



Queensland University of Technology
Faculty of Science and Engineering
School of Information Systems

INFORMATION SYSTEMS SCHOOL

ANNUAL REPORT 2015



ABOUT US

QUT's Information Systems School conducts demand-driven research at the nexus of processes, services, information and people. Unconditionally committed to highest quality in both education and research, the School maintains an exciting portfolio of activities and is well embedded in the wider STEM agenda.

Ranked as one of the leading Australian institutions for Information Systems according to the recent ERA 2015 assessment, the School is a provider of choice for IT students, national and international academic partners and organisations from the private and public sector.

2015 HIGHLIGHTS

- 1** QUT receives a 5 (well above world standard), the highest possible assessment, in the 2015 Excellence in Research for Australia (ERA) ranking in the FOR code 0806 – Information Systems in December.
- 2** The second year of the revised Bachelor of IT is rolled out and the external demand remains very high as evidenced by a 38% increase in the first preferences by the end of the year.
- 3** The re-designed Masters of Information Technology is rolled-out in 2015 and its new units receive very positive student feedback.
- 4** The School has been awarded one new ARC Discovery and one new ARC DECRA grant.
- 5** The PwC Chair in Digital Economy is launched in April and in August Prof Marek Kowalkiewicz is appointed as the inaugural Chair in this role.
- 6** Prof Jan Recker takes over the role of the Editor-in-Chief for the Communications of the AIS journal.
- 7** Under the leadership of Marcello La Rosa, QUT launches a MOOC on Business Process Management attracting more than 7,000 participants.
- 8** The School donates more than \$42,000 to QUT's Learning Potential Fund as a result of various speaking engagements.

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MESSAGE FROM THE HEAD OF SCHOOL

2015 has been another fast paced, exciting year for QUT's Information Systems School. The digitisation of all facets of our society offers not just countless innovative opportunities, but also has raised important questions that need to be addressed as part of our teaching, research and service portfolios.

QUT remained the provider of the (by far) largest IT courses in the state and the renewal of our courses has converted into a solid demand for our offerings. This year, we stabilised the average student satisfaction score (Reframe) on a high level and were able to keep its deviation low meaning an increasingly consistent student experience. Our large first year units 'Impact of IT' and 'Designing for IT' provide much appreciated introductory insights and the teaching team has done an outstanding job in transforming fast growing IT-related opportunities into appropriate learning experiences. Entire new units such as 'Innovation & Disruption' or 'Digital Transformation' have been launched successfully and received very positive feedback. In the second semester, we also started an experiment by measuring the net promoter score for ten units providing us with valuable information regarding the leading factors of student satisfaction.

In 2015, we rolled out our new set of post-graduate courses (Information Technology, Business Process Management, Information Science) ensuring that latest developments and a solid capstone experience have a firm place in our curriculum. Via various showcases (e.g., mobile apps, games) and new student design jams we ensured countless co-design activities including interactions with partners from QUT's real world ecosystem.

Our research students progressed their various projects and we celebrated in total 17 graduations in 2015. Guy Gable took over from Christine Bruce as the Director for our Higher Degree Research students and showed outstanding leadership in managing the 8th Annual Doctoral Consortium of our School in November.

In terms of research activities, we further consolidated and modernised our work in all three disciplines. We were able to secure one ARC Discovery and one ARC DECRA award and started a number of new projects as part of Collaborative Research Centres (CRC).

This year, we further expanded our demand-driven research portfolio and a related highlight was the establishment of the PwC Chair in Digital Economy in collaboration with PricewaterhouseCoopers, Brisbane Marketing, Queensland Government and QUT's School of Management. Prof Marek Kowalkiewicz joined our team coming from SAP (USA) in August and by the end of the year he is already overseeing a range of projects with partners such as Australia Post, Queensland Urban Utilities and Queensland State Library.

We welcomed the SIBA Chair in Spatial Sciences, Prof Tim Foresman into our School. This appointment is a reflection of the increasing role of spatial sciences and information as part of our learning and teaching as well as our research activities. In addition to Tim, we also welcomed John Hayes as a new Senior Lecturer in this research domain to our School.

A tremendous recognition of the national standing of our research were the outcomes of the Excellence in Research for Australia 2015 assessment. Information Systems at QUT received the perfect score of 5/5, i.e. is regarded as well above world standards. Achieving such an outstanding ranking is the return of years of excellent and committed work. In the area of Library and Information Studies the result was a 3/5 (at world standard). I like to thank everyone who contributed to the comprehensive data collection and classification assessment related to the ERA process.

A highlight in recognising our internal talent was the promotion of Dr Marcello La Rosa to the level of a Professor. This is a well-deserved promotion based on Marcello's international standing as a leading researcher and also educator in the area of Business Process Management.

Another highlight has been the appointment of Dr Kate Davis as part of the ECARD schema, QUT's main recruitment channel for new talent. Kate's appointment via this very competitive schema is a clear testament of her outstanding capabilities and an important recruitment for the Information Ecology Discipline.

I would like to congratulate Christine Bruce who has been appointed as the Academic Director HDR Students within QUT's Science and Engineering Faculty meaning.

In terms of our external services, we continued our successful Continuing Professional Education seminars and expanded the provision of SAP hosting services to the region. We kicked-off, together with Ernst & Young, a substantial consulting project for the Department of Human Services involving design and analyses of future contemporary welfare services.

Our Industry Advisory Group (IAG) provided valuable input to our strategic directions in a fast moving world and a speed-dating event between IAG and School members was an informative, fun-filled activity leading to important new connections.

School members contributed in various editorial and conference committee roles including co-chairing of large events such as the Business Process Management or the Service Oriented Computing conference. Jan Recker's appointment as the Editor-in-Chief for the internationally recognised Communications of the AIS journal has been one of the highlights in terms of the global recognition of our capabilities.

However, 2015 was not just characterised by success and the integration of new School members. We also had to farewell a number of much appreciated colleagues.

Taizan Chan accepted an appointment as the Director, Research and Education Analytics in the office of the Deputy President (Research and Technology), National University of Singapore. This offer demonstrates Taizan's incredible talent and recognises his outstanding skills on an international scale. Taizan has been with QUT for 17 years and in the recent years made significant, QUT-wide contributions as the Learning & Teaching Director in our School.

Dr Wei Song left our School in November after seven years of being with QUT. As part of the mobile innovation team Wei has successfully guided many course and research students to successful graduation. Wei Song took over a lecturer position at the Shanghai Ocean University.

Moreover, we had to say good-bye to Soeren Balko who worked for three years as a Senior Research Fellow in the Service Sciences Discipline, Jeremy Farr-Wharton who has made substantial contributions to the successful delivery of "Impact of IT" and the entire development of the mobile learning solution Brain Gear, and our post-doctoral researcher Ann Gillespie. Kirsty Kitto is leaving the IS School, but will remain within QUT as a new member of the School of Mathematics.

As the Head of the Information Systems School, I feel blessed and honored to lead such an energetic, collaborative and successful team. I am very grateful for all the contributions made by the members from within our School and our academic and professional ecosystem.



Professor Michael Rosemann
Head of Information Systems School



OUR DISCIPLINES



The Information Systems School consists of three Disciplines covering related research, education and services. Our Disciplines are dedicated to three essential IT artifacts, i.e. processes, services and information. Common to all Disciplines, and core to Information Systems as an academic discipline, is the focus on how people interact with these artifacts.

Each Discipline is headed by a research active Discipline Leader and entertains where needed its own seminar series, regular meetings and communication channels.

BUSINESS PROCESS MANAGEMENT

The Business Process Management Discipline focuses on empirical and technical aspects of business processes. Research topic areas include:

- Business process automation (the discipline drives the YAWL initiative – www.yawlfoundation.org),
- Large process model repositories (the discipline drives the Apomore initiative - www.apomore.org),
- Process querying (the discipline drives the process query language initiative – www.processquerying.com), and
- Process mining (the discipline contributes to the ProM environment – www.processmining.org).

The Business Process Management Discipline has 16 ongoing and fixed-term academic staff and 15 HDR students. Over the past years the discipline has worked with a range of industry partners as well as the Queensland government in domains such as retail, insurances, and healthcare.

Some highlights for 2015 include:

- Prof Jan Recker was awarded an ARC Discovery grant entitled “A Theory of Innovation Systems” as first CI;
- Prof Marcello La Rosa and Prof Marlon Dumas delivered a MOOC on Fundamentals of BPM (with over 7,000 enrolments);
- Prof Arthur ter Hofstede and Dr Moe Wynn obtained funding from the Brisbane Airport Corporation for a project entitled “Analytics for Major Project Risk and Opportunity Management”;
- Together with Prof Alistair Barros and Prof Marlon Dumas, Prof Arthur ter Hofstede won the “BPM Test of Time Award 2015” for their paper “Service Interaction Patterns” published in the BPM 2005 proceedings;
- Marcello La Rosa was promoted to full professor.



INFORMATION ECOLOGY

The Information Ecology discipline investigates how to understand, model, enhance and enable the contextual connections between information, people and their environment. Understanding these connections will help improve how people and enterprises share, comprehend, and effectively use information – as well as enhance the human experience of interacting with information.

Information Ecology has 14 energetic and dedicated academic staff and 68 hard working HDR students. These span four groups centred around information studies, complex information systems, research methodology and enterprise systems. As a consequence, the discipline harbors a diverse range of expertise:

- Qualitative research methods—to understand a broad spectrum of enterprise system users.
- Interpretivist qualitative research methods—to understand how people experience information.
- Mathematical and computational modelling for search, information interaction, learning analytics and human information processing.
- Empirical experimental design—to evaluate both user experience and computational models.
- Conceptual analysis—to understand and clarify foundations (cognitive information science, enterprise systems, methodology, information experience, information literacy).

Recent projects funded by the Australian Research Council and the federal government's Office of Learning and Teaching include:

- Enabling connected learning via open source analytics in “the wild”: Learning Analytics beyond the LMS (2015-2016)
- Formal conceptualisation and modelling of behavioral science research methods (2015-2017)
- An information literacy framework to inform the design and delivery of information to Australia's migrant communities (2015-2017)
- Building the basis for evidence-based library and information practice (2013-2015)
- Understanding the impact of enterprise system use on system performance (2013-2015)
- Reconceptualising the information system as a service (2012-2014)

The Information Ecology Discipline is devoted to quality and innovative learning and teaching. For example, its Master of Information Science pioneers innovative methods for on-line delivery. Finally, the discipline has an active industry/community engagement program such as the executive seminar series on Enterprise Systems.



SERVICE SCIENCES

The Service Sciences Discipline draws its inspiration and expertise from diverse areas and developments, providing a dedicated focus on the theoretical foundations, applications, technologies and the innovation of services across organisations, industries, ubiquitous computing environments and the Internet. Services are now a critical part of Information Systems, not only because service-based industries have become the biggest and fastest-growing sector in the world, but also because they are the basis by which consumers, business and communities seek value through delivered outcomes.

The Service Sciences Discipline has 21 ongoing and fixed-term academic staff and 15 HDR students. Its key concerns of research span empirical, business and computational aspects, with its 2015 research program including the following:

- Digital Business and Innovation, which involves the PwC Chair for Digital Economy and a number of industry engagements including Queensland Government, Australia Post and the Department of Human Services, as well as extensive industry networks such as the Aviation Innovation Network
- Service Engineering, funded through the ARC Discovery project on “Legacy2Service: Harvesting Software Services Out of Legacy Applications” (2014 – 2017) and Smart Services CRC.

- Connected Communities, funded through the ARC Linkage project on “Transforming Banking Through Connected Communities” (2015 – 2018) with Bank of Queensland, Suncorp and the StepUp OLT grant.
- Personalised Mobile Services and the Mobile Innovation Lab, funded through the NHMRC Women’s Wellness after Cancer program, focusing on the analysis and integration of personal, organisational and contextual data, through consumer multi-media and mobile applications.
- Search and Services, involving collaborations with CSIRO, features techniques and applications in information retrieval targeting the health service delivery.
- Service-based Platforms, funded through Capital Markets CRC, developing a dedicated platform to trade data accrued through Internet of Things applications.
- Spatial Information, funded through SIBA, applying multi-thematic spatial data to different planning applications, notably agronomics and smart cities.

