





STRATEGIC PRIORITIES PLAN: Joint Colleges of Science (JCS)





Key Initiatives	Progress	Timeline	Status
BUILDING ON A CULTURE OF ACADEMIC EXCELLENCE			
JCS1 Develop outstanding staff and apply performance standards that are commensurate with the world's great universities: > use strategic and targeted recruitment strategies to identify and attract talent; > staff recruited to the roles of Dean, School Director, Head of Department (or equivalent) and professional staff with management responsibilities will be required to complete leadership and management education and be provided with executive coaching; and > set College-level targets for academic and professional staff PDR coverage; nurture, support and recognize high quality performance; and identify, document and manage underperformance.	<ul style="list-style-type: none"> • JCS academic staff nominations have secured nine (9) out of the 14 appointments made in 2017 under the ANU Futures Scheme, including a Hi-Ci mid-career researcher. • Monthly monitoring of PDR completion rates in all Schools now a standing agenda item on College Executive Committee meetings; discussions underway on what College-level targets for academic and professional staff PDR coverage might look like. • 100% PDR coverage and completion achieved in the JCS Administration team in 2017. 	Q3 2017 Q3 2019	
JCS2 Build strategic international research partnerships and deliver exceptional international standards of research performance with: 100 per cent of our 4-digit FoR codes rated ERA 4 or 5; 80 per cent of our academic staff at level C and above being a 'chief investigator' on at least one externally funded grant; and a significant increase in the number of highly cited papers in the Thomson Reuters Essential Science Indicators.	<ul style="list-style-type: none"> • A select number of strategic international research partnerships and targeted initiatives have made significant progress in 2017 including: <ul style="list-style-type: none"> ➢ Finalisation of the Joint PhD Program with the University of the Chinese Academy of Sciences (UCAS), with the first UCAS candidate to commence in the Research School of Earth Sciences in November; ➢ The launch of the German Research Foundation - International Research Training Group (DFG-IRTG) in Malaria Research with Humboldt University in Germany; ➢ The establishment of the Jan Anderson Scholarship partnership between the Research School of Biology (RSB) and Nanyang Technology University (NTU) in Singapore for HDR candidates to undertake joint research; and ➢ The continued development of the China-Australia Centre for Personalised Immunology with Renji Hospital and Shanghai Jiaotong University, through the John Curtin School of Medical Research (JCSMR), with Co-Director Professor Carola Vinuesa undertaking a prestigious International Expert Fellowship awarded by the Chinese Ministry of Science and Technology in the first half of 2017. • As at October 2017, 77.9% of JCS academic staff at level C and above were a CI on at least one externally funded grant; data will be reassessed in mid-2018 after the current major grants round is completed. • Internal preparations are taking shape in JCS for ERA 2018; focus is on improving our ERA 2015 benchmark to 100% of 4-digit FoR codes rated ERA 4 or 5, with a targeted approach to lifting performance in the three fields that were our only ERA 3 ratings in 2015. • The number of JCS academic staff on the Thomas Reuters Hi-Ci list increased from 2 in 2016 to 5 in 2017 [further data on JCS performance trends against the Essential Science Indicators is being developed by PPM]. 	Q1 2017 Q1 2019	
JCS3 Implement the changes arising from the 2017 JCS consultation process, seeking to establish a structure that: integrates health and medical teaching and research; strengthens interfaces with health partners including ACT Health; increases the quality and quantity of clinical and translational research; and broadens the health and medical research funding base.	<ul style="list-style-type: none"> • A new College of Health and Medicine (CHM), consisting of 4 Schools, and a new College of Science (COS), consisting of 8 Schools, were successfully established in August 2017. • Foundational administrative and governance arrangements have been completed, with the 'Joint Colleges' governance and administration model to be reviewed for continuation or cessation in Q1/2 2018. • Strategic development of health and medical teaching and research is being advanced by the CHM Executive; the ANU Medical School (ANUMS) is expanding the College's undergraduate base with the commencement of the Bachelor of Health Science in 2018, in partnership with Schools from across CHM and COS providing courses, and the Research School of Psychology (RSP) is targeting postgraduate growth with the development of the new Masters of Applied Psychology program to be introduced from 2019, which will also strengthen clinical ties with ACT Health. 	Q4 2017 Q4 2019	

