PROFESSIONAL STAFF CONFERENCE 2016

Faster. Smarter. Stronger
# PROFESSIONAL STAFF CONFERENCE 2016: EVENTS SCHEDULE

<table>
<thead>
<tr>
<th>Time</th>
<th>SESSION 1</th>
<th>SESSION 2</th>
<th>SESSION 3</th>
<th>SESSION 4</th>
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<tbody>
<tr>
<td>8.00 – 8.30 AM</td>
<td><strong>Olympics Torch Relay</strong>&lt;br&gt;Registrations</td>
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<tr>
<td>8.30 – 9.00 AM</td>
<td><strong>Lighting the Flame</strong>&lt;br&gt;Opening ceremony</td>
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<tr>
<td>9.05 – 10.05 AM</td>
<td><strong>Resilience</strong>  &lt;br&gt;Dealing with change by changing how we approach work ★&lt;br&gt;Preserving the University’s digital legacy ▲&lt;br&gt;VCA’s Living Film Archives: from 1966 to beyond ▲&lt;br&gt;The Age of the Customer ▲&lt;br&gt;Notes from the Edge: Operationalising MOM to introduce campus-wide improvement ★&lt;br&gt;Overcoming challenges to implement local business improvement ★&lt;br&gt;The Elliot Wave Principle at Work ★</td>
<td><strong>The Digital University</strong>&lt;br&gt;Preserving the University’s digital legacy ▲&lt;br&gt;VCA’s Living Film Archives: from 1966 to beyond ▲</td>
<td><strong>A New Age</strong>&lt;br&gt;The Age of the Customer ▲&lt;br&gt;Note from the Edge: Operationalising MOM to introduce campus-wide improvement ★</td>
<td><strong>Performance Enhancement</strong>&lt;br&gt;Overcoming challenges to implement local business improvement ★&lt;br&gt;The Elliot Wave Principle at Work ★</td>
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<tr>
<td>10.05 – 10.10 AM</td>
<td><strong>5 Minute Break</strong>&lt;br&gt;Opportunity to change sessions</td>
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<tr>
<td>10.10 – 10.40 AM</td>
<td><strong>Personal and professional success ★</strong>&lt;br&gt;Music Therapy in Virtual Environments ▲</td>
<td><strong>IT Health-Check ♦</strong>&lt;br&gt;Root Cause Analysis: Tackling Issues at the Source ★</td>
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<tr>
<td>10.40 – 11.00 AM</td>
<td><strong>Athlete’s Village 1</strong>&lt;br&gt; Athletes are encouraged to look at the posters on display and decide which poster presentations they would like to attend.</td>
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<tr>
<td>11.05 AM – 12.05 PM</td>
<td><strong>Sports Psychology</strong>&lt;br&gt;Leading through Change: a neurological perspective ★</td>
<td><strong>Paving the Path to Success</strong>&lt;br&gt;Crafting your own job ♦</td>
<td><strong>Performance Metrics</strong>&lt;br&gt;How do we compare? Tips for Intelligent Benchmarking ♦&lt;br&gt;Realising the potential of your data: more effective reporting and analysis using Microsoft Power BI ★</td>
<td><strong>Synchronised Swimming</strong>&lt;br&gt;Collaboration for student outcomes ♦</td>
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**Key**
- ♦ Collaboration
- ♦♦ Personal Development
- ★ Lessons Learnt
- ▲ Technology Innovation
<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Events</th>
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<tbody>
<tr>
<td>12.05 – 12.40 PM</td>
<td>Athlete’s Village 2</td>
<td>Lunchbags will be served. Please present your lunch ticket at the nearest relay station.</td>
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<tr>
<td>12.40 – 1.10 PM</td>
<td></td>
<td>Poster Presentations</td>
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<tr>
<td>1.15 – 2.15 PM</td>
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<td>Keynote speaker (Kitty Chiller) Australian Olympic team chef de mission</td>
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<tr>
<td>2.15 – 2.30 PM</td>
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<td>Break</td>
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<td>All relay athletes are to pass on their lanyard to their partner</td>
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<tr>
<td>2.30 – 3.30 PM</td>
<td>Raise the Bar</td>
<td>Raise the Bar Academy - Sport program for Indigenous students ♦</td>
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<td></td>
<td>Mindfulness in the Office</td>
<td>Alexander Technique - mindful movement and the office environment ♦</td>
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<td>The Internet of People</td>
<td>Analyse or Die: Web analytics for site survival ♦</td>
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<td>Press Release</td>
<td>The Internet of People</td>
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<td>The Internet of People</td>
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<tr>
<td>2.30 – 3.30 PM</td>
<td>The Internet of People</td>
<td>Analyse or Die: Web analytics for site survival ♦</td>
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<tr>
<td></td>
<td>Press Release</td>
<td>The Internet of People</td>
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<tr>
<td>3.30 – 3.55 PM</td>
<td>Athlete’s Village 3</td>
<td>Afternoon tea will be served. This is your chance to network, meet your colleagues, and find out more about the poster presentations.</td>
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<tr>
<td>3.55 – 5.05 PM</td>
<td>2020 Vision</td>
<td>Faster, Smarter, Stronger....Learning from the Competition ♦</td>
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<td></td>
<td>Power and Performance</td>
<td>The Power of the Prototype ★</td>
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<td>International Cooperation</td>
<td>Connecting the dots: #GradLearnings ★</td>
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<td>Start Small, Dream Large</td>
<td>One million MOOC-ers, how did one small team do that? ♦</td>
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<tr>
<td>5.05 – 5.30 PM</td>
<td>Closing Ceremony</td>
<td>Medals for best presenters (as voted by audience)</td>
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<tr>
<td>5.30 onwards</td>
<td>Drinks</td>
<td>Drinks</td>
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**Key**
- ♦ Collaboration
- ★ Personal Development
- # Lessons Learnt
- ➤ Technology Innovation
POSTER PRESENTATIONS