The Service Sciences Discipline is active in commercial engagements, and in 2015 partnered with Ernst & Young to develop the Business Architecture and Business Models in the context of the largest federal government project: The Department of Human Services Welfare Payments Infrastructure Transformation.



Service Sciences Discipline Team

OUR PEOPLE



OUR PEOPLE



The IS School aims to be the right synergistic environment for a plethora of individual careers in information systems research. We are unconditionally dedicated to maintaining and developing a healthy, human-affiliative culture with a focus on direct communication and high levels of transparency. Located in the contemporary spaces of the Science and Engineering Centre, we seek interdisciplinary collaborations and nurture the dialogue far beyond the boundaries of our three Disciplines. We regularly reflect on the climate and culture of our School using advanced assessment methods. We invest in the development of our leaders, conduct 360 degree reviews and established mentoring schemas to facilitate the development of our early and mid career researchers.

We recognise annual achievements of our School members in three learning and teaching awards and as part of our now 'famous' Oscars. The School meets on a monthly base to share and celebrate achievements. The annual School retreat is dedicated to the joint development of the School's strategic objectives and related actions providing each member with opportunities to contribute to School-wide matters during the year.

For the internal communication, the School uses Yammer as a social technology platform to facilitate conversations and sharing of outcomes and achievements. At the end of 2015, 225 QUT members have subscribed to the School's Yammer group.

IS SCHOOL EXECUTIVE TEAM



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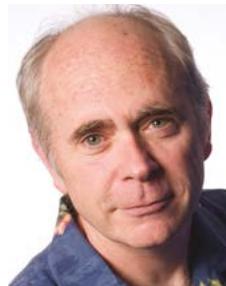


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OUR SESSIONAL ACADEMICS

The quality of the learning experiences of our students relies to a large extent on the sessional academics involved in our undergraduate and postgraduate units. We are grateful to the commitment of everyone involved and the regular student surveys point to a high quality in the engagement and delivery of our sessional academics. As part of our annual Learning & Teaching Awards we recognise one outstanding sessional academic each year with the 2015 winner being Fuguo Wei for his excellent work as part of the unit IFN663 Advanced Enterprise Architecture.

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Raj Chakraborty	Gillian Hallam	Glen McClain	Andrew Spencer
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Mark Egan	Bryn Hughes	Susan Nielsen	Nagarajan Venkatachalam
Fahame Emjamome	Abdur Hussain	Christoph Niesel	Josh Wallace
Carlos Estrada	Noor Ifada	Erez Nusem	Tony Wang
Richard Evans	Meruyert Imanbayeva	Kristen O'Farrell	Tracy Whitelaw
Laurence Fairburn	Suraya Jaffer	Lee Packham	Christian Willems
Sofie Falkenbach	Amanda Jarvinen	Shailes Palekar	Fuguo Wei
Gavin Fernandes	Mahnoosh Kholgi	Anastasiia Pika	

RESEARCH AND **INNOVATION**



The IS School is committed to a demand-driven research portfolio characterised by rigor and global impact. The international standing of the School is among others evidenced by the fact that by the end of 2015, 9 members have an h-index (Google scholar) of more than 20. White lists for endorsed journals and conferences recommend the most recognised outlets for our research findings.

In the following, we feature a number of substantial research initiatives including our industry-funded Chairs.

WOOLWORTHS

RETAIL INNOVATION CHAIR

Jan Recker, Woolworths Retail Innovation Chair



In April 2012, Woolworths Limited and QUT jointly established the Woolworths Chair of Retail Innovation, with the aim of providing applied research services that can be used to further develop desired innovation capabilities within the retail sector. Professor Jan Recker was appointed as the Chair. The Chair was set up to facilitate research outcomes with the aim to generate, complement and enrich ideas and solutions that can be applied across Woolworths and its divisions, customers, employees and supply and distribution networks, as well as other areas of significance to Woolworths.

GOALS AND STRATEGIES

The aim of the Woolworths Chair of Retail Innovation has been to develop novel concepts of retail innovation across Woolworths' divisions leading to cost reductions and potential new revenue streams.

Through the initiative, Woolworths and QUT committed to jointly undertake activities in retail innovation research, education and training for the mutual benefit of Woolworths, Woolworths Group, and QUT; and

to provide research-grounded services to ensure successful implementation of all stages along the innovation lifecycle including post-implementation studies leading to increased corporate performance.

The Chair has also been active in supporting capability development at Woolworths, by providing education seminars and contributing to leadership development programs, such as regular Innovation Inspiration Seminars and an Innovation Leadership Professional Education course.

ACHIEVEMENTS

Over twenty research projects were carried out and several articles are published in leading information systems journals. For Woolworths Ltd., through the research, the Chair contributed to significant multi-million dollar cost savings. For instance, research recommendations to support the first phase of centralising promotions planning contributed to significant multi-million dollar total store labour savings. Other projects provided valuable input to evaluate or solidify strategic decisions made in new store operations models, in fresh food decisions and about local produce initiatives. Aside from monetary gains, the research led to improved decision-making and better understanding of the complexities of various innovation undertakings and innovation approaches.

The research teams working on these projects have been sourced largely from QUT's Information Systems School, but also involved fellow researchers from QUT's Business School, the School of Civil Engineering, the

School of Design, the High Performance Computing (HPC) team, and external research partners such as the University of Muenster, Griffith University, Vlerick Business School, Goethe University Frankfurt, the University of Cologne, and others. A key role in the conduct of the research has been played by research students, from under-graduate students seeking research projects to post-graduate or Doctoral-level students completing research projects as part of their theses.

The Woolworths Chair of Retail Innovation was featured widely in the Australian media and outcomes from the collaboration were reported by The Sunday Mail, The Australian, Courier Mail Boom Magazine, Queensland Business Monthly, Seven News, Sunshine Coast Daily, Computerworld and other outlets. Several keynotes and industry talks for Australian organizations, government and universities also covered the successful engagement.



Jan Recker, Professor in Retail Innovation, Ryan Liddle, Woolworths' Head of Innovation, and Dr Frederik von Briel

CURRENT ACTIVITIES

In July 2015, the collaboration with Woolworths was renewed and reinvented for another three years, and fresh resources were added to the relationship. Dr Frederik von Briel, an expert on innovation ecosystems and start-ups, was hired as a core resource dedicated to the collaboration. He leads and engages multiple other researchers and students from QUT in several projects.

Goal of the renewed collaboration is to provide Woolworths with access to QUT's sensing capabilities and thus, to enable Woolworths to respond to changes in technology and retail, and actively shape the future of the retail industry. Strategies for the collaboration

involve the delivery of innovation seminars to build innovative capability, the conduct of collaborative research to develop and evaluate innovation potential and the development of education programs to develop innovation leadership potential in Woolworths' executives. Since the start of the renewed collaboration in July 2015, QUT and Woolworths have worked together to identify new innovation opportunities for Woolworths' tertiary fleet, and QUT students have developed a number of innovative concepts for checkout-less stores and gamification of in-store shopping. The first research prototypes were being demoed in a showcase at QUT in November 2015.



BAC AIRPORT INNOVATION CHAIR

The relationship between Brisbane Airport Corporation (BAC) and the Queensland University of Technology (QUT) date back to 1999 and has been going from strength to strength ever since. The partnership is a great example of what can be achieved through integrated research and business and is testimony to BAC’s vision and innovation leadership for industry in Australia.

Alexander Dreiling took over the role of BAC Chair three years ago, with the goal of driving a digital strategy for the airport as well as to liaise between BAC and QUT to drive partnership activities. The motivation for the Chair in Airport Innovation appointment was, in part, to address digital opportunities and provide a cohesive, coordinated and strategic approach. It was unclear how social media, mobile application, website and other assets or services were connected to one another and what larger contribution they could yield to the business. BAC’s strategic planning and development department therefore sought QUT’s assistance in developing a digital strategy.

A/Prof Alexander Dreiling and Dr Stephan Clemens presenting the Digital Departure Card to the Honorable Ian MacFarlane (Federal Minister for Industry and Science), Prof. Peter Coaldrake (QUT Vice-Chancellor) and Roel Hellemons (BAC)



GOALS AND STRATEGIES

The Chair has facilitated a diverse range of activities with tangible results and long term development potential, targeting BAC’s strategic outcomes. These have involved almost all BAC business units and a broad range of staff, post-graduate and undergraduate students at different faculties and institutes at QUT. Methods employed include academic staff working on specific time-boxed contracts, student engagement projects to capture creativity and ideas, and the collaboration of multiple faculties at QUT. Student competitions achieved short-term, high impact injections of creative input, and higher degree research students

were deployed at BAC to work on specific problems embedded within day-to-day operations.

To choose just one example, BAC posed a challenge for students to redesign the domestic terminal forecourt at the airport. Seven teams and individuals pitched solutions. BAC were so pleased with the results that they decided to award an extra third prize beyond the planned first and second. Competition winners presented to BAC’s senior executive team as well as the Design and Development Integrity Panel (an advisory board of accomplished and high-profile industry representatives).

AWARDS AND ACHIEVEMENTS

More than 100 QUT students from a number of faculties played a key role in a Brisbane Airport Corporation project which won the 2015 Lord Mayor's Business Award for Digital Strategy. Run under the auspices of the BAC Chair in Airport Innovation on Digital Strategy, the BAC Digital Departure Card project started in 2013 as a teaching activity within Creative Industry Faculty to identify issues in passenger journeys at the International Terminal before being handed to IT students in SEF that built prototypes for a solution to easier processing for departures and arrivals and then business students to create business and marketing plans for its implementation. The results were presented to the BAC executive team who decided to productise the Digital Departure Cards (a world first!) with a trial in 2015.

Outbound departure card kiosks - Another outstanding achievement of the collaboration was the development of outbound departure card kiosks, a global first. After students completed an observation activity at the airport, it was noted that passengers were frequently struggling with the process for Australian Customs departure and arrival cards. Students devised a vision for a fully digital process and combined it with an augmented reality wayfinding mechanism that would help to guide the passengers to where they need to go next. Following their presentation, BAC made the decision to productise the kiosks that were part of this envisaged process. QUT and BAC identified a contractor and presented the proposal to the Federal Government. In March 2015 the first departure card kiosk went live at BAC.

Brisbane Airport App - Creating a unique and world-best airport mobile application was another priority for the digital strategy for BAC. The Chair drove the effort to select a vendor and enlist a Master's student to gain insights into how users would best engage. The student was co-supervised in by three academics from different faculties. Results have received significant acclaim and been recognized globally. The application was chosen as the best aviation (both airlines and airports) app worldwide in a 2015 Moodie APPraisal report, scoring 26 out of 30 possible marks. It also received a "Best in Class" International Media Award in the airline category, scoring 482 out of 500 possible points.



Aviation Innovation Network - The evolution of the partnership between BAC and QUT has allowed the Chair to champion the inception for bolder and bigger scale collaboration – whilst still maintaining the principle of lean leadership. The new Aviation Innovation Network (AIN) has been supported by BAC, who now holds a position on the Advisory Council for the group. In 2015 the role of Chair has broadened and evolved into leading the new AIN. Engagement directly with QUT continues through a portfolio of activities and the AIN is providing leadership and opportunities for BAC, QUT, industry, and government nationally.



AIN Advisory Council



PwC DIGITAL ECONOMY CHAIR



PwC Chair in Digital Economy Launch

The PwC Chair in Digital Economy is a newly created role, positioning QUT at the forefront of shaping digital transformation in Queensland and preparing graduates for jobs of the future. It will explore new opportunities for remodeling key industries, research and learning in the face of unprecedented digital disruption. The PwC Chair in Digital Economy drives digital business take up through research, education, and industry advocacy.

Hon Leeanne Enoch, Minister for Public Works, Housing, Science and Innovation together with Julian Simmonds, Councillor for Walter Taylor Ward and QUT's Vice Chancellor Professor Peter Coaldrake officially launched the PwC Chair in Digital Economy in front of over 230 digital economy stakeholders on 23 April 2015.