Key Initiatives	Progress	Timeline	Status
JCS4 Assist Research Schools to develop strategies and targets to increase HERDC Category 2-4 funding [see JCS30 below] through: passing the College indirect cost recovery component back to the School under the University's Costing & Pricing Policy to help incentivize activity (subject to review in those cases in which the College makes a cash contribution to the project); provide data analysis, specialist workshops and seminars; and philanthropic development work with Trusts and Foundations	<ul style="list-style-type: none"> • <i>JCS practice of passing the College indirect cost recovery component back to the School under the University's Costing & Pricing Policy has been established and promulgated.</i> • <i>Detailed analysis of JCS external grant applications and research income for the 2012-2016 period completed and discussed with Schools; further development of this time-series information and HERDC returns data by School to be undertaken by Q2 2018 with input from the ANU Finance & Business Services (F&BS) Division.</i> • <i>Borderless Research Administration Knowledge Exchange (BRAKE) workshops conducted with the University of Maryland at ANU in August 2017, concentrated on building expertise and collaboration in the management and oversight of US federal funding.</i> • <i>JCS Research Management team and JCS Advancement Office working in collaboration with the ANU Strategic ANU Strategic Projects and Partnerships (SPP) Office to continue to source funding for the flagship Sustainable Farms Initiative. Funding secured in 2017 is \$2.65M to date, with a NAB Foundation grant application submitted in October 2017 seeking a further \$1M.</i> 	Q2 2017 Q2 2019	
JCS5 Significantly increase staff access to Cat. 1-4 research funding, with emphasis on Cat. 2-4 to diversify our funding base.	<ul style="list-style-type: none"> • In practice this general initiative has been found to be more directly covered by the specific initiatives outlined in JCS4, JCS6, and JCS20 and is proposed for deletion from the plan. 	Q1 2017 Q4 2019	NA
JCS6 Continue to develop and extend a comprehensive JCS Peer Review Scheme with discipline-specific panels reviewing ARC and NHMRC grants proposals prior to final submission.	<ul style="list-style-type: none"> • <i>The 2017 round of the peer review scheme has not yet commenced; it will be initiated once the Notification of Intent [To Apply] Form closes in mid November.</i> 	Q4 2017 Q4 2019	
JCS7 Develop and implement a HDR recruitment strategy that includes: > distinctive PhD training pathways with explicit career development outcomes including opportunities for industry placements; > continuing to develop the PhB pathway to postgraduate research training and identifying a select number of 'flagship' interdisciplinary PhD programs, including some that build on cross-College partnerships to enrich interdisciplinary research, teaching and learning across the whole University; > working in international markets with Government-funded HDR scholarship programs (e.g. Indonesia; Latin America) to recruit high quality students; and > fostering researcher-to-researcher relationships to secure high quality HDR students from existing partner institutions (e.g. University of Chinese Academy of Sciences; Peking University) and developing additional institutional relationships to recruit high quality HDR students.	<ul style="list-style-type: none"> • <i>Career Development Framework developed and endorsed by JCS HDR Committee, Joint Colleges Executive Committee (JCEC), and Dean HDR Q3 2017. Implementation project Q4 2017. Pilot to commence Q1 2018.</i> • <i>Flagship interdisciplinary PhD identification incorporated as part of University's "Redefining the PhD" project. Initiation of JCS consideration to occur by Q2 2018.</i> • <i>JCS Executive/Academic Delegations in 2017 to China, Singapore, and Indonesia to foster discussions and develop research collaborations and institutional relationships to recruit high quality HDR students. Cohort of UCAS high quality undergraduate students who are interested in HDR study travelled to ANU in Semester 2, 2017 to experience education and learning environment.</i> 	Q3 2017 Q3 2019	
JCS8 Provide research-led and career-focused coursework curricula that incorporate work-integrated learning and develop job-ready skills; develop mentoring programs, social-learning and extra-curricular learning opportunities for coursework students; and build an integrated Master of Science program with a suite of specialisations in areas of distinctive research strength.	<ul style="list-style-type: none"> • <i>Audit of research and career focus in undergraduate curriculum completed Q3 2017. Resources being developed by Q1 2018 to provide staff development in provision of a curriculum that enhances research-led education and career focus.</i> • <i>Science Internships Program progressively expanding; increased Research School involvement negotiated in Q3 2018 with identification of discipline based Academic Internship Coordinators.</i> • <i>JCS offering a new Master of Science degree structure from 2018 that includes a "Science and Society" sub-section which enables students to incorporate work integrated learning and a range of skills such in science communication, ethics, policy, and governance into their study program. Master of Science program developed and approved, initial disciplines incorporated Q3 2017. Further disciplines to be included in 2018.</i> 	Q1 2017 Q1 2019	
JCS9 Undertake an externally-led review of the structure and staffing of the Science Teaching & Learning Centre (STLC) to ensure evidence-based innovation in teaching and learning and an enhanced JCS student experience.	<ul style="list-style-type: none"> • <i>STLC review conducted in July 2017 and final report presented in September 2017; College Executives considered review report and response in October 2017; budget-neutral recommendations being implemented in 2017-2018; other recommendations being considered as part of 2019 budget planning cycle in 2018.</i> 	Q2 2017 Q3 2018	
JCS10 Increase the number of JCS academic staff completing an ANU Higher Education Academy Fellowship (or equivalent) from 105 in 2017 by 10% each year over the life time of the plan; introduce an active rolling review of all teaching activities; provide training and peer mentoring to enhance teaching and learning quality.	<ul style="list-style-type: none"> • <i>Rolling review of coursework initiated Q3 2017 and HDR programs Q1 2018.</i> • <i>Increase in number of staff with ANU Higher Education Academy Fellowship to 131 by Q3 2017 (~25% increase).</i> 	Q2 2017 Q4 2019	