What are poster presentations?
Designed to showcase key projects, initiatives or ideas within the University, poster presentations are one of the most exciting new initiatives to be introduced in this year’s Professional Staff Conference.

How will the poster presentations work?
Poster presenters are challenged to put together an A1 poster and present their poster in three minutes.

All posters will be displayed in a special exhibition area throughout the conference. At the first athlete’s village (morning tea), all athletes may take a lap through the poster exhibition and decide which poster presentations they would like to attend.

The main sprint starts at 12.40pm. When music plays, all athletes should head towards their poster presentation of choice. Seats are limited, so make sure you move quickly (but safely!). Once all athletes are seated, poster presenters will be given five minutes to do their presentation and answer any questions. When the music plays again, all athletes should move on to the next poster presentation of their choice. In this way, all athletes will have the opportunity to attend five poster presentations.

At the third athlete’s village (afternoon tea), athletes will have the opportunity to follow up with poster presenters and learn more.

List of Poster Presenters

<table>
<thead>
<tr>
<th>Title</th>
<th>Presenter(s)</th>
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<tbody>
<tr>
<td>Using Lean, Agile and Change Management to drive process improvement</td>
<td>Liesbeth van Oijen, Megan Williams, Rochelle Sullivan</td>
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<tr>
<td>Librarians: Partners in teaching and learning or check-out operators seeking self-aggrandisement?</td>
<td>Guido Tresoldi</td>
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<tr>
<td>Academic Advice: a new approach</td>
<td>Monique Alexander, Jarred Holt, Nick Gilfillan</td>
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<tr>
<td>Privacy First Aid</td>
<td>Mary Oppy</td>
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<td>Our streamlined Regulatory Framework is here!</td>
<td>Rachel Colombi</td>
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<tr>
<td>From Zero to Hero: Using the Records Assessment Kit</td>
<td>Kathryn Dan, Carmela Gallo</td>
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<td>Community engagement at the Faculty of Arts</td>
<td>Caterina Sciacca</td>
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<td>Respect Week 2016</td>
<td>The Respect Week Team</td>
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<tr>
<td>An innovative approach to data management</td>
<td>Ben Kreunen</td>
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<tr>
<td>Digitisation and the Management of University records</td>
<td>Chris Stueven</td>
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<tr>
<td>Virtual Reality and Student Recruitment at the Melbourne School of Engineering</td>
<td>Jacqueline Hoare</td>
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<tr>
<td>Collaborative Solutions – The Publications Coordinators Network Model</td>
<td>Jacinta Ridge, Jessica Finlay,</td>
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<tr>
<td>Enhancing the FBE student experience</td>
<td>Felicity Becker, Isha Kaur, Marika Benetti-Hille</td>
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<tr>
<td>The Research Platform Digital Fabulists</td>
<td>Nicola Laurent</td>
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<tr>
<td>Legal Agreements: Where Art Thou?</td>
<td>Carmela Gallo</td>
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SESSION PRESENTATIONS

