

Corporate Services Activity Report

Report No. One – April 2018

KRA 1: STRATEGIC APPROACH & GOVERNANCE

Strategic Plan 2015-2020 (and Planning Framework): The redesign of the Strategic Plan was completed in February 2018. The December 2017 Traffic Light Report was approved by the Vice-Chancellor in March 2018. Of the 60 University Performance Indicators (UPIs), there were 51 'Green', nine 'Amber' and zero 'Red' UPIs as at December 2017. A review of the University Performance Indicators and Targets is underway, consultation sessions with nominated stakeholders are scheduled during April to May 2018. It is anticipated the revised targets will be used in the reporting cycle for 2018.

Organisational Unit Reviews – The Executive Education Draft Review Report was completed and submitted by the Review Panel to the Executive Director in January 2018. At its February 2018 meeting, the Planning, Quality and Risk Advisory Committee (PQRAC) resolved that with the move to an on-demand review model and additional assurances, the review schedule is no longer required. Five organisational units will be asked to provide a final progress update on their Response Plan to the Committee throughout the year, further progress to be incorporated into organisational unit plans and BAU.

Risk Management – Procurement of a cloud-based Enterprise Risk Management software solution (ERM) is complete, with a contract signed with software provider Risk Management and Safety Systems (RMSS). Key features of this solution include: remotely accessible 24/7/365 for risk logging and monitoring on multiple devices; dashboards; reporting and data extraction capability; configurable work flow to route interactions to the appropriate user; allocate, track and manage requests. The software is currently being configured and tested for deployment in Q2, 2018 along with training.

Internal Audit – Year one of ACU's rolling three-year Internal Audit (IA) Plan has been completed. Internal Audit is governed by the ACU Audit and Risk Committee. Final reviews from the year one stage were Cyber Risk and Capital Projects.

Business Continuity Management (BCM) – The Steering Group closed the BCM project at its final meeting on 29 March, on completion of its objectives. This included supporting the development of in-scope plans and recommendation of a policy and management framework. BCM Introduction and Awareness sessions were delivered to all in-scope Organisation Units. Business Impact Assessments were carried out for all identified critical business processes across the University. An enterprise business continuity strategy was adopted for implementation across the University. Business Continuity Plans were subsequently developed and tested to ensure suitability and practicality.

Enterprise Data Warehouse and Business Intelligence (EDWBI)

EDWBI Tranche 1: Completed development for Phase 1a (Enrolments) and awaiting user signoff. Phase 9 ('Requirement A' of LTED project) is currently underway with the System Integration Testing and historical data loading in progress. Development and rollout is expected to be completed by the end of Q2, 2018.

EDWBI Tranche 2: Phases 1 and 3 (Finance) are currently in flight with the verification and discovery of financial data underway. Phase 4 (Space Management) will kick off at the end of April 2018. Customised dashboards in PowerBI are constantly being created and are on offer to EPG and other users. Cost-effective licensing and dashboard / report deployment solutions are being explored.

Statistical Analysis and Student Surveys

Government Reporting – The 2018 course and campus files were submitted on 29 January 2018. The first submissions of Applications and Offers were completed on 8 March 2018. The 2018 Semester 1 Commonwealth Scholarship Offers (17 offers) was submitted on 26 March 2018. The second submissions of 2017 second half year student data (census date between 1 September and 31 December 2017) were completed on 17 January 2018. The SA-HELP (20818 records) and OS-HELP (212 records) for the second half year 2017 were completed on 26 March 2018. ACU's Funding Estimates 1, 2018 which include CGS/HECS-HELP, FEE-HELP, SA-HELP and OS-HELP were reviewed, approved and submitted.

Student Surveys – 2017 Quality of Learning and Teaching (QILT) survey results have been released and reports have been uploaded to the OPSM SharePoint site, except the Student Experience Survey (SES) 2017, for which we are still waiting for the data files from the Social Research Centre (SRC). 2018 Graduate Outcome Survey – Longitudinal (GOS-L) concluded mid-March with a final response rate 33%. ACU will participate in the Student Barometer Survey (ISBSB) 2018 for both domestic and international student barometer from April to June. 2018 May Graduate Outcome Survey (GOS) opens from 30 April and closes in one-month time. 2018 Employer Satisfaction Survey (ESS) will start 3 May.