FULFILLING OUR RESPONSIBILITIES AS THE NATIONAL UNIVERSITY

JCS11	Lead the way in furthering Indigenous health and wellbeing through establishment of an Indigenous-led national 'entity' for Aboriginal and Torres Strait Islander Health and Medical Research at ANU.	<ul style="list-style-type: none"> • <i>The Research School of Population Health (RSPH) organised a workshop in July 2017, with over 50 participants comprising representatives from Aboriginal and Torres Strait Islander organisations, government departments, and staff from across the University, to identify key research questions that ANU could prioritise for investment in Aboriginal and Torres Strait Islander health and wellbeing.</i> • <i>The outcomes of the July workshop are included in the summary report 'ANU Initiative in Aboriginal and Torres Strait Islander health and wellbeing: Stakeholder workshop research question prioritisation' and will feed into a proposal for consideration by the University Executive.</i> 	Q1 2017 Q1 2018	G
JCS12	Develop and implement a JCS Reconciliation Action Plan (RAP) that builds multiple sustainable pathways to: STEM education for Indigenous students; Indigenous researcher pathways through PhD training to postdoctoral appointment; and professional staff careers for Indigenous trainees.	<ul style="list-style-type: none"> • <i>Development of the draft JCS-RAP Plan is well advanced, in alignment with the draft University RAP Plan, and a range of RAP programs are being implemented across the Joint Colleges by the JCS-RAP Committee, including:</i> <ul style="list-style-type: none"> ➢ <i>HDR Support Fund for Indigenous Students;</i> ➢ <i>Honours & Masters Scholarship Fund for Indigenous Students;</i> ➢ <i>Partnerships with Indigenous Organisations & Communities Fund;</i> ➢ <i>National Indigenous Science and Engineering Summer School for High School Students; and an</i> ➢ <i>Aboriginal & Torres Strait Islander Traineeship Program for Professional Staff.</i> • <i>The Research School of Astronomy and Astrophysics (RSAA) initiated an Indigenous Astronomy Workshop at Siding Spring for 75 students from rural NSW as part of Science Week in August 2017; it is planned to make this an annual Indigenous engagement program with College support through the JCS-RAP Committee.</i> • <i>New JCS Reconciliation website developed in 2017 at:</i> http://science.anu.edu.au/reconciliation 	Q2 2017 Q2 2018	G
JCS13	Demonstrate leadership in hosting national research infrastructure that attracts world-leading researchers and serves as a significant resource for the Australian higher education sector as a whole, and a gateway to international research collaboration.	<ul style="list-style-type: none"> • <i>Eight (8) ANU-led applications for ARC Linkage Infrastructure, Equipment and Facilities (LIEF) grants are under assessment for the 2018 round; three LIEF grants awarded in 2017 with just over \$2M in funding.</i> • <i>Advanced Instrumentation Technology Centre (AITC) at Stromlo signed MOU for collaboration with UNSW Canberra in September 2017 for building and testing satellites and space instruments in the context of the Government's announcement of a new Federal Space Agency.</i> • <i>A new ANU Science on Location website has been launched in 2017 to highlight a range of research facilities and field sites that demonstrate the national footprint of the University and provide exemplars of world-leading research:</i> http://science.anu.edu.au/anu-science-location • <i>JCS data collection and analysis being planned for 2018/19 to assess national and international research impact and engagement of ANU-led NCRIS facilities (Australian Phenomics Network; Heavy Ion Accelerators; Plasma Fusion Research Facility) and other ANU NCRIS Nodes (such as the Australian National Fabrication Facility and Bioplatforms Australia).</i> 	Q1 2017 Q4 2019	G
JCS14	Contribute to the University's development of public policy as 'core-business' for ANU through collaboration with other Colleges and specialist units to identify 'global challenges' that could be addressed by JCS research, and by building strategic partnerships with Australian Government departments to influence policy development.	<ul style="list-style-type: none"> • <i>JCS academic staff were directly involved in 78% of the initial proposals in the ANU "Grand Challenges" scheme in 2017 and are heavily involved in all three Stage 4 shortlisted projects; College Executives now exploring options with the OVC and other College Deans to provide seed funding for strong but non-shortlisted collaborative proposals to be developed for external support through ARC Centre of Excellence bids, Cooperative Research Centres (CRCs), NHMRC Centres of Research Excellence and like programs.</i> 	Q1 2017 Q4 2019	G
JCS15	Work collaboratively with other Colleges to deepen engagement with Asia and the Pacific, including through: joint bids for DFAT Development Projects (and similar); joint applications for New Colombo Plan (NCP) grants; and encouraging JCS students to integrate Asia-Pacific studies into their education programs.	<ul style="list-style-type: none"> • <i>Successful and continuing JCS academic staff engagement in the DFAT 'Government Partnerships for Development (GPID)/Myanmar' project run out of CAP.</i> • <i>Successful 2018 NCP application in partnership with CASS for the 'Vietnam Field School'.</i> 	Q3 2017 Q3 2019	G