Morning (9.05-10.40 AM)

Dealing with change by changing how we approach work
1-hour presentation
Louise Kinnaird and Gavin Slemp

BIP catapulted us into change – introducing an important question about how we deal with change in our roles. This presentation will inspire you with a case study detailing a personal experience of change, and how a conscious change of attitude enabled a more positive experience. It will also introduce the evidence-based concept of “job crafting” - a key factor in aiding individual employees to process and manage their experience of change, and a tool employees can use to enhance their work engagement, meaning, and fulfilment.

Personal and professional success
30-minute presentation
Varsha Viprita Lal

How do you achieve your goals, grow professionally and still be a pivotal member of the family? Hear about a personal journey navigating a full-time job in management, parenthood and a business in mediation, and the lessons learned in managing a career, people and time more effectively.

Preserving the University’s digital legacy
40-minute panel presentation chaired by Professor Andrew Kenyon

Addressing the challenge of preserving the University’s digital assets will involve ongoing investment in capability building, knowledge exchange, and infrastructure. As collaboration is central to the success of the University’s Digital Preservation Strategy, this panel session brings together a range of research champions from across the Melbourne Operating Model to articulate how the Strategy will benefit the entire University. Digital preservation is a collaborative endeavour and a shared responsibility for us all, and thus will enable new and strengthen existing connections across the University, supporting new workflows to help us work faster, smarter, and stronger together.

VCA’s Living Film Archives: from 1966 to beyond
20-minute lecture and facilitated discussion
Donna Hensler

The VCA Film School has embarked on a large digitisation project to make its entire graduate film school collection available online for teaching, research and engagement opportunities. As part of the project research, the presenter went overseas and visited 16 international film schools, archival and cultural organisations to investigate best practice and help determine the project outcomes. Hensler will share her findings from the trip and offer key recommendations for building a digital preservation structure to house and showcase the audio-visual assets of the Film School to ensure the University is at the cutting edge of the digital frontier.

Music Therapy in Virtual Environments
30-minute presentation
Ben Loveridge, Jeanette Tamblin, Ken Clarke

Clinical research has demonstrated that group singing can help people with quadriplegia to breathe better, speak louder and to make social connections. However, disproportionately high numbers of people with quadriplegia live in rural and remote areas. Our project uses virtual reality technology to connect people who are unable to access face-to-face music participation due to physical or geographical constraints. We will present results of our latest testing and talk about how virtual reality can help improve the lives of people with quadriplegia.
Morning (9.05-10.40 AM) - continued

**The Age of the Customer**
1-hour presentation  
*Lara McKay, Andrew James, Caroline Strong, Justine Carroll*

Customers are universally regarded as the most important people for any organisation as they are the resource upon which their success depends. Understanding the customer landscape and staying up-to-date with changing customer needs and expectations is therefore critical.

At the University of Melbourne, there is a widening gap between our customers' expectations and the reality of their experience. Advances in technology are empowering customers, and lifting their expectations. As other brands respond to changing consumer demands with technology innovation, we too need to improve what we offer in many areas such as technology capability, exceptional service, and life-long customer value.

**IT Health-Check**
30-minute panel presentation  
*Ben Morris, Meenakshi Shahi, Raffaella Di Maio*

Can I use Google Drive to store and share information? How do I know if my University account has been hacked, and where should I go for help?

Every day, we work with technology to manage large amounts of information. This presentation brings together professionals in IT Security, Legal Services and Privacy to share tips and tricks on keeping yourself safe in the digital world. Learn more about protecting personal information online, keeping accurate records, and protecting yourself from hackers and spam.

**Notes from the Edge: Operationalising MOM to introduce campus-wide improvement**
20-minute presentation  
*Tim Brabazon and Lea Campbell*

Making something big happen ‘enterprise-wide’ should not be a mystery process open to only a small number of staff. Good ideas come from everywhere, and the new Melbourne Operating Model presents opportunities for all sorts of new ideas to be put forward. Using a case study approach, this presentation looks at what you have to do to get a big idea off the ground, and the kind of challenges and opportunities you can expect along the way – from funding, to multi-year budget proposals, to project sponsorship, and of course the personal journey of learning from this kind of experience.