The aims of the PwC Chair in Digital Economy are fourfold:

- To investigate the digital economy by developing a research portfolio that uncovers the dynamics of the digital economy and how it impacts Brisbane, Australia and the world.
- To educate corporate partners and students by providing internationally leading courses and executive education in aspects of the Digital Economy.
- To facilitate participation in the digital economy through advocacy and service provision to help organisations, especially newer and smaller firms develop their digital capabilities.
- To stimulate the growth of the digital economy by spreading the word on the benefits and game changing opportunities that result from developing digital capabilities.

APPOINTMENT OF PROFESSOR MAREK KOWALKIEWICZ

In August 2015 Professor Marek Kowalkiewicz commenced as the PwC Chair in Digital Economy. With an extensive background leading research and development teams in Silicon Valley and Singapore, Professor Kowalkiewicz has over 60 publications and 12 patents to his name.

“Nothing excites me more than exploring bleeding edge technologies and using them to create opportunities and solve problems that businesses

or individuals face,” said Dr Kowalkiewicz. “The opportunity to make a tangible difference to businesses and students is a key reason for making the move.”

Acknowledgement and gratitude is also extended to Associate Professor Robert Perrons who was Acting PwC Chair in Digital Economy during the inception and formation of the team.



PARTNERSHIPS

AUSTRALIA POST

The partnership with Australia Post involves a number of streams of investigation and aims to ignite digital and disruptive thinking and enable Australia Post's staff to innovate and provide better outcomes for their customers.

MOTOR VEHICLE ACCIDENT AND INSURANCE COMMISSION

This partnership addresses the future of CTP (compulsory third party) insurance in a digital economy by clarifying future trends, identifying and assessing their impact and co-designing an innovation program to raise internal innovation capability.

HIGH GROWTH FIRMS

Commissioned by the Department of Science, Information Technology and Innovation, this project aims to identify high growth firms from Queensland and identify any common catalysts for their growth. The research outcomes aim to provide insights into innovation ecosystems that foster high growth firms in Queensland particularly as they relate to job growth, economic stimulus and national and global scalability.

STATE LIBRARIES QUEENSLAND

In this research project, the PwC Chair in Digital Economy (QUT) explores where opportunities lie for SLQ to facilitate participation and growth in communities in light of how community needs are evolving.

ONE STOP SHOP

Queensland State Government - One Stop Shop (DSITI) have engaged the PwC Chair in Digital Economy to explore whole of government proactive service models within a digitised economy, to co-design an innovation program to raise internal innovation capability within One Stop Shop and to progress business models, technology assessment and citizen adoption via incubation sprints.

QUEENSLAND URBAN UTILITIES

"The Affordances of Smart Meters – Opportunities for Queensland Urban Utilities (QUU) and its ecosystem". This multi-staged project will start with a review of the use of digital information in current business as usual activities for QUU. It will identify opportunities for QUU to better utilise its existing data/digital information for improving operational excellence and customer experience in BAU activities.

DISRUPTIVE INNOVATION PROGRAM

Developed in conjunction with PwC, the Disruptive Innovation Program will be offered via QUT Executive Education to industry seeking to better understand, equip themselves and harness the opportunities of disruptive innovation. Participants will learn tools and techniques whilst developing a digital mindset to enable them to facilitate corporate innovation and change through digital transformation.

2015 ACHIEVEMENTS

- 1 Conducted three public events, each with over 200 digital economy stakeholders from industry, government, startup and education.
- 2 Delivered 15 keynotes to government and industry groups including Qld Government CIO Forum, BiiG, One Stop Shop, Asset Institute, Australia Post, Collaborate 15, Click! Digital Expo, Future Shapers Forum.
- 3 Conducted 5 innovation workshops for industry including Australia Post, One Stop Shop, Super Retail Group, Queensland Treasury.
- 4 Conducted 3 Student Design Jams with Sparq, Australia Post and The Department of Human Services.

Geospatial science and information services have definitive relevance in dynamic whole systems engineering and global governance. Australia's geospatial community encompasses universities, business, citizen groups, and government.

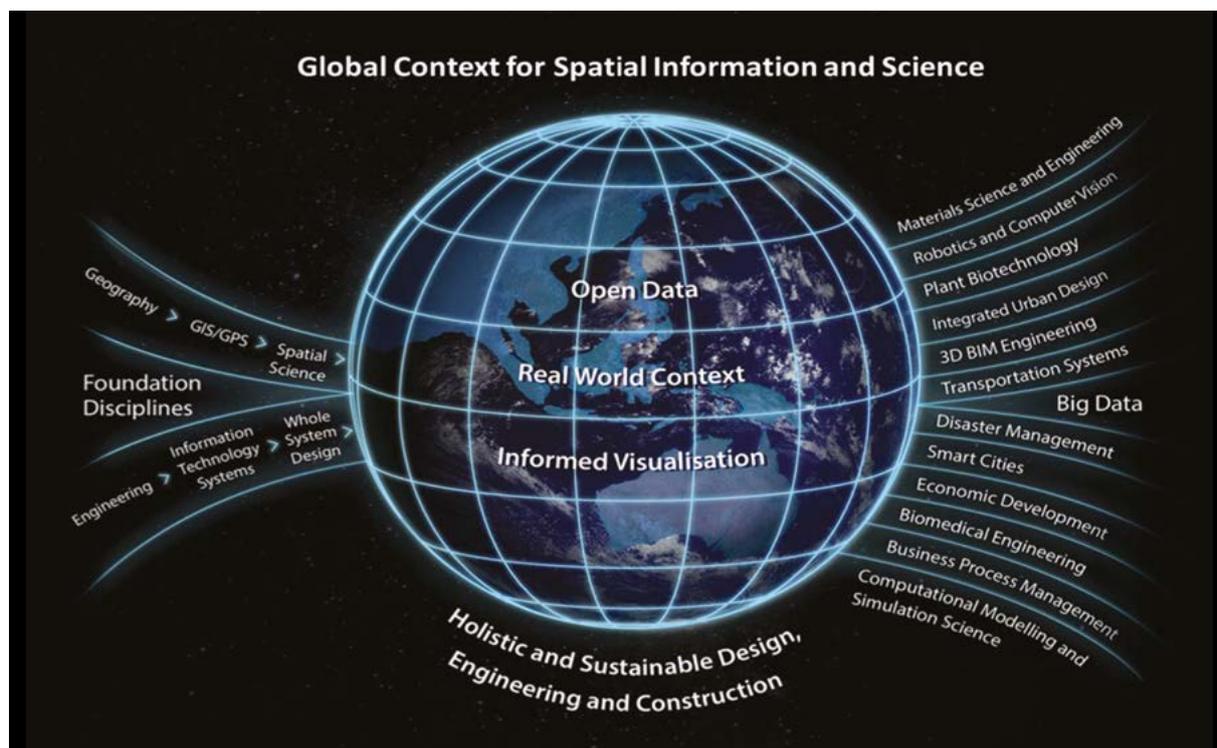
The purpose for this unique aggregation of talent and expertise in the School of Information Systems is to address key application areas, including:

- Demonstrating command and control for government held information, asset management, and spatial data framework resources
- Assisting government agencies with digital enterprise decision support schemas and technology
- Improving e-commerce understanding and location-based business applications
- Design of, training for, and development of smart house, smart city, and smart region constructs
- Use of spatial information and analytics for improved commercial and government operations
- Advancement of spatially-enabled technology and methods for the development and curation of scientific visualisation tools for cognitive and group comprehension and decision support
- Spatial technology interoperability with big data and

statistical analytics including multisource human and sensor inputs

- Applications in building more sustainable natural, built and virtual environments for research, business and government domains

Skills in spatial sciences are fundamental to understanding our world in context. Increasing digital presence and the availability of data with accurate spatial components has allowed almost all activities undertaken by researchers and students to be represented in a spatial context. Representing outcomes and disseminating information has moved from 2D to 4D with time series animation. Engineering and science will be joined by the social sciences, health, arts and the business community in obtaining and applying spatial skills as the spatial thinking and enterprise initiatives gain momentum from place-based research and education offerings led by the new IS spatial nexus.





Cambia is a globally recognised non-profit social enterprise dedicated to democratising science and technology-enabled innovation. Cambia’s mission is to create new tools for more efficient and effective innovation, and to make the world of creative problem solving more inclusive and impactful.

After almost a decade of developing and running the only unaligned, open, non-profit full-text patent search facility on the web (the Patent Lens), in 2009 Cambia partnered with Queensland University of Technology (QUT) to launch the Initiative of Open Innovation. With funding from the Bill & Melinda Gates Foundation, the Gordon and Betty Moore Foundation and the US Patent Office, the project was scaled and rebranded as The Lens (www.lens.org).

The Lens project provides tools to help answer these questions:

- How can we make public and philanthropic expenditures on science-enabled innovation more effective and more efficient?
- How can we decrease risks, costs, uncertainties and opacities that prevent enterprise and investment at all scales from finding sufficient incentives to solve neglected problems?
- How can we make the innovation system more inclusive to science-and-technology enabled innovation not just ‘for’ neglected communities and priorities and the poor, but ‘by’ them and by diverse institutions and enterprises that can find incentive in their actions?
- How can we create a policy environment that is driven by evidence and contextual understanding of intellectual property and other innovation information, and by meaningful forward modelling and projections?

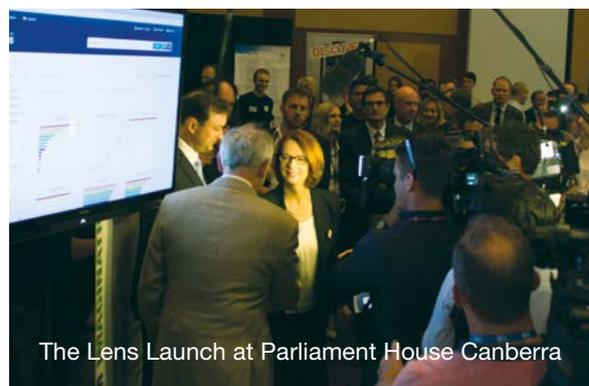
These challenges can be overcome through creating a shared, global public, free platform to integrate innovation information (innovative business intelligence) to foster what we call ‘innovation cartography’. Innovation cartography seeks to combine patent, science, technical, business and legal information into a contextual knowledge journey to enable users to make better decisions informed by evidence, but inspired by imagination™.

In the past two years, Cambia expanded the Lens platform by adding new functionalities to search for and analyse scholarly literature that is cited in patent documents and to create and share patent collections that cite the scholarly literature. In collaboration with the National Institutes of Health (NIH) in United States, the Lens now links, joins, and serves over 5 million non patent citations from the life sciences scholarly literature (PubMed). The Lens has become the preeminent global facility for rendering biological innovation more transparent through its development and hosting of a unique patent sequence facility (PatSeq), deployment of novel transparency tools to navigate biological patents, and increasing public understanding of ‘gene patenting’.

Cambia was named to the list of the world’s TOP 100 NGOs by the Global Journal in 2012 and 2013, and is registered as an international NGO with the World Intellectual Property Organization of the United Nations and the Food & Agriculture Organization of the United Nations.



Cambia Research Team



The Lens Launch at Parliament House Canberra



IS INNOVATION LAB



The Innovation Research Lab in P Block level 7 opened in December 2015. Its purpose is to facilitate highly interactive, multi-disciplinary ‘knowledge-to-innovation’ sessions with a strong focus on engaging with corporate partners and the local scene of entrepreneurs.

This Lab consolidates the research and showcase relevant methods and artefacts of the IFE theme ‘Innovation Systems’. The ambition is to create a ‘visually appealing’ lab representing latest design and innovation concepts with easy access to templates such as lean canvas, business model templates and innovation frameworks.

Immediate users of the lab are innovation researchers related to the Woolworths Chair in Retail Innovation, the PwC Chair in Digital Economy, the Design-led Innovation team and relevant researchers in the Faculty of Creative Industries and the Business School (entrepreneurship). The lab is an intimate hub for design innovation and will facilitate design-centered work for projects.

MOBILE INNOVATION LAB – MILAB

MILAB’s mission is to become a world-class research group on mobile and multimedia computing, with a focus on “mobile health” while collaborating with inter-disciplinary researchers, such as our strong collaborations with Prof. Debra Anderson (IHBI) in \$1.4M+ funded projects (NHMRC, Diabetes Australia, Cancer Australia).