ACHIEVING EQUITY – WITHIN AND BEYOND ANU

JCS16	Build and sustain a STEM research and teaching workforce with gender equity and cultural diversity, leading to an Australian SAGE Athena SWAN Bronze award by 2019.	<ul style="list-style-type: none"> A Joint Colleges Equity & Diversity Committee was established in 2017 to develop and oversee the implementation of strategies and policies relating to equity, diversity and inclusion. The Mathematical Sciences Institute (MSI) will introduce a series of new 'MSI Fellowships' in 2018 which will include a women-only recruitment round for the first Hanna Neumann Fellowship, to build on previous MSI success with this affirmative action approach to redressing gender inequity in STEM; other Schools have adopted (eg, RSC) or are considering similar strategies. 	Q1 2017 Q3 2019	
JCS17	Introduce and monitor a 50/50 'if not, why not?' shortlisting policy for all recruitment processes in JCS (excluding women-only appointment rounds) with a review of impact completed by 30 September 2019.	<ul style="list-style-type: none"> 50/50 'if not, why not?' shortlisting guidelines endorsed by the CHM and COS Executive Committees in October 2017 and communicated to all staff in the Colleges; policy being implemented/monitored through College HR team. 	Q3 2017 Q3 2018	
JCS18	Develop and implement a 'Young Women in STEM' outreach program for ACT and regional schools in targeted areas of NSW/Victoria, drawing on the talents and leadership of undergraduate female students in JCS (as part of the ANU+ co-curricular award program) and partner with existing Australian Government initiatives where opportunity allows.	<ul style="list-style-type: none"> Initiative to be commenced in 2018 	Q1 2018 Q1 2019	
JCS19	Develop and implement a multi-source travel grant funding scheme through the Science Teaching & Learning Centre (STLC) that enables JCS undergraduate students to undertake short-term and semester-long global learning opportunities so that 'capacity to pay' is no barrier.	<ul style="list-style-type: none"> JCS 'Global Learning Program (GLC)' established in 2017 with 130 outbound study places identified for 2018 with multiple student travel grant funding sources, including: New Colombo Plan (NCP) grants; ANU [Philanthropic] Fund Disbursement 2017; and JCS strategic funding. 	Q1 2017 Q3 2017	