World University Rankings – ACU actively participates in three major world University ranking systems (QS, Times Higher Education and US News) as well as a global benchmarking system (U-Multirank). To ensure the highest quality submissions and ongoing success in world rankings, OPSM has developed, tested and implemented a best-of-breed rankings data model. The University is now ranked on the highly competitive QS World University Rankings, Times Higher Education World University Rankings, US News Global Universities and a range of subject rankings as well as young University rankings.

Corporation – Consultation has been undertaken with Corporation Members in respect of proposed amendments to ACU Limited's Constitution which will be considered at the Annual General Meeting of Members on 2 May 2018.

Senate – On 9 April, Senate approved amendments to Statute 6.2 (Admission to Honorary Degrees) and the associated Regulations.

Governance Elections – During quarter one, the election process for the vacant position of Deputy Chair, Academic Board was administered along with a casual vacancy for an academic staff member on Senate.

Delegations of Authority Policy and Register – Senate approved a number of extensive changes to the *Delegations of Authority Policy and Register* in November 2017. Additional changes to the Delegations are being mapped with consultation to follow.

Records and Information Management (RIM) Project – The RIM Working Group has reviewed and provided feedback to ACU's external consultant regarding the draft RIM strategy and roadmap. A presentation to key stakeholders is scheduled for 30 April. Consultation on the policy framework has been completed and it is anticipated that the policy framework will be launched shortly. Work continues to manage hard copy records across several campuses, including HR and Finance records.

Online Privacy Training – To coincide with the commencement of amendments to the *Privacy Act* in relation to mandatory data breach reporting obligations, user acceptance training for online privacy training for all staff was finalised and the online module is being progressively rolled out.

Service Excellence Framework – The ACU Service Matters Framework has been revised to reflect ACU's refreshed brand and the excellence agenda with a greater emphasis on the service experience and the service user. The framework has been retitled to "Service Excellence Framework".

KRA 2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Enterprise Bargaining – The University is continuing to meet with the NTEU and the CPSU to bargain in good faith. Following the last meeting the parties are considering a Heads of Agreement and then work will be done to prepare the new ACU Staff Enterprise Agreement. Once the new Agreement is finalised there is a formal process through which the University provides a copy of the ACU Staff Enterprise Agreement 2017-2021 and summaries the changes since the last Agreement to all staff covered by the new Agreement, and, then put to a vote by staff. This is supported by communications with staff including the timeline and information to vote. Following this, the new Agreement is submitted to the Fair Work Commission for approval. The estimated timeline for all the processes to a new Agreement is 3-4 months.

HR Systems 5 Year Roadmap – Work continues on a number of approved projects and BPI's as identified in the current endorsed HR systems roadmap.

A significant project is the replacement HRP solution project. Following a project change request to manage some project risks, go live is planned for fortnight ending 18 May 2018. A range of User Acceptance Testing (UAT) is underway in preparation for Parallel Payruns from in April 2018. During April and May and concurrent with Parallel Payruns, engagement with and UAT by stakeholders of the new Staff Connect and online processes will occur.

The Onboarding Optimisation project has now 'kicked off'. The project steering committee has been established with the first meeting held in early April 2018. The implementation phase is planned to commence Q2, 2018.

Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020 – This Strategy and Action Plan is well advanced in its consultation. The Vice-Chancellor's Strategy group endorsed the Strategy in March 2018, it is currently out with the Aboriginal and/or Torres Strait Islander Staff Network for feedback, and will advance to the ACU Staff Consultative Committee and be launched at the Executive Planning Group in May 2018.

Gender Equity Initiatives – The University was awarded the Employer of Choice for Gender Equality (EOCGE) Citation for the sixth year in February 2018. Preparations are underway for submission of the Workplace Gender Equality Agency (WGEA) compliance report and the EOCGE Citation application for 2018.

Human Resources delivered Dealing with Discrimination, Harassment and Bullying Refresher Training to ACU staff in face-to-face, video conference and online modes. Over 80% of staff have completed the training, and will follow-up with staff yet to complete the Refresher Training.

myVoice Staff Engagement Survey 2017 – Action plans have been completed for some Portfolios and will be published on the myVoice website in Q2, 2018. Organisational units will be followed up on any further action plans for publishing on the myVoice website.