MILAB received nomination for the Vice Chancellor’s Excellence Award in recognition of exceptional sustained performance and outstanding achievement in influence on work culture, innovative and creative practice, and teaching/learning. Our team continues to actively lead local events promoting research and innovation, including QUT BlueSky Forum and QUT Mobile App Showcase Demo, and maintains its international standing by continuing to publish papers in premium journal and conferences, hosting distinguished Professor Antonio Liotta (Eindhoven University of Technology) and a number of PhD students.





NATIONALLY COMPETITIVE GRANTS

ARC Discovery Title: **A Theory of Innovation Systems**

Chief Investigators: Jan Recker, Michael Rosemann, Alexander Dreiling

Funding: \$380,000 for three years

Abstract: Increasing productivity and economic growth through successful innovation is a priority for Australia. Technology is meant to assist in this challenge, but knowledge is lacking about how information systems can meaningfully support organisations in becoming innovative. The goal of this project is to develop and test a theory of “Innovation Systems”, which describes design principles for information systems that provide effective and efficient support to organisational innovation processes. The outcomes will assist (a) the development of new systems to support such innovations, (b) the management of innovation initiatives to increase productivity and growth, and (c) the assessment of technologies to support innovations.

ARC Discovery Early Career Research Grant (DECRA) Title: **Conceptualising and Measuring Digital Service Quality**

Chief Investigator: Mary Tate

Funding: \$280,000 for 3 years

Abstract: We aim to understand customer quality perceptions of digital services, and the factors, such as customer’s own skill levels, that help people to optimize their experiences. Public and private organizations are pushing customers from face-to-face to digital service and self-service models, sometimes offering no alternatives (e.g. many travel visas can only be obtained online). E-commerce research suggests up to 80% service users will sometimes struggle with online transactions. In the worst case, people may be excluded from accessing important services. This project has significance for the well-being and empowerment of service users; the effective design and delivery of services, and for scholarly research in digital service quality.

DIRECT INDUSTRY FUNDING

Project Title: **The Affordances of Smart Meters**

Chief Investigators: Marek Kowalkiewicz, Robert Perrons, Michael Rosemann

Funding: \$150,000, 2 years, Queensland Urban Utilities

Abstract: Queensland Urban Utilities - “The Affordances of Smart Meters – Opportunities for Queensland Urban Utilities (QUU) and its ecosystem”. This multi-staged project will start with a review of the use of digital information in current business as usual (BAU) activities for QUU. It will identify opportunities for QUU to better utilise its existing data/digital information for improving operational excellence and customer experience in BAU activities

Project Title: **Proactive Government Service Delivery**

Funding: \$100,000, 1 year, Queensland Government

Chief Investigators: Marek Kowalkiewicz, Robert Perrons, Michael Rosemann

Abstract: The goal of this project is to explore innovative, credible and achievable whole of government proactive service models within a digitised economy and environment for Queensland State Government implementation. The overall aim is to explore and assess the impact of the economy of citizens on the way government services are provided. In particular, this project will study how emerging digital identities reduce the latency of government services, i.e. the time between life event and service consumption.

Project Title: **CTP in the Digital Economy - Future Foresight**

Chief Investigator: Marek Kowalkiewicz

Partner Investigators: Sara Bennett (School of Management)

Funding: \$100,000, 3 months, QLD Gov, MAIC

Abstract: CTP Insurance is a billion dollar industry in Queensland and provides citizens with common law access to compensation and rehabilitation if they are injured in a motor vehicle crash and can prove fault. In order to define the strategic direction and innovation investments, the Customer requires foresight of future trends and the macro environment. The Chair has established an innovation ecosystem that focuses on understanding, enabling and growing the digital economy. The Chair conducts research; provides insights; creates innovation models, tools and processes; and facilitates experiments that convert knowledge into products, services or systems that deliver measurable value for stakeholders. The purpose of this engagement is for the Chair to address the question "What is the future of Compulsory Third Party Insurance in the Digital Economy?" and to provide foresight, through leadership and innovation services to assist the Customer in key areas.

Project Title: **Libraries: why do they exist and why should they**

Chief Investigators: Willem Mertens, Marek Kowalkiewicz, Angela Dahlke

Funding: \$50,000, 1 year, State Library Queensland

Abstract: Public libraries are faced with major shifts in customer demand, rendering what historically was at the very core of the organisation - book - less and less relevant. At the same time, opportunities are rising for State Library of Queensland (SLQ) to play a more significant role in the digital age. Libraries are already investing in raising the digital literacy of communities and are expanding their offering into the digital domain. However, in order to fully understand where opportunities lie for SLQ to facilitate participation and growth in communities, we need to first investigate how community needs are evolving. In doing so, this project aims to answer the question of why libraries exist and how they could create value for communities that is relevant, sustainable and efficient.

Project Title: **Analytics for Major Project Risk and Opportunity Management**

Chief Investigator: Arthur HM ter Hofstede, Moe Thandar Wynn

Partner Investigators: Mr Barry Peach (BAC)

Funding: \$230,000, 2 years, Brisbane Airport Corporation (BAC)

Abstract: Many projects carried out at the BAC can be characterised as complex and thus need to be carefully and continually monitored to assess risk (negative) and opportunity (positive). Currently, BAC is going through the process of adopting project management software with workflow capabilities. All project-related data will be stored in the OpenText environment. This may provide a great impetus to further modernise project risk mitigation and opportunity exploitation. Process mining is a subarea of the field of Business Process Management that is concerned with extracting information from process event logs. Leveraging tools and techniques of the field of process mining and recognising that processes and projects have a lot in common the opportunity presents itself to apply these tools and techniques to the field of project management to provide dashboard support to keep track of the progress of projects, to raise alerts in case there is historical precedence for increased risk or opportunity, and to provide guidance for subsequent project adjustments.



The following list, in alphabetical order of the journals, shows the publications of IS School members. Journals on the School endorsed white list have been highlighted (*). Some of the following journals are beyond the narrow scope of Information Systems and as a consequence not on our white list, but very credible (e.g., *Nature Biotechnology* with an impact factor of 41 and *Trends in Cognitive Science* with an impact factor of 22). All papers can be downloaded from QUT's eprints.qut.edu.au

A. Partington, M. Wynn, S. Suriadi, C. Ouyang, J. Karnon: Process Mining for Clinical Processes: A Comparative Analysis of four Australian Hospitals. *ACM Transactions on Management Information Systems*, 5(4), 1-18.

A. Rabaa'i, M. Tate and G. Gable: Can't see the trees for the forest? Why IS-ServQual items matter. *Asia Pacific Journal of Information Systems*, 25(2), 211-238.

S. Palekar and D. Sedera: Competing-Complementarity of Social Media on News Organizations. *Asia Pacific Journal of Information Systems*, 25(2), 370-402.

M. Atapattu, S Palekar and D. Sedera: Unveiling the Black Markets of Pooled Assets. *Australian Journal of Information Systems*, (19) 41-53.

Salim, D. Sedera, S. Sawang, A Alarifi and M. Atapattu: Moving from Evaluation to Trial: How do SMEs Start Adopting Cloud ERP? *Australian Journal of Information Systems*, (19), 219-254.

J. Recker and J. Mendling: The State-of-the-Art of Business Process Management Research as Published in the BPM Conference: Recommendations for Progressing the Field. *Business & Information Systems Engineering*, 1-10.

P. Trkman, W. Mertens, S. Viaene and P. Gemmel: From Business Process Management to Customer Process Management. *Business Process Management Journal*, 21(2), 250-266.

* Hjalmarsson, J. Recker, M. Rosemann and M. Lind: Understanding the behavior of workshop facilitators in systems analysis and design projects: Developing theory from process modeling projects. *Communications of the Association for Information Systems*, (36), 421-447.

A. Alwadain, E. Fiert, A. Korthaus and M. Rosemann: Empirical insights into the development of a service-oriented enterprise architecture. *Data and Knowledge Engineering*, 1-14.

* R. Conforti, M. de Leoni, M. La Rosa, W.M.P. van der Aalst and A.H.M. ter Hofstede: A Recommendation System for Predicting Risks across Multiple Business Process Instances. *Decision Support Systems*, (79), 1-19.

* S. Suriadi, C. Ouyang, W. van der Aalst and A. ter Hofstede: Event interval analysis: Why do processes take time? *Decision Support Systems*, (79), 77-98.

W. Mertens, J. Recker, T. Kohlborn and T.-F. Kummer: A Framework for the Study of Positive Deviance at Work. *Deviant Behavior*, 1-15.

* M. Lange, J. Mendling and J. Recker: An empirical analysis of the factors and measures of Enterprise Architecture Management success. *European Journal of Information Systems*, 1-21.

* A. Polyvyanyy, M. La Rosa, C. Ouyang and A. ter Hofstede: Untanglings: a novel approach to analyzing concurrent systems. *Formal Aspects of Computing*, 1-36.

Zucon, S Khanna, A Nguyen, J Boyle, M Hamlet, M Cameron Automatic detection of tweets reporting cases of influenza like illnesses in Australia; *Health Information Science and Systems* 3 (Suppl 1), S4

D. Tjondronegoro, J. Drennan, D. Kavanagh, E. Jing Zhao, A. White, J. Previte, J. Connor, M.-L. Fry: Designing a mobile social tool that moderates drinking. *IEEE Pervasive Computing*, 14(3), 62-69.

* M. Tate, J. Evermann and G Gable: An integrated framework for theories of individual attitudes toward technology. *Information & Management*, 52(6), 710-727.

* C. Yates and H. Partridge: Citizens and social media in times of natural disaster: Exploring information experience. *Information Research*, 20(1), 1-14.

B Koopman, G Zuccon, P Bruza, L Sitbon, and M Lawley; Information Retrieval as Semantic Inference: A Graph Inference Model applied to Medical Search, *Information Retrieval Journal (JIR)*. (Journal, IF 0.917)

* M. La Rosa, M. Dumas, C. Ekanyake, L. Garcia-Banuelos, J. Recker and A. ter Hofstede: Detecting Approximate Clones in Business Process Model Repositories. *Information Systems*, (49), 102-125.

* R. Conforti, M. Dumas, L. Garcia-Banuelos and M. La Rosa: BPMN Miner: Automated discovery of BPMN process models with hierarchical structure. *Information Systems*, (56), 284-303.

M. Hashmi, G. Governatori and M Wynn: Normative requirements for regulatory compliance: An abstract formal framework. *Information Systems Frontiers*, 1-27.

* S. Panahi, J. Watson and H. Partridge: Information encountering on social media and tacit knowledge sharing. *Journal of Information Science*, 1-12.

* J. Recker and D. Lekse: A Field Study of Spatial Preferences in Enterprise Microblogging. *Journal of Information Technology*, 1-15.

* P. Bruza, K. Kitto, B. Ramm and L. Sitbon: A probabilistic framework for analysing the compositionality of conceptual combinations. *Journal of Mathematical Psychology*, (67), 26-38.

B Koopman, G Zuccon, A Nguyen, A Bergheim, and N Grayson; Automatic ICD-10 Classification of Cancers from Free-text Death Certificates, *Journal of Medical Informatics*, 84 (11), 956-965, 2015 (Journal, IF 2.716)G

K. Straker, C Wrigley and M. Rosemann: Typologies and touchpoints: designing multi-channel digital strategies. *Journal of Research in Interactive Marketing*, 9(2), 110-128.

K. Straker, C. Wrigley and M. Rosemann The role of design in the future of digital channels: Conceptual insights and future research directions. *Journal of Retailing and Consumer Services*, (26), 133-140.

M. Kholghi, L. Sitbon, G. Zuccon and A. Nguyen: Active learning: a step towards automating medical concept extraction. *Journal of the American Medical Informatics Association*, 1-9.

* C. Yates: Exploring variation in the ways of experiencing health information literacy: A phenomenographic study. *Library and Information Science Research*, 37(3), 220-227.

I. Himawan, W. Song and D. Tjondronegoro: Impact of automatic region-of-interest coding on perceived quality in mobile video. *Multimedia Tools and Applications*, 1-29.

O.A. Jefferson, D. Koellhofer, T. H. Ehrich and R. Jefferson: Gene patent practice across plant and human genomes. *Nature Biotechnology*, 33(10), 1033-1038.