BUILDING A CULTURE OF COLLEGIALLY & ENGAGEMENT – ACROSS AND BEYOND ANU

JCS20	Increase engagement with business, industry and government through collaborative research and student internship programs by: > increasing the number of ITRP (Industrial Transformation Research Program), ITTC (Industrial Transformation Training Centres), ARC Linkage, and NHMRC Partnership grant applications over the next three years; > enabling students to be involved in work-integrated learning and research projects that impact public policy; and > ensuring effective JCS academic engagement with the ANU Public Policy and Societal Transformation Hub.	<ul style="list-style-type: none"> Next round of ITRP/ITTC applications due 29 November 2017: one (1) ANU-led ITRP in discussion as a joint CECS/COS project proposal; one (1) ANU-led ITTC in preparation through the Research School of Physics & Engineering (RSPE). Rolling deadlines: Three (3) ANU-led ARC Linkage applications submitted in 2017 to date - one (1) awarded (\$645K) and two (2) still under assessment; one (1) ANU-led NHMRC Partnership Grant submitted and under assessment in 2017 as a collaboration between CASS and the ANU Medical School. Broad internship agreement with Academy of Science negotiated which allows access to internships for both coursework and HDR students. Internship agreement in negotiation with the Office of the Chief Scientist, and more broadly with the Department of Industry, Innovation and Science. Initial discussions for internship agreements with UNESCO and WHO offices in China. 	Q1 2017 Q4 2019	
JCS21	Strengthen and extend JCS relationships with CSIRO through: the continuing development of the National Agricultural and Environmental Sciences Precinct; research collaborations such as the Centre for Genomics, Metabolomics and Bioinformatics; and opportunities for joint ITRP/ITTC bids.	<ul style="list-style-type: none"> JCS continues to work effectively with CSIRO to grow the National Agricultural and Environmental Sciences Precinct at the Acton Campus/Black Mountain interface - 2017 highlights include: the Centre for Biodiversity Analysis (CBA), a partnership between ANU and CSIRO to exploit new and emerging capabilities in the discovery, understanding and conservation of Australia's unique biodiversity, had its funding renewed at \$300K per year for three (3) years; and the Research School of Chemistry (RSC) has been awarded a CSIRO Future Science Fellowship in Synthetic Biology for \$510K. 	Q1 2017 Q4 2018	
JCS22	Develop a strategy to engage productively with external stakeholders in the health sector, including ACT Health, the Commonwealth, other agencies and non-governmental organisations, and regional and global health authorities in research, education and policy; develop a strategy to diversify and maximise funding, including through the Medical Research Future Fund, focusing on translational research that has impact on the health and wellbeing of the population.	<ul style="list-style-type: none"> Health sector engagement strategy being discussed by CHM Executive pending the appointment of the substantive Dean of the College. The first 3 Medical Research Future Fund (MRFF) applications from CHM in response to a targeted funding call were submitted in October 2017. 	Q3 2017 Q4 2019	
JCS23	JCS23 Establish a single JCS Advancement Office that balances a strategic focus on major gifts with activities aimed at cultivating smaller gifts and facilitating longer-term donor pipeline development.	<ul style="list-style-type: none"> JCS Advancement Office established in mid-2017 with 5 of 6 staff in place, under the leadership of a Senior Development Manager. 'JCS Advancement: Strategic Plan 2017-2018' being considered by CHM and COS Executive Committees in October-November 2018. 	Q2 2017 Q4 2017	