**Overcoming challenges to implement local business improvement**
20-minute presentation  
*Christopher Newton*

Bringing together real experiences, hard-earned lessons, and demonstrations of real-world solutions, this presentation will inspire you to re-examine how you conduct your regular work tasks. MOM has given the University the opportunity to explore and implement process change to use resources more effectively and efficiently. Whilst we are making great progress implementing new technologies and systems through large scale projects, as an organisation we can also empower staff to achieve meaningful change at a localised level. This presentation will demonstrate ways to overcome the challenges of implementing process change through planning and easy to use cloud-based services.
Morning (9.05-10.40 AM) - continued

The Elliot Wave Principle at Work
30-minute presentation
Kieran Bahlmann

The Elliott wave principle is a form of technical analysis of financial markets based on patterns or waves discovered while studying crowd psychology. This presentation argues that the Elliott wave principle can be used to analyse morale and productivity in the workplace. Learn more about how the principle can be used to identify when to push a team and when to back off, when to hold off on new ideas and when to introduce change, and how to allow staff to lose enthusiasm quickly so that they may reengage before too long.

Root Cause Analysis: Tackling Issues at the Source
20-minute lecture presentation
Karan Gill

When we perceive a situation to be urgent, we tend to opt for solutions that deal with the problem quickly. However, issues have a higher probability of recurring if only the symptoms are addressed and not the underlying root causes. Root cause analysis (RCA) is a structured process where causes of high risk and significantly recurring issues are forensically analysed by a multi-disciplinary team who go beyond the human element to identify latent processes, systems and organisational causes. Come along and learn techniques to identify root causes of problems which will ultimately lead to better solutions and outcomes for your team and the University.

Morning (11.05 AM – 12.05 PM)

Leading through Change: a neurological perspective
1-hour workshop
Tom Burton

This presentation provides an opportunity to understand and explore change leadership through an application of neurological theory. Learn more about why people behave differently when they experience change, the four key drivers behind our reactions to change, and how simple, ancient patterns in our brain can be understood and influenced. This presentation is relevant for anyone experiencing change, as well as managers who are supporting/managing a team through change. You will leave with a simple model of interacting with people through change, a better understanding of their own reactions to change and some new ideas.

Crafting your own job
1-hour presentation and workshop
Julie Wells and Judith Alcorn

When personal passion and university values collide – great things emerge! Hear from Julie Wells, Vice-Principal (Policy and Projects), who will share an overview of the insights she has gained on how to take your career in hand and consciously steer your own course. Also hear from Judith Alcorn, who will detail her personal journey of intentionally crafting her own role “from bins to biodiversity!” Learn about ideas and research in the emerging field of “Job Crafting”, and participate in discussions and activities to start shaping your own role for maximum satisfaction for you and service excellence for the University.
How do we compare? Tips for Intelligent Benchmarking  
20-minute presentation  
Himashi Fernando

The University has an ambitious strategy and aspires to be one of the best universities in the world. In this journey, professional staff need to be aware of how the University compares with other universities in Australia and beyond, and learn through best practice. Hear from the Program Manager for the UniForum benchmarking initiative and discover institutional and market insights developed through work in Business Intelligence and Reporting. In this session, Himashi will also share some critical success factors for intelligent benchmarking, and show you some ways to apply these techniques and learnings to your work at the University.

Realising the potential of your data: more effective reporting and analysis using Microsoft Power BI  
30-minute demonstration and information session  
Helen Duckham, Anthony Nelligan, William Khammy

We all have to deal with data. Whether you are producing an enrolment report, looking at your department financials or tracking engagement activities, Power BI (Business Intelligence) takes the Excel spreadsheet to the next level. In this session, Academic Division and University Services staff will share tips and tricks about the software and tell you how you can use Power BI to create dynamic, compelling, and insightful reports that can be easily shared. We'll cover examples of how the tool has been used for both small and large data sets and step you though the basics of loading your data, creating a report that meets the needs of your audience, and sharing it via the Microsoft Office 365 platform.