O.A. Jefferson, D. Koellhofer, T. H. Ehrich and R. Jefferson: The ownership question of plant gene and genome intellectual properties. *Nature Biotechnology*, 33(1), 1136-1143.

K. Figl and J. Recker: Exploring Cognitive Style and Task-specific Preferences for Process Representations. *Requirements Engineering*, 1-8.

P. Bruza, Z. Wang and J.R. Busemeyer: Quantum cognition: A new theoretical approach to psychology. *Trends in Cognitive Science*, (19)7, 383-393.

In addition to these journal papers, School members have been successful this year with their submissions to **international IS conferences** such as BPM (3 of 23 of the accepted papers had QUT co-authors), CAiSE (2/31), ECIS, HICSS, ICIS (5 accepted papers) and PACIS.

A highlight in terms of conference activities has been the recognition of the paper 'Service Interaction Patterns' by Alistair Barros, Marlon Dumas and Arthur ter Hofstede, which won the 'Test of Time Award' at the BPM 2015 conference. This award recognizes this paper as the most influential paper of all BPM conference papers presented in 2005 and 2006.

OUR HIGHER DEGREE RESEARCH STUDENTS



OUR HIGHER DEGREE RESEARCH STUDENTS



The School's research students are located in the Science and Engineering Centre at Gardens Point in an environment that facilitates multi-disciplinary research within state-of-the-art facilities. With close to 100 Higher Degree Research (HDR) students (PhD students, IT Doctoral students and Masters by Research students), oversight of the HDR experience in IS School is shared between three aligned roles: (i) Academic Director HDR, (ii) Academic Director HDR (Training), and (iii) Academic Director HDR (Deputy). Our congratulations once again to Professor Christine Bruce, IS School Academic Director HDR through June 2015, who in July was appointed Faculty Academic Program Director (HDR Training). Professor Guy Gable assumed the ADHDR role and creating the ADHDR (Deputy) role which has been provisionally assumed by Dr. Jason Watson.

HDR completions are again up in 2015; 17 in total with 13 PhDs, 2 IT Doctorates and 2 Research Masters (17 PhDs in 2014, 11 in 2013). While we yet have supervisory capacity and supervision loads vary, staff continue to move up the supervision accreditation levels, reflecting the growing maturity of our supervisory capability.

THE ANNUAL IS SCHOOL DOCTORAL CONSORTIUM

In addition to University milestones (e.g. Confirmation of Candidature and Final Seminar), IS HDRs are required to publicly present their work for scrutiny and feedback at School milestones, primary of which is the annual Doctoral Consortium (IS-DC), this year run for the 8th time, 19 November 2015. IS-DC is designed akin to other conference-linked Doctoral Consortia (e.g. ICIS, ACIS, PACIS). Selected PhD students at an appropriate stage of progression, prepare a brief overview of their research, which is reviewed in advance by external volunteers having relevant expertise. At the Consortium the students present their work for critique and feedback by the attending experts and peers. The presentations are open to all interested parties (e.g. academics, other research students, industry partners).

We are extremely pleased to again have had notable external scholars involved in the streams, for whose valuable time and efforts we are most thankful. These included Karl Kautz (University of Wollongong), Gillian Oliver (Victoria University of Wellington), Hilary Hughes (QUT School of Cultural and Professional Learning), Patrick Finnegan (University of NSW), Asif Gill (University of Technology, Sydney), Kai Riemer (University of Sydney), Tony Pettitt (QUT School of Mathematical Sciences), and Abelardo Pardo (University of Sydney). Thanks also to Professor Bronwyn Harch, the Invited Speaker, for continued Faculty support for this event.



2015 IS School Doctoral Consortium

HDR STUDENT COMPLETIONS

2015 has been a very successful year in terms of new HDR enrolments, publications by HDR students, awards and completions. In total, we had 17 postgraduate completions (2014: 17).

We like to congratulate the following IS students who successfully completed their research in 2015:



Name: Anantharajah, Kaneswaran
Title: Robust Face Clustering for Real-World Data
Principal supervisor: A/Prof Dian Tjondronegoro
Associate supervisors: Dr Simon Denman, Prof Clinton Fookes, EM/ Prof Subramanian Sridharan



Name: Atapattu, Maura R
Title: Customer Agility, Smart Shopping Apps and Their
Implications: Customer Relationship Management Systems in the Digital Age
Principal supervisor: A/Prof Darshana Sedera
Associate supervisor: Prof Guy Gable



Name: Bernhard, Eike Christian
Title: A Theory of Process Modelling Affordances
Principal supervisor: Prof Jan Recker
Associate supervisors: Dr Marcello La Rosa, Prof Andrew Burton-Jones (External Supervisor)



Name: Davis, Kate E
Title: The Information Experience of New Mothers in Social Media: A Grounded Theory Study
Principal supervisor: Adj/Prof Helen Partridge
Associate supervisor: A/Prof Hilary Hughes



Name: Fitz-Walter, Zachary J
Title: Achievement Unlocked: Investigating the Design of Effective Gamification Experiences for Mobile Applications and Devices
Principal supervisor: A/Prof Dian Tjondronegoro
Associate supervisor: A/Prof Peta Wyeth



Name: Hellmuth, Wayne J
Title: Design Theory for Innovation of Classroom-Based Information Systems
Principal supervisor: Prof Glenn Stewart
Associate supervisor: Dr Taizan Chan



Name: Howard, Katherine
Title: Educating Cultural Heritage Information Professionals for Australia's Galleries, Libraries, Archives and Museums: A Grounded Delphi Study
Principal supervisor: Adj/Prof Helen Partridge
Associate supervisor: Dr Hilary Hughes



Name: Lokuge, Kamburugamuwa Sachithra Prasad
Title: Agile Innovation: Innovating with enterprise systems
Principal supervisor: A/Prof Darshana Sedera
Associate supervisor: A/Prof Glen Murphy



Name: Maybee, Clarence Dale
Title: Informed Learning in the Undergraduate Classroom: The Role of Information Experiences in Shaping Outcomes
Principal supervisor: Prof Christine Bruce
Associate supervisors: Dr Amanda Lupton, Dr Kristen Clark (External Supervisor)



Name: Mazhar, Samia
Title: A Configurable Airport Reference Model for Passenger Facilitation
Principal supervisor: Prof Michael Rosemann
Associate supervisor: Dr Paul Wu



Name: Otero-Boisvert, Maria
Title: Funding the Academic Library: An Ethnographic Study
Principal supervisor: Adj/Prof Helen Partridge
Associate supervisors: Prof Christine Bruce, Prof Bill Fisher (External Supervisor)



Name: Pika, Anastasiia
Title: Mining Process Risks and Resource Profiles
Principal supervisor: Dr Moe Wynn
Associate supervisors: Prof Colin Fidge, Prof Arthur ter Hofstede



Name: Poppe, Erik
Title: The Use of Embodiments in Distributed Collaborative Business Process Modelling
Principal supervisor: Dr Ross Brown
Associate supervisor: Prof Jan Recker



Name: Salim, Siti Aisyah
Title: Moving from Evaluation to Trial: The Case of Cloud ERP Adoption in SMEs
Principal supervisor: A/Prof Darshana Sedera
Associate supervisor: Dr Sukanlaya Sawang



Name: Tushi, Bonny T
Title: An Archival Analysis of Green Information Technology: the Current State and Future Directions
Principal supervisor: A/Prof Darshana Sedera
Associate supervisor: Dr Sharmistha Dey



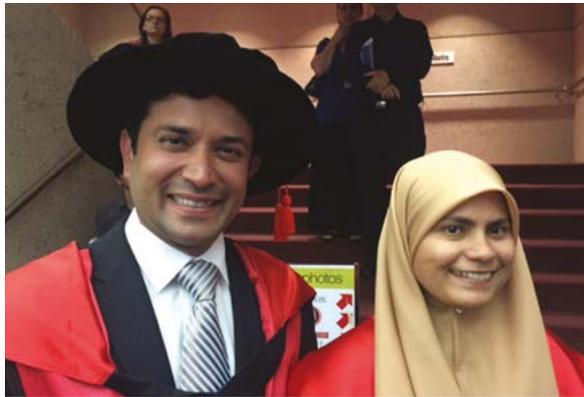
Name: Venkatachalam, Nagarajan
Title: Leveraging of Software as a Service by Small and Medium Enterprises: Information Systems Capabilities and Organisational Complementarities
Principal supervisor: Dr Erwin Fiel
Associate supervisors: Dr Shane Mathews, Prof Michael Rosemann



Name: Xiao, Yao
Title: User Perceived Video Quality Modelling on Mobile Devices for Vp9 and H265 Encoders
Principal supervisor: Dr Wei Song
Associate supervisor: A/Prof Dian Tjondronegoro (Mentoring Supervisor)



2015 HDR STUDENT GRADUATIONS



LEARNING AND **TEACHING**



The Science and Engineering Faculty (SEF) mission is to be the provider of choice for STEM Education and Research. The learning and teaching strategy for the School has been developed under the University and Faculty strategies. Three learning and teaching goals set for 2015 were:

1. Improve student satisfaction with courses measured by a reduction in course attrition.
2. Improve student engagement with learning experiences as measured by the student Insight satisfaction survey.
3. Increase domestic student demand in undergraduate courses as measured by QTAC first preferences.

Outcomes: All goals have been achieved for 2015, and these are also tracked for 2016.

1. Early disengagement by at-risk students is identified by week 3 and student's contacted by student services if necessary. This has led to early advice and greater retention.
2. Student satisfaction for undergraduate units in the IS major is 3.61. Student satisfaction for IS units in the new masters programs is 3.98. Student satisfaction for all units averaged 3.87 in Semester 1 & 3.78 in S2.
3. QTAC first preferences for 2016 is up 40% on 2015 data.

Key Actions: There are four key learning and teaching actions set for SEF for 2015:

1. To implement a peer assisted teaching scheme;
2. To offer STEM teaching in contemporary environments;
3. To foster course coherence by supporting semester teaching teams.
4. Develop "Students as Partners" scheme in order to foster student engagement & enhanced communication.

The Information System School implemented each of these actions for 2015.

Peer Assisted Teaching. The purpose of this goal was to support a flourishing, innovative teaching community that provides Real World engaging learning experiences.

Actions. To foster a scholarship of learning and teaching, we have conducted peer best-practice seminars, rewarded teaching and learning excellence, and undertook research about quality drivers for unit success from the student's perspective.

We implemented peer assisted teaching schemes in a variety of ways. We identify one to two units per semester to have a collegial audit of its purpose, quality of its teaching and assessment material, and its delivery and student engagement. For 2015 a total of 3 units were audited in this fashion. For each reviewed unit, student satisfaction has increased between 0.8 to 1.0 of 5 in our end of semester student satisfaction Insight survey.

Key areas for 2015 implementation were the IS Major, the BPM and Social Technologies minors in the new Bachelor's degree. Key areas for 2016 are Mobile Applications and Capstone Projects in the new Bachelors degree.

STEM Teaching in a Contemporary Environment. The purpose of this goal is to ensure that we address student learning expectations and utilise the modern learning physical and online learning environments available at QUT.

Actions. To achieve this goal, key IS units have been identified for delivery as activity based learning units situated in our new collaborative learning environments. These units include IFN500 Design Thinking for IT and IFB103 Designing for IT Systems. The unit IAB350 Mobile Application Development was taught in studio mode in a large computer laboratory. The large first year unit IFB101 Industry Impact used a flipped classroom approach with stimulus material provided to students via a mobile application called QUT Brain Gear.

Course Coherence. The purpose of this goal is to deliver a coherent course as designed against professional accreditation and AQF standards through a flourishing, innovative teaching community with a focus on providing a Real World experience for students. Course coherence is achieved through the IN01 majors of Computer Science and Information Systems. Course agility is achieved through the establishment of topical minors addressing current and future industry needs, while the majors ensure that fundamental knowledge and skills are developed in each student.

Actions. We believe that students come to do IT, not read about someone else doing IT. As a result, most units have authentic tasks based on industry problems and students produce an artifact that is relevant to that unit's theme. Skills to solve industry problems are developed through two critical units: IFB299 Application Design and Development, and the capstone units in undergraduate and post-graduate course. These units involve team projects with individual contributions addressing a current industry problem.

