, and so that the strategy for health and medicine continued to be developed. Experience and attributes put forward for consideration for the Dean of a College of Health and Medicine included:

- A stellar track record in research with expertise aligned with the research strengths of the schools that will comprise the new College;
- Outstanding track record in national competitive funding, engagement with funding bodies, experience with industry and Government;
- Nuanced understanding of national and international health and medical landscape in research, teaching and health service delivery; and
- Demonstrated Clinical experience – noting there were different views on whether clinical experience was or was not essential for the Dean as the leader of the new College.

2.3 Strategic Plan and Positioning
Commentary suggested a need to have further discussion regarding the strategy for health and medical sciences. There was a desire to:

- Better understand the alignment with the University’s strategic plan;
- Consider and discuss the positioning for a health and medical sciences cluster;
- Provide a much deeper consideration of the national health and medicine agenda beyond clinical research; and
• Support embracing of new partnerships.

The need for significant new investment to realise a vision and strategy for health and medical sciences was also highlighted.

Some feedback did not support any change to the current JCS structures. There were concerns raised about how the new cluster would deliver outcomes and a view expressed that the stated aims and objectives could be achieved within the existing JCS structure.

2.4 External Environment – Partnerships and Stakeholders

Feedback indicated the importance to understand the full depth and breadth of stakeholders in health and medical sciences across the University. There were some concerns expressed that those stakeholders beyond ACT Health had not been sufficiently identified and considered in the paper. The importance of the maintenance and development of local, national and international partnerships and continued engagement with these partners was identified along with the need for consideration of the benefits and risks of the model of engagement with ANUMS/ACT Health.

Specific issues raised related to ACT Health and The Canberra Hospital (TCH) included:

• The importance of TCH and clinical research and the need to improve the interface between TCH and the University;
• The need for a formal process to establish a strong pipeline of clinician researchers as part of future strategy (this was a strong imperative from all four (4) Schools proposed for the new College of Health and Medicine); and
• The opportunity for a new ANU Centre for Health and Medical Research located at TCH to bring together biomedical scientists, clinical scientists and researchers, epidemiologists, health service researchers and clinical educators.

2.5 Collaborations

The existence and importance of maintaining and further developing the links and collaborations of biomedical/medicinal chemistry/health/engineering/technology research outside of the traditional health and medical science grouping and outside of science more generally was raised. The need for stronger and explicit recognition that medical research is done at many Schools in the JCS and other Colleges across the University was a key theme. While the changes were supported, there was caution in many submissions against any change that would lead to a reduction in research productivity as a result of relocation of staff or any changes that impeded collaboration. Similarly, maintenance of collaboration and access to research facilities across the clusters was a key concern raised in the consultation with the student groups, especially for Higher Degree Research (HDR) students.

Specific suggestions around collaborative opportunities included:

• Collaboration with medicine and allied health as the new sub-acute hospital opens in close relation to the University of Canberra;
• Strengthening of relationships to optimise teaching and opportunities for research including with the Capital Health Network, South East NSW Local Health Districts, South East NSW Primary Health Care Network, the Little Company of Mary (Calvary Health Care) the
Department of Health and external stakeholders including: Sax Institute, George Institute and the World Health Organisation; and

- Developing collaborations into the NSW Health and Medicine infrastructure given the scope of ANUMS in its rural setting.

2.6 Research and Research Training

A strong theme across submissions was the importance of translational research and the capacity for the further development of this area with dependencies inside and outside science. The importance of the University to continue to be a leader and focus on public policy influence and development also came across strongly in the feedback. The importance of infrastructure to support health and medical research, support for clinicians and clinical research and the acknowledgement of non-health competencies critical to health and medical research were also issues raised.

Specific suggestions included:

- Biostatistics and Bioinformatics: the importance of current and future researchers receiving training in experimental design, bioinformatics, computer programme and data analysis and consideration of a dedicated biostatistics/bioinformatics group to support research excellence in basic science and clinical research as part of the administration and governance on the new College;
- The opportunity to lead and develop a musculoskeletal research centre at ANUMS to facilitate meaningful patient centred research;
- The lack of imaging infrastructure in ACT compared to most other regions;
- The importance of a 10-year staffing strategy for strengthening clinical research (in partnership with ACT Health) to capture new opportunities in health funding;
- The proposed College of Health and Medicine should reiterate the University mission to engage in Australia’s governance and public policy work within the health and social care sector;
- Opportunities for the use of psychological expertise in areas of medical research and clinical medicine where behavioural, motivational and individual factors are central to good health outcomes and relevant research or policies; and
- Research related to brain structures and functions, the interface between biology and psychology and applied health-psychology

2.7 Education

Excellence in education and the student experience were raised as areas for priority along with consideration of the impact on current non-health teaching and research. Structures to facilitate, enable and encourage student involvement were identified as important in the consultation with the student groups, including involvement as members in the new College committee structures. Ensuring that any changes did not promote “EFSTL wars” was also raised, highlighting that the current governance across the JCS explicitly addressed this concern.