Collaboration for student outcomes showcase  
45-minute joint panel presentation represented by staff working with students in different parts of the University

Ariana Henderson and Anna Bailey (Academic Skills)

For many years, Academic Skills has delivered a semester-long English language program for students studying a first-year Bachelor of Environments subject. Successful delivery of the program has necessitated collaboration with both professional and academic staff from the faculty of ABP. In post-course evaluations, students consistently rate the program very highly. However, we were interested in determining the long-term impact of the program and have worked with students from the 2014 cohort to identify the program’s impact on them in the years that followed. In this session, we share our findings and key lessons learnt regarding this particular collaboration and how it continues to inform our current and future practice. Participants will leave with a better understanding of the value of long-term evaluation, and strategies with which to initiate similar reviews.

Sarah Cornish, Madeleine Yewers and Jacinta Lee den Besten (Faculty of Science)

The Faculty of Science work experience program has allowed greater collaboration between departments through sharing of time, resources and ideas. This program also raises the profile of the University and provides our research students with opportunities to engage with students who are proactive and interested in research at the University of Melbourne. We wish to present our best practices in a faculty driven work experience program for other faculties to take away and use.
### Morning (11.05 AM - 12.05 PM) - continued

**Collaboration for student outcomes showcase (continued)**
45-minute joint panel presentation represented by staff working with students in different parts of the University

**Stephen Campitelli and Dr. Jane Page (Academic Skills and Melbourne Graduate School of Education)**
This presentation examines a successful collaboration between Academic Skills, and the MGSE Master of Teaching (Early Childhood), identifying the elements that make it a successful, best-practice partnership model. In doing so, the presentation outlines key messages regarding the facilitation of successful partnerships within tertiary program-academic advisor contexts, and presents evidence that academic advising has a positive impact.

### Afternoon (2.30 – 3.30 PM)

**Raise the Bar Academy - Sport program for Indigenous students**
1-hour panel presentation
*Joy Vilalino, Carl Junot, Rod Warnecke*

**Alexander Technique - mindful movement and the office environment**
1-hour interactive presentation
*Rob Schubert*

What does it mean to "work safe"? Alexander Technique is a mindfulness practice that all can use to create greater ease in movement and prevent and or alleviate injury in the workplace. Hear from an academic with extensive experience in using this technique for pain alleviation, vocal problems and musical performance anxiety. You will come away with a practical approach to reorganising your reactions to activities that promote poor movement habits, and ideas to prevent injury and pain and experience greater ease in everyday life.

*This is an interactive session involving some physical activity. If you have a yoga mat, please bring it along.*
Afternoon (2.30 – 3.30 PM) - continued

**Analyse or Die: Web analytics for site survival**
30-minute demonstration and information session
*Christopher Mason*

Merely having a web presence is no longer adequate – to stay relevant and competitive, analysis is essential. At the core of website improvement and development sits web analytics - this session will show you how Google Analytics can be used to help you measure and improve your site’s success and optimise your marketing ROI.

**The Digital Revolution in International Relations: How to Share International Engagement Intelligence**
30-minute presentation showcase or demonstration
*Gabriele Suder, Ken Lee and Fitzah Gulam*

When you are in the business of international engagement-focused information, advice, support and representation, then data gathering and sharing is a crucial dependency. It defines the value we bring to the university, and the trust that the stakeholders have in our contribution. This trust is based on competence, reliability, and integrity. So in this digital age, an innovative ‘package’ solution that allows for transparent, clear, in-depth, comprehensive data access is key! It supports decision making, allows to track intelligence and outputs, and helps report on tangible outcomes. We make the university’s international relations work (and with it, international engagement) faster, smarter and stronger.

**The speech and the University’s message**
20-minute standing presentation
*Paul Gray*

Can professional staff members across the University speak effectively about University strategy? Drawing from experience as Speechwriter in the Vice Chancellor’s office since 2008, this presentation highlights three practical communications principles which might help professional staff in writing or advising on strategic presentations: understanding the audience, simplicity and story. It also addresses the fear that since most of us are not academics or senior leaders, we cannot contribute meaningfully on strategic communications, and suggests that 'non-expertise' can be a positive advantage in professional communications, so long as close attention is paid to these communication fundamentals.