Students as Partners scheme. The purpose of this action set is to not just hear the students' voice, but to harness it for quality engagement in our learning and teaching environment and provide leadership opportunities for students.

Actions. We adopted a student-centric model of student experience and an industry-centric model of course outcome identification.

To ensure that we communicate effectively to students, a first year student council was established, chaired by students and involving each first year unit coordinator. Student insight is sought in each unit through the Net Promoter Survey, which asks if students would recommend the unit and to give reasons for such a response (whether yes or no). ISS units have a NPS score of over 7 of 10, and all units are monitored each semester.

Towards 2016. Next year see's the delivery of the first set of third year units in the "BIT" and the first set of the final year of the Master degrees. Central to each of these offerings are capstone projects and research-based projects. Industry problems are being identified for study by student teams in the undergraduate programs and by individual students in the post-graduate programs. Increased IN01 minor coherence is targeted to build on the knowledge and skills developed in the common first year and first major units.

2015 was a challenging teaching year as staff taught the second year of the new IN01 Bachelor of Information Technology and the final year for many of the students from the previous IT degrees (IT23, IT06, and associated double degrees). This overlap means the introduction of four new units for the new IN01 while retaining many of the existing units for the previous IT degrees.

In addition, 2015 saw the introduction of our new suite of Masters degrees and the concurrent teaching of the remaining units in our old Masters degrees. The new AQF9 Masters degrees are in Information Technology (IN20, IN21), Information Science (IN22) and Business Process Management (IN23). A total of 23 new masters degree units were delivered by ISS staff in 2015, including two research-based project units.

As a consequence, several staff needed to take on additional work in the development and teaching of new units while coordinating and teaching existing units. Despite these challenges, the overall teaching performance of the School has been maintained, with the average student survey Insight score being above 3.8 Semester 1, 2015 at 3.83, compared with 3.85 achieved in Semester 2, 2014. More importantly, the variance in the final insight score has continued to decrease, now standing at 0.175 compared to 0.190 compared to the last semester.

Australian Computer Society accreditation was sought for IN20 and IN01 and the accreditation panel's feedback is expected in early 2016. This was a substantial body of work, and we are very grateful to the SEF Course & Curriculum Team for producing the documentation and managing the entire process.

Peer-review - Every semester, selected units are identified for improvement and peer-review. The peer review process has a senior staff member attending lectures, and reviewing the lecture material and assessment items. Findings and suggestions for improvements are then documented and discussed with the unit coordinators involved in a collegial manner and so far, the process has resulted in significant improvements of Insight results (an increase of 0.8 – 1.0 for these units).

Unit rejuvenation - Every semester, units that have been offered for several semesters by the same unit coordinator selected for rejuvenation by assigning a new coordinator to update the unit significantly. This has seen significant increases in the Insight scores of such units (0.5 to 1.0).

Analytics-based understanding of student satisfaction drivers

- In order to make sense of the students' qualitative feedbacks and provide directions for responding to these comments, the School has undertaken an analysis of the students' qualitative feedback using the KANO model for understanding the different types of drivers of satisfaction. The model has been published and has resulted in useful insights for the academics of the School in raising students learning satisfaction. In particular, it has allowed differentiating between the hygiene factors and factors causing delights for our students. Undelivered hygiene factors lead to student dissatisfaction, while the presence of delighting factor increases student satisfaction. Key lessons from this research include: provide clear instructions on assessment, ensure that learning activities are aligned, update material to ensure unit contemporariness, assign staff to teach units in which they have industry based competency, provide students timely feedback, and ensure that there is future value in the unit.

Net Promoter Score - In 2015 we piloted unit evaluation based on the Net Promoter Score. This gives a different perspective on student satisfaction, showing that most students would recommend their unit to a peer.

Formal recognition of teaching excellence

- In response to feedback from cultural surveys, QUT's staff opinion survey and internal surveys, the School has instituted several teaching awards. A focus is on learning from successful colleagues and to make sure School members are nominated for QUT-wide awards where appropriate.

We say goodbye to Dr Taizan Chan, Academic Director of Learning and Teaching for the school, who will take up a challenging learning analytics role with the National University of Singapore in 2016. We thank Taizan for his leadership in this critical portfolio for the school and wish him the best for 2016.

MOOC (MASSIVE OPEN ONLINE COURSE) – FUNDAMENTALS OF BPM

In the period October-December 2015, QUT hosted the “Fundamentals of BPM” Massive Open Online Course (MOOC) on the university’s MOOC platform (<http://moocs.qut.edu.au>). This introductory course on BPM by Prof. Marcello La Rosa and Prof. Marlon Dumas aimed at teaching how to systematically improve business processes, by employing techniques and tools along all phases of the BPM lifecycle, from process identification through to process monitoring and controlling.

The self-paced MOOC was structured over six weeks of content, plus an orientation week at the beginning and two weeks at the end to complete the assignments. The content was offered in the form of short exciting videos, interspersed with readings, interactive exercises, online quizzes and an optional project, and enriched with live events, guest lectures, and interviews to scientists and practitioners in the field.

The course was delivered in the period October-December 2015, attracting 7,383 participants from all over the world, including 32% from Australia, 9.5% from Germany, 6% each from Italy, Netherlands and US, and 3.5% each from India and Portugal. The audience was mainly made by practitioners with a business background (40%) or IT background (40%), with the remaining 20% being students and academics.

Among others, professional roles included director, project manager, business analyst, solution architect, system analyst and software developer. The course was used in a flipped classroom setting in two European Universities, whose courses in BPM were synchronized with the MOOC delivery. The audience was very engaged, as evidenced by their active participation in the discussion forum and by the many positive comments left at the end of the course.

At the end of the course, 955 certificates of completion were issued, corresponding to 13% of the cohort – a rather high completion rate for a MOOC. Based on this success, it is planned to deliver this course again in 2016.

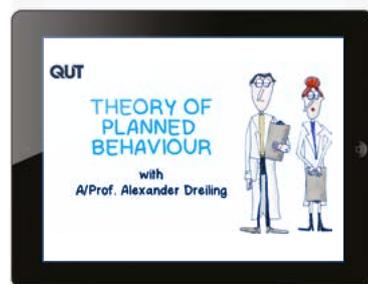
‘I never had such a deep and great learning experience than with this BPM course. Although I’m fully busy in my job as an freelance IT consultant I took the chance to dive in this exciting approach. The preparation, material, didactic and quality of all, the learning platform and staff, is unbeatable. Wow! You all did a really great job!’

[Christoph Wagner, FBPM MOOC participant]

QUT BRAIN GEAR

QUT Brain Gear (QUTBG) is a digital learning companion leveraging the full capabilities of social and mobile technologies to provide an innovative, modular, adaptive and game-based approach to learning. QUTBG comprises a mobile application to engage students directly whenever and wherever, supporting a rich, authentic and real-world learning experience for our students. Students engage with QUTBG through six core feature sets: collaborative modular videos, a learning wiki, Q&A, formative quizzes, collaborative polls and, a ‘gamified’ student profile platform.

The distinguishing element of the QUTBG project is the innovative participatory design model, which places the students as co-creators of both the learning materials and technology. QUTBG is in an early innovation stage and has already shown positive impacts on the learning experiences of 650 students who undertook Queensland University of Technology’s (QUT) introductory Impact of Information Technology (IFB101) unit in Semester 1, 2015.



OLT INNOVATION AND DEVELOPMENT PROJECT

Project Title: Enabling Connected Learning via Open Source Analytics in the Wild - Learning Analytics Beyond the LMS

QUT team: Dr Kirsty Kitto, Dr Mandy Lupton, Assoc Prof John Banks, Prof Dann Mallet, Prof Peter Bruza

Partner Investigators: Prof Shane Dawson (UniSA), Prof Simon Buckingham Shum (UTS), Dr Abelardo Pardo (University of Sydney), Prof Dragan Gasevic (University of Edinburgh), Prof George Siemens (University of Texas, Arlington).

This project connects QUT with world leading practitioners in Learning Analytics.

We are creating a way in which people can teach “in the wild” using standard social media, but still make use of learning analytics to help students achieve better outcomes. After less than one year, Connected Learning Analytics (CLA) toolkit is already capable of delivering analytics solutions for those academics who would like to use Facebook, Twitter, Youtube and Wordpress in their teaching portfolio. This range of data sources will continue to grow over the next year, but now our prime focus is turning to the delivery of innovative analytics solutions. We are helping students to explore data about the nature and quality of their interactions in social media, and academics to discover hidden patterns of behavior in their class. To date we can deliver solutions for Content, Activity and Social Network Analysis. We have also created innovative ways in which students can interact with Machine Learning classifiers to explore their participation in online communities of practice.

Although it only started in February 2015, the project has attracted significant interest:

- Nationally: We have presented to both other Universities and Industry meetings, including a workshop (Down and Dirty with Data for Social Learning Analytics) at the Australian Learning Analytics Summer Institute (ALASI 2015) and the LearningCafe UnConference in Melbourne.
- Internationally, we have presented work about this project at the Learning Analytics and Knowledge conference (LAK'15); an xAPI Camp run at Amazon headquarters in Seattle; and a Webinar hosted by ClassroomAid in Hong Kong.

You can find out more at the project webpages www.beyondlms.org

QUT/JIT (JINGLING INSTITUTE OF TECHNOLOGY) JOINT PROGRAM

The QUT joint program with the Jingling Institute of Technology in Nanjing (currently undergoing re-naming to Nanjing University of Software Technology) has continued successfully this year. In total the program has now recruited two cohorts of students, with the second cohort arriving QUT this year.

The first cohort of 23 students from JIT has seen some very successful outcome, with two students having already completed their program in Semester 1, 2015. A total of 14 students from the second cohort have arrived at QUT this year since September. All of these students are either undertaking EAP or Professional Communications at QUTIC at the moment and will commence IN01 in Semester 1, 2016.



QUT/JIT 2015 Cohort

QUT/FUJITSU AUSTRALIA JOINT PROGRAM

Teaching collaboration between QUT and Fujitsu Australia to introduce a cutting-edge subject to QUT's curricula commenced in January 2015, with Fujitsu contributing funding for QUT to develop and deliver a subject on Customer Relationship Management (CRM) systems that are becoming highly popular with the customers.

The industry demand for CRM systems and the possibility of joining Fujitsu Australia attracted 66 students since its inception. All enrolled students completed 80 hours of practicals and 15 hours of lecture time, and were also provided with webinars, videos, demonstrations and access to SAP KnowledgeBurst training material. The student satisfaction survey indicated very high satisfaction with 4.2 and 4.1 out of 5 for the two semesters in 2015, with over 50% responding to the survey.

Completing this subject also created new employment opportunities. For all students who had successfully completed this course, Fujitsu Australia offered employment placement interviews through campus recruitment events. Two students have accepted positions in 2015 semester 1, and 4 others have been offered placement in semester 2.



QUT A/Prof. Darshana Sedera, Mike Bull – Fujitsu General Manager QLD, and Debbie O'Rourke – Fujitsu Principle

SAN JOSE QUT GATEWAY PHD PROGRAM

Since 2008 the Information Systems School has run a PhD program in collaboration with the San José State University School of Information. The School currently has twenty doctoral students enrolled in this program which focuses on the information science domain. Five students have already graduated from this part-time external program, and a sixth has recently completed examination requirements.

San José State University is the founding school of the 23-campus California State University (CSU) system, and holds the distinction of being the oldest public institution of higher education on the West Coast of the US. The university offers three joint doctoral degree programs (one of them outlined in this document). SJSU's total enrollment was approx. 31,000 in 2013, including over 5,400 graduate students and other post-baccalaureate students. The five most popular graduate majors are software engineering, library and information sciences, electrical engineering, social work and education.

On 9 July 2015 Professor Sandy Hirsh and Dr Cheryl Stenstrom visited the IS School for a day of meetings with staff and students. This was the first time that Professor Hirsh has visited QUT. Sandy Hirsh is Head of School of the School of Information at San José University. She is also President of ASIST this year (2015). ASIST is the worlds premiere information science society. Prof Hirsh is San José convenor of the San José QUT Gateway PhD Program which presently has twenty students. Dr Cheryl Stenstrom is Deputy Convenor of the Program for the San José State University School of Information and is a recent graduate from the program.