JCS24	Fully implement the JCS International Education Strategy (2016-2020) and enable access to JCS programs by a more diverse range of international students through expanding international education partnerships and pathways and by refocusing postgraduate coursework programs in line with 2017 market research findings; establish and build the ANU Science Global Learning Program with a target of 120 outbound students participating each year by 2019.	<ul style="list-style-type: none"> • Ten (10) new or renewed articulation pathway/study abroad agreements for fee-paying students were signed with international partners in 2017, directly contributing to 59 new international enrolments this year; there are a further 16 partnerships under active development. • International Postgraduate Market Research Report conducted by MarketScape received in May 2017 and recommendations, including the new Master of Science degree framework, being implemented. • Interview with Chinese Ministry of Education held in October 2017 for ANU Science and Shandong University at Weihai application for a joint educational college to commence in the second half of 2018. • JCS 'Global Learning Program (GLC)' established in 2017 with 130 outbound study places identified for 2018 with multiple student travel grant funding sources, including: New Colombo Plan (NCP) grants; ANU Fund Disbursement 2017; and JCS strategic funding. 	Q1 2017 Q4 2019	G
CREATING AN UNRIVALLED CAMPUS EXPERIENCE / OTHER COLLEGE INITIATIVES				
JCS25	Prioritise infrastructure redevelopment and renewal of the Physics precinct in all major capital funding bids over the next 3 years in line with the Physics Master Plan. The precinct will incorporate innovative and flexible teaching spaces that enhance the student experience.	<ul style="list-style-type: none"> • With the long-term Physics Precinct Master Plan endorsed by Council, the first of three stages were designed in detail and \$114M was requested from the University's capital development pool in 2017, in addition to the 2014 round award of \$50M. A total of \$74M was allocated in the 2017 round and Stage 1 was scaled back to Stage 1a, which will deliver about one third of the offices and half of the lab space as envisioned in a complete Stage 1. • Consequently, \$40M will need to be sourced elsewhere otherwise additional costs of \$10-15M will be incurred if Stage 1b is commenced after Stage 1a is complete. Sources of external funding are being considered. Stage 1(a+b) must be complete in order to accommodate the staff in Department of Quantum Science, currently located in the CECS precinct. • Stage 2 is not yet fully costed but will deliver consolidated workshops and repurposed studio teaching space for the Physics precinct (also for CHM and RSES use) and enable Quantum Science to fully vacate the future CECS precinct and consolidate RSPE in one precinct. 	Q1 2017 Q4 2019	R
JCS26	Support the University's review of workshops and develop new models of integrated high-quality workshop service provision in JCS, including a consistent pricing and management model, an enterprise-level Equipment Register and Booking System, and the provision of educational opportunities for students.	<ul style="list-style-type: none"> • Process Improvement Forum held for the ANU Technical Workshops Project in August 2017; 'future state' process has informed the requirements for a Work Management System to enable consistent pricing and institution-wide management of all workshop jobs; work is progressing on shortlisting suitable technology solutions for the Work Management System. 	Q1 2017 Q1 2018	G
JCS27	Explore a renewable energy strategy designed to reduce resource consumption and related costs through development of a 'green campus' for Mt Stromlo, in partnership with the Facilities and Services Division.	<ul style="list-style-type: none"> • Initiative being aligned with the University's Energy Master Plan which is due at the end of 2017; preliminary discussions underway with the Division of Facilities & Services and cost estimates are being prepared for the installation of sliver cell solar panels at the Stromlo campus. 	Q3 2017 Q3 2018	G
JCS28	Continue to develop and deepen the JCS 'best practice' culture of WHS management and ensure a comprehensive framework for training and development of staff and students in workplace safety.	<ul style="list-style-type: none"> • Health & Safety Representative (HSR) training conducted for 11 staff from across JCS in 2017. • Liaising with the Work Environment Group (WEG), to develop a WHS training and development strategy for 2018 and to ensure that WHS Improvement Plans are in place in all JCS Schools by mid-2018. • Seeking support through the University's Chemical & Hazardous Waste Advisory Group for a comprehensive post-implementation review of the new Chemical Management System (CMS). 	Q1 2017 Q4 2019	G
OTHER COLLEGE INITIATIVE(S)				
JCS29	Increase full fee-paying international student enrolments progressively to 26% of the student cohort in accordance with the JCS International Education Strategy (2016-2020).	<ul style="list-style-type: none"> • International coursework student enrolments in JCS Schools reached 20% of the total cohort in 2017, up from 16% in 2015; tracking as planned to achieve 26% target by 2020. • Four (4) Executive JCS delegations were led overseas by the Dean/s in 2017 to develop institutional collaborations, with two (2) to China, one (1) to Singapore and one (1) to Indonesia; Executive JCS delegations are being planned for 2018 to China, Indonesia, India, Vietnam and Latin America. 	Q1 2017 Q4 2019	G