**In the Pursuit of Knowledge: Communicating Research to a Wider Audience**
30-minute lecture presentation
*Laura Söderlind, Jane Gardner, Niamh Cremins, Nicholas Opie*

Life-changing research is done every day at the University of Melbourne, but how do we, as professional staff, communicate these stories and therefore have a role in increasing the impact of the research? This presentation features media professionals working on two research projects across the University, spanning different faculties and External Relations - the bionic spine and the HILDA Report. Learn more about their work behind the scenes to propel research into national and global awareness.
Afternoon (3.55 – 5.05 PM)

Faster, Smarter, Stronger: Learning from the Competition
40-minute presentation
Mary-Louise Huppatz, Margaret Ruwoldt

Each September, hundreds of staff from tertiary institutions across Australasia gather for the Tertiary Education Management Conference. With more than 70 presentations over the three-day program, the conference provides a unique opportunity to size up the competition and hear who is working faster, smarter, stronger. Straight off a plane from this year’s conference in Auckland, we will provide an overview of what we have seen and heard – who is conquering the cloud, dancing with data, embracing experience; who is pushing the boundaries of professional practice in the sector and where the opportunities are to collaborate with peers across institutional boundaries.

Is Political Correctness Silencing Free Speech in Universities?
20-minute lecture presentation
Hui Xian Chia

Universities have traditionally been a safe place for exploring controversial or unpopular ideas. Recently there has been a movement amongst university students to call for the silencing of speech deemed offensive, both on university campus and on social media. But who gets to decide whether speech is offensive or is legitimate political debate? This session raises questions about whether the current climate of political correctness is threatening freedom of speech at universities, and invites professional staff to consider the role that universities play in shaping conversation amongst our youth.

The Power of the Prototype
30-minute presentation
Matt Stewart

It is often said that ideas are easy, but turning them into reality is much harder. This presentation draws on lessons learned from coordinating projects, both in the University and beyond, to challenge that misconception. Learn how to turn abstract ideas into testable proof-of-concepts – prototypes – and how a prototype can be used to build knowledge, empathy and trust from others. You will walk away feeling inspired to innovate and adapt to a time of rapid change.

The Performing Art of Facilitation
30-minute presentation
Richard Taki

Teamwork is an essential part of working in the University. Gaining a better understanding of the individual and group dynamics you work with will strengthen your connection, improve your leadership skills and help you achieve your purpose. This presentation will share lessons learned from being involved in diverse projects such as Auckland’s Pride Parade and ENUF is Enough, a documentary made with VCA Theatre in partnership with Living Positive Victoria. It will also draw on literature about the concept of “wholepersonhood” to highlight facilitation processes and tools that are of benefit to all team members and team facilitators.

This workshop will end with a special performance.
Afternoon (3.55 – 5.05 PM)

Connecting the dots: #GradLearnings
15-minute lecture presentation
Erin Willis, Kenny Truong, Whitney Winspear, Amy Wilson, Tienyi Long

The Melbourne Early Career Development program is the first professional staff graduate recruitment program in the Australian higher education sector. As the first cohort of graduates in the program, we will share the stories that have shaped our experiences, and the lessons learnt whilst rotating through different areas of the University. From ‘connecting the dots’ to developing transferrable skills; we will share the benefits of taking an active role in your professional development and utilising the complementary skills of recent graduates.

Trust Me: A Story of Collaboration
30-minute presentation
Karin Mclean, Simm Chin

Using Trusts and philanthropy at the University as the vehicle, this presentation will take you on a fun and interactive journey about how collaboration really works. Our story will show how understanding the purpose of our work and the part we play can help you to connect, build trust, collaborate and do things differently to create better outcomes. We’ll highlight the importance of working across teams, sharing, open-mindedness and how working faster, smarter and stronger can take us up a notch. Without giving too much away, this presentation may include theatre, props, top tips and a little bit of Olympic referencing.

One million MOOC-ers, how did one small team do that?
45-minute lecture presentation
Susan Batur, Jamie Morris, Peter Mellow, Grace McCorkell

The Melbourne MOOCs have now reached more than one million learners! There are many moving parts behind the scenes to design and produce a fully online MOOC ready to go live on the Coursera platform for anyone in the world to log in to.

A new project is often the spark needed to get team members thinking about different ways of working together. This session will share the excitement, insights, experiments and rewards in our journey towards a rapid deployment model to deliver the University of Melbourne’s Massive Open Online Courses (MOOCs). It will describe how a small team has been working on this large scale initiative, and what has been discovered along the way.