Leadership of the health and medical curriculum in the proposed College of Health and Medicine, including clinical placements, featured in several submissions. Specifically, it was advocated that teaching programs in the proposed College of Health and Medicine should be led by an Associate
Dean (Education). This was proposed as a high-level appointment with a focus on delivering innovative health, medical and medically related programs. The programs would include clinical placements (medical and clinical psychology) arising from stronger relationships with ACT Health and the surrounding South East NSW Local Health District, as well as with private providers and the relevant Primary Health Networks. Efficiencies regarding accreditation processes of RSP and the ANUMS were also noted.

Student feedback emphasised that any proposed new College structure must support continued improvements in medical education, and that excellence in teaching must be an outcome. The ANUMSS (ANU Medical Student Society) recommended establishment of project and program grants with the aim of funding a pipeline from junior clinical researcher to accomplished clinical researcher.

It was noted that RSP would be the only School in the proposed College of Health and Medicine that currently has a significant undergraduate teaching load while recognising the ANUMS has a significant post-graduate teaching load.

2.8 Administration and Operational Matters
Feedback on the current JCS Executive and administration functions was generally supportive of the current JCS structure, but there were mixed views on the model moving forward. It was noted that the Deans of the two Science Colleges are key to the decision and to the effectiveness of the model, and that the Deans of the proposed new Science Colleges would need to have input into the future model.

While supportive of the JCS administration and improvements that have occurred over the last five years, views were expressed that it is timely to review the current approach to shared administrative functions. It was suggested that all options should be on table for consideration, including separate administration for some or all functions across the JCS, noting the unique characteristics of health and medicine outlined in the Consultation Paper. Other views were expressed supporting the current JCS administrative and Executive framework and advocating that it should be retained. In particular, it was noted the current single JCS Education Committee guards against proliferation/duplication of courses, protects against “EFTSL¹ wars”, and given the uneven revenue streams across Schools, provides a highly efficient structure.

The financial implications of the new proposed clusters and the impact on funding sources such as National Institutes Grant (NIG) allocations were raised in feedback. It was noted the historical allocation of the NIG to Schools has underpinned the research strategies and successes at the University. Understandably, Schools in receipt of NIG expressed nervousness regarding any changes that would lead to reallocation of the NIG away from their Schools.

On the other hand, Schools which have historically not been allocated significant NIG welcomed the opportunity to see strategic NIG investment, or funds from other University sources, directed to allow investment in major strategic initiatives outlined in previous sections (building clinical capacity, significant new partnerships, Health and Medical Centre at TCH etc.).

¹ EFTSL - effective full time student load
Submissions also included suggestions and ideas regarding areas of specialist health and medical science which would benefit from additional funding and would subsequently contribute and support the overall strategic objectives.

3. **Key Issues, Next Steps and Development of the White Paper**

Following endorsement by the Vice-Chancellor and University Executive, at the 26 May Council meeting the University Council endorsed the proposed new structure and the development of a White Paper which will outline the detailed structure and implementation plan. The new structure will include the creation of the College of Health and Medicine and the College of Science and the Environment (current working name) as detailed in Figure 1 below.

The feedback regarding including CECS in the proposal, and the formation of three new Colleges was considered; a review and reorganisation of the University Colleges is a major exercise and is not supported at this time. The current decision relates only to changes within the current two Colleges (CPMS and CMBE) within the Joint Colleges of Science.

![Figure 1: Endorsed high level schematic of the future structure of the Joint Colleges of Science](image_url)

The White Paper will be developed over a number of months and will address key issues raised and identified during the initial (Phase 1) consultation process. The issues are recognised and acknowledged as important and flow from the decision that has been made to progress to cluster the disciplines, as proposed, in the two new Colleges.
The key issues identified in the feedback that require further development in order for the new proposed Colleges to achieve the outcomes outlined in the Consultation Paper include:

- Governance of the proposed new Colleges, including confirmation of decision-making bodies, committees and changes to current governance that will realise external opportunities to build scale and partnerships with health sector, and deliver excellence in both research and education across both Colleges;
- Mechanisms to enhance collaboration within the Colleges and beyond and ensure collaboration across all disciplines involved in health and medicine at the University; and
- Future JCS administration structure.