QUT and San Jose Teaching Team

ACADEMIC ENGAGEMENT AND **OUTREACH**



John Zachman, the founder of Enterprise Architecture, presenting at QUT on 28 August



ACADEMIC COLLABORATION



Prof Wim van Grembergen, Uni. of Antwerp at the IS, the School of Accountancy and ISACA joint event on IT Governance, 17 April

The IS School entertains close and mutually beneficial relationships with a number of international institutions. With a focus on quality over quantity and sustainability over ad-hoc activities, we seek complementary capabilities and shared ambitions. We entertain regular exchanges of staff and students and collaborate on large, funded research projects.

ACPHIS CONFERENCE

The annual meeting of the Australian Council of Professors and Heads of Information Systems (ACPHIS) was held at QUT 1 & 2 October, 2015. The purpose of this annual meeting is to identify critical issues and opportunities for the Information Systems Discipline. Over 30 participants discussed and developed a variety of issues relating to Information Systems in the Digital Economy. Key outputs included the development of a portfolio for IS Grand Challenges and the alignment of IS Education and industry's future needs.

The first day's objective was to develop a sense of the IS Grand Challenges. This was achieved in three phases: IS Grand Challenges in the Digital Economy; IS Research Grand Challenges; and The Development of an IS Grand Challenge Vision.

This was followed by a discussion of alternative R&D funding explored through entrepreneurship and crowd funding. The second day's objective was to develop a shared sense of a National IS Curriculum. This was achieved in three phases: Identifying the 2020 skillset for IS graduates and the industry current expectations of graduates; Developing a National Vision for IS Curriculum; and Exploring digital disruption of learning and teaching.

An action plan was presented to progress clear articulation of the national IS Grand Challenges and a call for collaboration in both research and teaching. It was agreed that the conference format was most provocative which induced a high degree of engagement on key problems faced by the IS discipline in Australia.



ACPHIS 2015 Workshop

JAN RECKER

Between May and November 2015, Jan was away from QUT during his sabbatical dedicated to consolidating research on IT-enabled innovation and commencing collaborative ARC-funded research on Green IS. Jan spent most of the time in Europe, visiting universities in Germany, The Netherlands, Liechtenstein, Finland, and Austria. He gave seminars at VU Amsterdam, The University of Oulu, The University of Muenster, The University of Sydney, The University of Cologne and The University of Melbourne. He attended and presented at ECIS 2015 and AMCIS 2015, and was program co-chair of BPM 2015 in Innsbruck.

The time during the sabbatical was consumed by these engagements, research and writing over twenty journal article submissions and revisions, and the new appointment as Editor-in-Chief for the Communications of the Association for Information Systems, one of the two founding journals of the global association for IS researchers. Highlights include the published proceedings of BPM 2015, accepted articles on Innovation at Woolworths in journals such as Journal of Information Technology, IT Professional and Journal of IT Theory and Application; and a new article on a Green IS theory accepted for HICSS 2016, as a first outcome of the ARC Discovery grant.

GLENN STEWART

Glenn took long professional development leave with three goals: to gain further experience in Information and Knowledge Management; to gain a deeper understanding of the current best practice in design thinking and innovation; to establish productive partnerships for further research and scholarship in the area of design thinking and disruptive innovation. To achieve these objectives, Glenn worked for two months as the Principal Staff Officer in Information & Knowledge Management at Headquarters, 1st Division. During this time, he established a workforce planning research project, developed the annual plan for the IM branch, developed the requirement for a KM branch, and evaluated IM and KM products in current use in Army.

Glenn visited the Hasso Plattner Institutes of Design at Stanford and also the University of Potsdam. He stayed 5 weeks at each location, taking part in Design Thinking classes at Stanford, Innovation workshops at SAP in Palo Alto and participated in innovation methods workshops at Potsdam. Glenn's host at SAP and Stanford was Dr. Sam Yen, Chief Digital Officer SAP, managing director, SAP Silicon Valley and Stanford: School Design Fellow. The host at the University of Potsdam was Professor Norbert Gronau, Chair of Information Systems and E-Government. At HPI in Potsdam, Glenn met with the founder, Prof. Dr. Dr. Christoph Meinel and his key chairs, as well as with the co-director of HPI, Dr. Claudia Nicolai with whom he had several engaging meetings, and took part in innovation workshops with local innovators.

MARCELLO LA ROSA

Marcello's sabbatical started in June 2015 and will complete in January 2016. In this period, he visited Eindhoven University of Technology, WU University of Vienna and University of Tartu, where he gave research seminars and conducted research as part of the new ARC Discovery on Liquid Process Model Collections. This work led to the preparation of nine journal articles, three conference papers and to the completion of a journal special issue in BISE. Further research activities included attending and presenting at ICSSP 2015 (Tallinn), BIR 2015 (Tartu), BPM 2015 (Innsbruck) and the organisation of the call for papers and program committee for BPM 2016, in his capacity as program co-chair.

In terms of teaching activities, substantial time and effort went into the development and delivery of his MOOC on "Fundamentals of BPM". The MOOC was delivered in the period October-December 2015. Marcello also worked on two chapters of the second edition of his textbook, which is expected to be completed in 2016. Service activities included teaching BPM as part of an Executive Master's course in IT Governance at the LUISS Business School, and delivering an invited talk at a practitioners' event organized by the Italian Chapter of ISACA, both in Rome, besides the coordination of the IS School's CPE activities.

STUDENT DESIGN JAMS

Committed to real world learning, we established together with PwC as an industry partner monthly Student Design Jams (<http://studentdesignjam.com>). In these one-day events, students from various courses have the opportunity to work on industry-provided problems and get the chance to pitch their related ideas to a panel of experts. In 2015, we conducted such design jams for organisations such as Australia Post, Department of Human Services, Queensland State Government and Sparq Solutions.

A student design jam is an intensive, one day ideation session utilising the unbiased, creative talent of students, i.e. digital natives with a high ease of using contemporary technologies. A contextualising problem statement, a gamified environment (pitches & judging) and catalysing ideas ensure that new ideas are uncovered providing valuable input for subsequent incubation activities.



Student Design Jam

INDUSTRY AND GOVERNMENT ENGAGEMENT





CONSULTING AND PROFESSIONAL EDUCATION (CPE) SERVICES

The IS School is a trusted provider of choice for a number of organisations in terms of up-skilling its workforce and leadership teams. Related activities cover boardroom seminars on digital mindfulness, executive innovation seminars, workshop at leadership events or lifting the literacy in terms of the latest methods, tools and techniques for business analysts.

This year we delivered 15 continuing professional education (CPE) courses, of which four at the corporate level (i.e. to specific organisations) and eleven public courses on QUT premises. Through these courses we trained over 500 practitioners from a number of organisations.

Highlights of the year were:

- a large consultancy engagement with the Department of Human Services in collaboration with Ernst & Young
- training 50 executives from Woolworths on innovation leadership
- training 200 executives from Australia Post on innovation leadership
- various lunch seminars for the Department of Human Services
- the administration of the first public certification exams on Strategic BPM and on Business Process Improvement, to over 40 professionals in Rome, through our partnership with HSPI in Italy
- training 50 practitioners in Lean Six Sigma Green Belt.

Overall, we generated a record revenue of \$915,000 in corporate engagements, of which \$534,000 in CPE and \$381,000 in consultancy services. This is a 72% increase from last year's revenue, well beyond our target increase of 25%. Below is a list of all training courses we delivered in 2015:

Consultancy Opportunities	Client	Date	Location
Ernst & Young Partnership	DHS	Apr-Dec-15	AUS
Training course	Client	Date	Location
LSS Green Belt Certification	Public	Feb-15	QUT
LUISS public BPM certification	Public	Oct-Nov-15	Rome
Process Modelling with BPMN	Public	Jun-15	QUT
LSS Green Belt Certification	Public	Jul-15	QUT
Health Librarianship	OCS	first half of 2015	QUT
Enterprise Architecture	Public	Aug-15	QUT
LSS Green Belt Certification	Public	Jul-15	QUT
Process identification, analysis and improvement	Public	Nov-15	QUT
Process Modelling with BPMN	Public	Nov-15	QUT
Strategic BPM	Public	Dec-15	QUT
LSS Green Belt Certification	Public	Dec-15	QUT
BPMN for Qld SSA	Qld SSA	Nov-15	BNE
Law Librarianship	Public	Nov-15	BNE
Innovation workshops	Woolworths	various	BNE
Innovation workshops	Australia Post	various	BNE

DEPARTMENT OF HUMAN SERVICES (DHS) WPIT PROJECT

In April 2015, we started, in partnership with Ernst & Young, a substantial consulting project for the Department of Human Services (DHS) as part of the Department's comprehensive IT renewal program. The consulting revenue derived from this project is forecasted to exceed \$400,000 by the end of this year.

The consultancy supports the transformation of DHS through the business design and systems architecture of its Welfare Payments Infrastructure Transformation project and its integration into the federal government MyGov framework through the Digital Transformation Office.

LUNCH TIME EXECUTIVE SEMINAR SERIES ON ENTERPRISE SYSTEMS MANAGEMENT

Executive Seminar Series on Enterprise Systems Management is a monthly public event open to practitioners, academics and students organised by the Enterprise Systems Research Group (www.study-erp.org) at QUT. The objective of this seminar series is to gain industry insights on current strategically important issues in Enterprise Systems Management across diverse industry contexts.

This year we had four seminars from June – October representing CIO's from different industry sectors including industry, educational institutions and government agencies. In June we had Mr. Shaun

Nesbitt - CIO's of SEQWater to talk about "The strategic role of information technology in water management", in July Mr. Matthew Schultz – NBN & Digital Economy Coordinator of Ipswich City Council discussed "Ipswich's digital journey". In August we had Mr. William Confalonieri – Chief Digital Officer / Vice President of Deakin University to present how "The digital innovations and changes in technological paradigms is transforming the Deakin University". For the last seminar of the year in October we had Mr. Geoff Speechly – Regional Sales Manager for SAP Success Factors to present "The cloud of the future".



AIIA – AUSTRALIAN INFORMATION INDUSTRY ASSOCIATION

AIIA hosted a business lunch with Vivek Kundra (ex-CIO for the US Whitehouse) as the keynote speaker. Vivek focused on the need to develop disruptive innovation skills, while supporting business as usual in a more citizen-centric way. Vivek discussed that this generation looks for ‘an app for that’, while government still operates under the mantra ‘there is a form for that’. Following Vivek’s thought-provoking keynote speech, a panel addressed more detailed issues

concerning cloud delivery and its relationship to build versus buy, the implications between sectors of digital disruption enabling ‘real’ change and innovation, and citizen-centric service delivery. The panel consisted of Andrew Mills, QLD Government CIO, Colin McClintock CTO Q Health, Bruce McCallum Director Business Services QUT and Professor Glenn Stewart, ISS and was chaired by Mark Nicolls, Chair Queensland State Council of the AIIA.



IS SCHOOL IN THE MEDIA

The real-world focus of many of our research projects attracted comprehensive media attention in 2015. Various TV and radio channels reported on our work covering among others Australian shopping habits (Darshana Sedera), Google-based self-diagnosis (Guido

Zuccon), virtual reality for ecological modeling (Ross Brown) the Instagram activities of the artist CJ Hendry (Cara Wrigley), decision making processes (Peter Bruza) and the future of work (Michael Rosemann).



INVITED KEYNOTES AND PRESENTATIONS

International Presentations

- Darshana Sedera: *Innovation in Asia-Pacific: Lessons Learnt*, ICSAI 2015 Singapore, 21 March.
- Darshana Sedera: *Innovating with Digital Technologies*, InfoTech 2015, Shenzhen, China, 19 April.
- Peter Bruza, *Reflections on using quantum theory to model cognitive phenomena*. TSC 2015. Helsinki, Finland, 10 June.
- Michael Rosemann: *Competing in the Digital Age*. Invited keynote presentation at the 9th Process Lab Conference. Frankfurt, Germany, 11 June.
- Jan Recker: *The Theoretical Core and Protective Belt of BPM: Reflections on BPM Research and some Ideas for the Next Wave*. Invited Presentation at the SIKS Symposium on the Future of Business Process Management Research. Amsterdam, The Netherlands, 26 June.
- David Taylor: *Big Data Innovation Centre and Research Enablement*, SAP University Alliance Program Academic Conference, Singapore, 8 July.
- Jan Recker: *The Theoretical Core and Protective Belt of BPM: Reflections on BPM Research and some Ideas for the Next Wave*. Invited Presentation at the Lunchtime Seminar Series of the European Research Center for Information Systems. Muenster, Germany, 22 July.
- Michael Rosemann: *Conceptual Modelling in the Digital Age*. Invited keynote presentation at the 34th International Conference on Conceptual Modelling, Stockholm, Sweden, 20 October.
- Michael Rosemann: *From Process Automation to Process Digitisation*. Dutch Process Congress. Rotterdam, The Netherlands, 27 October.
- Darshana Sedera: *Innovating with the IT Portfolio*. ICBM 2015. Dubai, UAE, 15 November.