JCS30	Grow HERDC Category 2-4 research income across the JCS to a target of \$42M pa [from \$34M in 2015] by 2019 and \$50M pa by 2021.	<ul style="list-style-type: none"> • <i>HERDC Category 2-4 research income in JCS increased from \$34M in 2015 to \$37M in 2016.</i> • <i>Increasing visibility of Category 2-4 funding opportunities with a new online Funding Calendar for Non-ARC/NHMRC Grants to go live before the end of 2017.</i> 	Q1 2017 Q 4 2019	
JCS31	Grow fundraising capability and philanthropic income in JCS to an annual target of \$7.5M by 2021 (following an evaluation of progress in 2019).	<ul style="list-style-type: none"> • <i>Total amount of gifts received by JCS has increased from \$4.2M in 2015 to \$6.1M in 2017 (to date), with the average gift amount also increasing from \$3,800 in 2015 to \$9,000 in 2017.</i> • <i>The Fenner School of Environment and Society (FSES) is leading the University with innovative approaches to community fundraising through successful crowdfunding campaigns to support research into endangered bird species such as the orange-bellied parrot. This work is helping the University to develop a broader crowdfunding strategy and policy framework, which will enable other Schools and Colleges to target new forms of social media driven fundraising for research.</i> 	Q2 2017 Q2 2019	
CROSS-COLLEGE INITIATIVE(S)				
JCS32	Introduce a Science Early Career Academic (ECA) Development Scheme, with the aim of enhancing the competence and competitiveness of ECA staff in the three STEMM Colleges.	<ul style="list-style-type: none"> • <i>The Science ECA Development Scheme was launched in 2017 which includes the flagship Mentoring Program for CECS, CHM and COS staff. There are 66 mentees (40 female; 20 male) and 56 mentors (27 female; 29 male) from the three Colleges.</i> • <i>Other components of the scheme include the Preparing for Leadership Program, Teaching for Science Researchers modules, and workshops on Research Fellowships (ARC/NHMRC), Industry Engagement and Collaboration, and CV Development and Promotion.</i> 	Q1 2017 Q1 2019	
JCS33	Continue to develop and grow the annual STEMM Summer School for Indigenous Students initiative in partnership with CECS and the Tjabal Centre.	<ul style="list-style-type: none"> • <i>2017 National Indigenous Science and Engineering Summer School for year 10-11 students scheduled for 9-16 December, with 20 student places, up from 17 in 2016.</i> 	Q2 2017 Q4 2019	
JCS34	Responding to concerns raised in the 2016 Staff Engagement Survey, work to remove structural, policy and cultural barriers and work silos to maximise internal collaboration; start by including a HASS representative on all JCS Local Promotion Committees (LPCs).	<ul style="list-style-type: none"> • <i>The Australian Centre for the Public Awareness of Science (CPAS) has developed a strategic focus on collaboration across College boundaries, and has developed productive partnerships with CECS – for the delivery of professional practice courses in the postgraduate stream for the Master of Computing and Master of Engineering programs – and with CASS, for the teaching of a range of science communication elective courses.</i> • <i>HASS representatives were included on both CHM and COS Local Promotions Committees in 2017 and will continue to form part of those committees into the future.</i> 	Q3 2017 Q4 2019	
JCS35	Deans to lead discussions with other Colleges on large-scale, cross-campus initiatives focussed on: Indigenous health, wellbeing and land management (CHM/COS); food security (COS); and new technologies (COS with CECS).	<ul style="list-style-type: none"> • <i>Discussion well advanced in the area of Indigenous health, wellbeing and land management – see JCS11 above.</i> • <i>Preliminary planning discussions commenced regarding the cross-College potential for an ANU Innovation Institute built around new technologies and the space industry.</i> 	Q3 2017 Q3 2018	

Legend

-  **Within Tolerance**
Projects and activities associated with the delivery of this initiative in supporting operational plans are tracking as planned with progress continuing as anticipated
-  **Approaching Tolerance**
Projects and activities associated with the delivery of this initiative in supporting operational plans are deviating from plan and are at risk of impacting delivery timeframe unless preventative action is taken.
-  **Exceeds Tolerances**
Projects and activities associated with the delivery of this initiative in supporting operational plans have deviated from plan and delivery has been impacted.
-  **Complete**
Projects and activities associated with the delivery of this initiative in supporting operational plans have been successfully completed.
-  **Not Started**
Projects and activities associated with the delivery of this this initiative in supporting operational plans have not yet commenced
-  **Improvement**
Project status has improved since previous report
-  **Worsened**
Project status has worsened since previous report
-  **Stable**
Project status has been stable since last report