Separate to the White Paper, a detailed plan for implementation for the new Colleges of Science clusters will be prepared for approval by the University Council at its 22 July 2017 meeting. This will include a timetable and process for recruitment and/or appointment of the College Deans, Deputy/Associate Deans and interim appointments into leadership roles as required.

The DVC (Research) has also commissioned an audit of health and medical research across all University Colleges to provide an accurate picture of our strengths and to identify gaps and opportunities. This audit includes identifying all external collaborators, and major infrastructure, as a basis to consider strategic alliances to build critical mass and further strengthen research strengths and impact. This audit will provide an important basis for a new Dean of the College of Health and Medicine to work with the internal and external stakeholders and partners in developing a vision and strategy for health and medical research at the University. The audit will also inform the development of the governance model for the new Colleges and the right mechanisms to ensure inclusive collaboration.

3.1 Transition Phase

The end of Professor Andrew Roberts term as Dean of CPMS on 17 August 2017 provides a convenient time to commence a transition phase throughout which implementation details will be discussed and agreed with the Colleges.

The Vice-Chancellor has approved the following leadership appointments as part of Phase 2 of the introduction of the new College structures:

- The transfer of Professor Kiaran Kirk, current Dean of CMBE, to the new role of Dean, College of Science and Environment (name TBC) effective 18 August 2017;
- Recruitment of a new Dean of the College of Health and Medicine to commence immediately. This will include an international search and noting it may take 9-12 months until an appointee can commence.
- Appointment of an Interim Dean of the College of Health and Medicine to commence on 18 August 2017 and work alongside Professor Kirk until the new Dean of the College of Health and Medicine commences at the University.
4. **Timetable Phase 2**

The University has set out the below timetable for development of the white paper.

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<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>5 May 2017</td>
<td>Consultation Closes</td>
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<tr>
<td>8-26 May 2017</td>
<td>Consideration of feedback Review by University Executive and College Executives</td>
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<td>26 May 2017</td>
<td>Review by Council and approval to progress formation of new Colleges of Science</td>
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<tr>
<td>5 June 2017</td>
<td>Release Phase 2 paper to University community and stakeholders</td>
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<td>June/July 2017</td>
<td>Recruitment Dean, College of Health and Medicine commences</td>
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<td>Recruitment of Interim Dean, College of Health and Medicine (noting interim role required to commence 18 August)</td>
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<td>22 July 2017</td>
<td>University Council Meeting: Update on Detailed Plan</td>
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<tr>
<td>17 August 2017</td>
<td>5-year Term of Dean, CPMS ends</td>
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<tr>
<td>18 August 2017</td>
<td>Transition Phase Commences</td>
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<td>Professor Kiaran Kirk commences as Dean, College of Science and Environment</td>
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<tr>
<td></td>
<td>Interim Dean, College of Health and Medicine commences</td>
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<td>18 August – Q1, 2018</td>
<td>Transition Phase</td>
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<tr>
<td>September – December 2017</td>
<td>Detailed programme of work developed</td>
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<td>Committee(s) appointed to develop Executive governance of the Colleges (including health sector partners, students)</td>
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<td>Working groups appointed to have input into Terms of Reference and membership of Committees</td>
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<td>Discussion and resolution of College names</td>
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<td>Development of Timetable and Responsibility for Operational Matters that flow from these changes:</td>
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<td>Organisational structures and data tree changes for reporting purposes</td>
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<td>Changes to Finance reporting structure</td>
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<td>HR system changes</td>
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<td>ARIES reporting structure through Research Services Division</td>
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<td>Student system – courses and programmes and any flow on effects for course fees</td>
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<td>Workflows – delegations and re-routing of decisions that are pending</td>
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<td>Razors Edge and Alumni</td>
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<td>Flow on effects to Corporate, local and College websites and embedded information</td>
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<td>Updating of Policies, procedures, prospectuses etc.</td>
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The ANU Joint Colleges of Science
Summary of Consultation Feedback and Development of the White Paper

<table>
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<th>Date</th>
<th>Description</th>
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<tr>
<td>1 November 2017</td>
<td>Progress report and draft White Paper due to Deputy Vice-Chancellor (Research) for review by University Executive (6 November) and endorsement for inclusion December University Council agenda papers (8 November)</td>
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<tr>
<td>5 Dec 2017</td>
<td>White Paper considered by University Council</td>
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| Q1, 2018    | New Dean, College of Health and Medicine commences and has input into White paper  
                     | End Transition Phase                                                        |

Web site


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Approved 5 June 2017