National Presentations

Various IS School members were invited to present at national and local conferences and workshops including the Business Improvement and Innovation in the Government, the Regional SAP User Group, the National SAP User Group Summit, Australian CFO Summit, Australian CIO Summit, Annual Hargreaves Conference, Digital Strategy Conference, Improving Universities Conference, ISPIM Innovation Summit, Pivotal and the University Library Forum.

Furthermore, School members conducted invited research presentations at the following Australian universities; Australian National University, University of Melbourne and University of Sydney.

Finally, School members gave invited presentations, seminars and workshops for a number of organisations including Australian Institute for Bioengineering and Nanotechnology, Australia Post, BWS, CEO Institute, CSR, Department of Human Services, Suncorp, Olam International, Queensland Government CIO Group, Queensland Department of Emergency Services, Queensland Health, Queensland Urban Utilities, RACQ, Super Retail Group.

EDITORIAL ROLES AND CONFERENCE COMMITTEES



Jan Recker,
Editor-in-Chief
of the journal
Communications
of the AIS (CAIS)

The appointment of Jan Recker as the Editor-in-Chief of the journal Communications of the AIS (CAIS) has been a highlight in terms of editorial activities by School members in 2015.

We are making substantial contributions to the global IS community via our role as members of the editorial boards of a number of journals including the Australasian Journal of Information Systems, Business Information Systems Management, Business Process Management Journal, Enterprise Information Systems, Enterprise Modelling and Information Systems Architectures, Information & Management, Information Processing and Management, Information Retrieval Journal, Information Systems and e-Business Management, Journal of Applied Logic, Journal of Database Management, Journal of Enterprise Information Systems, Journal of Global Information Management, Journal of Information Technology

Case and Application Research, Journal of IT Theory and Application, Journal of Strategic Information Systems, MIS Quarterly and Pacific Asia Journal of the Association of Information Systems.

In 2015, we were involved as program co-chairs of the following conferences: Business Process Management Conference (Jan Recker), Asian Information Retrieval Societies Conference (Guido Zuccon), International Conference on Service Oriented Computing (Alistair Barros) and the International Conference on Cooperative Information Systems (Michael Rosemann).

School members also co-chaired tracks at prominent international and national IS conferences such as the International Conference on Information Systems (ICIS), the European Conference on Information Systems (ECIS) and the Australasian Conference on Information Systems. We provided the co-chairs for the PhD symposia at the PACIS 2015 and the ER 2015 conference.

UNIVERSITY COMPETENCE CENTRE ASIA PACIFIC JAPAN

The University Competence Centre (UCC) is a not-for-profit business entity hosted within the Science and Engineering Faculty at Queensland University of Technology (QUT) that was established by a contract between SAP SE and QUT. The UCC APJ is one of six global University Competence Centres.

CORE ACTIVITIES

The UCC APJ is a service provider to 183 SAP University Alliances Program (UAP) members within the Asia Pacific Japan region, of which 158 (86.33%) are international Universities and Institutions. We provide access to cutting-edge, high impact technology from SAP and partner organisations for use within UAP member institutions of higher learning's undergraduate and post-graduate curricula. Our services enable students to obtain an extensive knowledge of SAP solutions, leading to outstanding graduates with the SAP knowledge and skills to enter the workforce. Through practical experience using SAP solutions, professors and students gain insight into how enterprise planning solutions can empower a business to optimize key processes such as accounting, supply chain management, business process management, customer relationship management, and business intelligence.

The UCC APJ launched a **Big Data Innovation Centre** during ACIS in December. The UCC APJ's role will be to provide the infrastructure for this Centre, which will be based on SAP's In-Memory Technologies including SAP HANA. The UCC APJ is taking strategic steps in order to provide the necessary support and consultation required to enable Academics in the APJ region to conduct high quality research activities focused on Big Data. In 2016, the aim is to continue to strengthen this research pathway and to enhance industry relationships where viable opportunities exist.

The second annual **ERP Sim Asia Pacific Japan Cup** was held in March, with participants from Indonesia, Hong Kong, Singapore and the Philippines. The ERP Sim APJ Cup is an interactive game that allows students to compete in a simulated business environment. The winning team of students, from the Universitas Islam Indonesia, was awarded a trophy and \$500 cash prize at the SAP APJ Conference in Singapore. As a result of these successful outcomes, the UCC APJ, HEC Montreal and other UCCs are collaborating to conduct an International ERP Sim cup in 2016.



ERP Sim Train the Trainer Workshop

TRAIN-THE-TRAINER WORKSHOPS

During April, the UCC APJ organised and hosted Australia's first ERP Sim Train-the-Trainer workshop. 18 academics, from institutions across Australia, attended the professional development workshop and gained vital training in ERP Sim products. All participants are now certified Level 1 Trainers, enabling them to conduct classes and utilise ERP Sim products within their curricula. The UCC APJ has also facilitated and supported 10 additional train-the-trainer workshops within the APJ region.



ERP Sim Cup winners

OUR CULTURE





OUR CULTURE

The well-being of every individual School member, maintaining a collegial, mutually supportive culture and making health and safety a key priority in whatever we do are essential to the day to day life in our School. We regularly assess the culture and climate in our School and invest in personal development activities. Aligned with QUT's identified set of core capabilities, we evaluate organisational development needs and conduct training to develop these essential skills

Mentoring and peer-to-peer support contribute to a dense network of interactions and connectivity. Digitally, we use Yammer as a way to exchange information and facilitate accelerated conversations.

The School retreat at the beginning of the year was dedicated to an update on how we are progressing with a number of previously identified concerns. It was pleasing to see that we were able to address many of these issues leading an increased level of job satisfaction.

THE IS SCHOOL CULTURE ACTIVITY

The IS School undertook a cultural survey in early 2015 to gain insights from staff and students on key issues related to individual and team morale and values, as well as the organisational health and wellbeing of the School. The process, coordinated by

Alistair Barros, involved an agile activity of collecting feedback, reviewing and refining the identified issues through a school-wide discussion, distilling key points for deeper reflection, and running group discussions through the ISS school retreat.



IS School Retreat Culture Activity



The identified issues highlighted the need for increased cross-disciplinary synergies, better communication and engagement with larger research programs, improving effectiveness of meetings, gaining feedback on early stage research ideas and having regular social events.

The School has addressed the identified issue of having fragmented visibility and the P-Y block divide through increased School presence in Y block. The presence increased through a number of events and meetings held in Y block including the School Executive meeting, and the Monthly Morning Tea. Additionally, from August 2015 three new Chairs and their teams have been located in Y block.

In addition, different groups in the school drive inspiring team-building and social initiatives. Examples include the Information Ecology Discipline retreats at Rainbow

Beach and Service Sciences Discipline's renowned International Food Festival, which this year drew 24 dishes from the different ethnicities of Y Block.

The School has also addressed the issue of reduced cross-disciplinary synergies through initiating discipline-level briefings at the School meeting, Friday research seminars, and early research idea pitch workshops. By the end of 2015 several cross-disciplinary synergies, seen especially through new project proposals, have been established.

The School has its monthly Birthday Cake Morning Tea, which has become an informal get-together over cake and coffee to celebrate success, acknowledge contribution, recognise and praise good work, and share the latest news.



IS School Morning Tea, November 2015

AWARDS AND RECOGNITIONS

VICE-CHANCELLOR'S AWARDS FOR ACADEMIC EXCELLENCE 2015

The Vice-Chancellor's Awards for Excellence recognise exceptional performance of staff, adjunct professors, visiting fellows, associates of QUT and QUT community partners who demonstrate sustained and outstanding achievement in activities that are aligned to the University's vision and strategic goals

This year, the award ceremony took place on 17 July. 85 QUT staff had been nominated in the 'academic individual' category of which only 6 received an award. 4 IS School members have been nominated for this prestigious award: Prof Marcello La Rosa, Dr Wei Song, Dr Kirsty Kitto, and Dr Cara Wrigley.



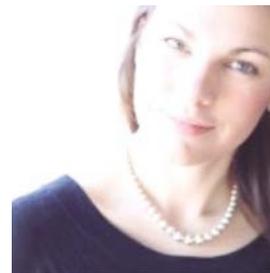
Marcello La Rosa



Wei Song



Kirsty Kitto



Cara Wrigley

SCIENCE AND INNOVATION CHAMPION AWARD

The Science and Innovation Champions program recognises local 'grass roots' innovators and science champions, both individuals and groups, across Queensland. The government's vision for science and innovation is to turn great ideas into great opportunities. The champions program is an activity under Advance Queensland and provides an opportunity to publicly recognise Queenslanders

who are contributing to and doing great work in this space. Science and Innovation Champions is also awarded a certificate for their achievements by the Minister for Science, Information Technology and Innovation. Congratulations to Cara Wrigley who has been awarded the Innovation Champion Award in 2015 – well done!



Dr Cara Wrigley receiving the QLD Innovation Champion Award 2015 from Hon. Leeanne Enoch MP Minister for Science and Innovation

PFHEA – PRINCIPAL FELLOWSHIP OF THE HIGHER EDUCATION ACADEMY



Christine Bruce

The Australian National University (ANU) Educational Fellowship Scheme (EFS) provides an opportunity for all those involved in teaching (and/or supporting learners in other ways), at ANU and beyond to be recognised as professionals within an internationally-standardised framework.

Principal Fellow is the fellowship category that recognizes strong leadership in teaching and learning at institution-wide or national levels.

Congratulations to Christine Bruce for becoming a Principal Fellow of the Higher Education Academy!

END OF YEAR IS SCHOOL OSCAR AWARDS

On 27 November the School organised its end-of-year meeting with its members getting together to celebrate the successful 2015 with recognising and rewarding individual and team achievement. All staff and HDR students were nominating their colleagues for the School's signature Oscar awards in 10 categories.

The following members have been awarded Information System School 2015 Oscars:

- **Colleague of the Year Award** – Taizan Chan
- **Collaborator of the Year Award** – Kirsty Kitto
- **Industry Research Impact Award** – Alistair Barros
- **Making a Difference Award** – Willem Mertens
- **Mentor of the Year Award** – Arthur ter Hofstede
- **Outstanding Outsider Award (for outstanding service outside the School)** – Thanuja Gunasekera
- **Paper of the Year Award (first author)** – Raffaele Conforti
- **Quiet Achiever Award** – Elham Sayaad Abdi
- **The Administration Athlete Award** – Mark Medosh and Cinthya Paredes-Castillo
- **Iron Wo(Man) Award** – Kate Davis



IS School 2015 Oscar and Learning & Teaching Awards



PHILANTHROPY



QUT Learning Potential Fund Students

The IS School is a strong supporter of QUT's Learning Potential Fund (LPF). The Learning Potential Fund provides a permanent, stable source of income for scholarships and bursaries for students in need. It is one of the largest of its kind in Australia and more than 2,000 students benefitted from the LPF schema.

In 2015, 7 members of the IS School made regular contributions to the Learning Potential Fund. In addition to these regular payroll deductions, the School had an aim of raising \$25,000 (excl. GST) via donating speaker fees for this year. We are delighted to report that we exceeded this target and raised \$42,158,54 via

speaking engagements with the following organisations; Australia Post, Child Safety and Disability Services, CSR, Olam, Queensland Department of Communities, Queensland Urban Utilities, RACT Insurance, RACQ, Sparkasse Detmold, Springfield Land Corporation, Suncorp and Woolworths.





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