Work Health & Safety (WHS) – The WHS Advisory Committee (WHSAC) held its first meeting of the year on 5 March 2018. The WHSAC Terms of Reference and membership has been expanded to include a WHS Discipline Lead, and two Faculty nominees. The 2014 WHS Audit Report was updated to include a schedule of completion of outstanding items to December 2018 and progress will be monitored by the WHSAC. The University Internal Auditors will conduct a review of the current WHS Management System against the new International Standard ISO 45001 during Q3, 2018.

The WHS Incident and Hazard Reporting System was updated to include the identification against School, where previously this could only be identified at Faculty level. New reports have been developed which identify the number and types of incidents/hazards at Portfolio, Faculty, School and Directorate level. This will inform the development of WHS Key Performance Indicators.

A review and identification of gaps in the spread and location of Evacuation Wardens has been undertaken and will be addressed at each Campus.

The revised Work Health and Safety, and Wellbeing Policy, and WHS Committee Procedure, and Communications and Consultation Procedure have been released. The documents outline the University's commitments to consult with staff, students, contractors and others about significant risks and the way that they are managed. The Communications and Consultation Procedure outlines the triggers for initiating consultations and the pathway for resolving WHS issues.

The Institutional Biosafety Committee (IBC) is proposing to commence assessing research and teaching applications - associated with potentially hazardous biological agents, medical procedures and radioactive materials - from Semester 2, 2018.

Employment Relations Guest Speaker Series – This series commenced in July 2016 and is designed to highlight industrial relations matters and topical themes relevant to the University's Senior Management/Executive staff. The first session for 2018 is scheduled for 17 April 2018. Dr Graham Smith from Clayton Utz will present on the topic of Personal and Industrial Liability of Senior Officers with an emphasis on Breaches of the Fair Work Act, Workplace Health and Safety Acts and Anti-Discrimination Legislation. There will be at least three more sessions in 2018. The topics are likely to be Social media and the workplace, and Mental health and safety at work.

Broadbanding Project – The broadbanding pilot (HEW Levels 4/5) is now at the implementation stage. Broadbanding procedures have been developed to clarify the broadbanding process and the threshold criteria required for a HEW level 4 staff member to move to a HEW level 5 classification. The Broadbanding procedures are available on the ACU website.

Code of Conduct – The revised Code of Conduct was launched on the 27 November 2017 and incorporated into U@ACU and the Discrimination, Harassment and Bullying Refresher Training. The Code will continue to be incorporated in professional development programs/information sessions as appropriate.

KRA 3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

Finance System – Finance System has new and updated information on the Finance Website which can be found as follows:

https://www.acu.edu.au/staff/our_university/directorates_offices_and_their_units/finance/finance_system/faqs

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Some parts are still 'work in progress' and will be updated within the next 3 months.

ACU Credit Card Policy – Due to the changes of cabcharges and petty cash, the credit card policy has been updated – the new version can be found http://www.acu.edu.au/policy/finance/credit_card_policy

ACU – UBER – Cabcharge etickets will be available from concierge until 6 April 2018 and will be available from Finance until 30 April 2018. The University is currently implementing UBER for Business as an alternative for ground transport. After 30 April, staff without a purchase card who travel via taxi, rather than UBER for Business, will need to claim taxi travel expenditure through the staff expense reimbursement process. UBER for Business will be introduced to ACU in three stages: firstly, invitation to current ACU corporate credit card holders; secondly, invitation to approved frequent travellers who don't hold a purchase card; and lastly all ACU, bookings made via UBER administrators.

ACU – Petty Cash – Petty cash has been removed and no longer available from 6 April 2018. From 6 April, all claims for reimbursement of non-payroll related expenses can be made through the staff expense reimbursement process. Staff with University purchase cards should utilise their purchase card where possible.

ACU – Finance Website / Finance Systems – The ACU Finance Website has been given a 'facelift'. It gives a better overview to the users with useful information for example Finance Quicklinks. In addition to that we have updated the information for Finance System with a new outline of the process, a TechOne FAQs as well as a User Guide and Resources.

http://www.acu.edu.au/staff/our_university/directorates_offices_and_their_units/finance

Australian Universities Procurement Network (AUPN) – The AUPN collaborate to improve excellence in procurement practice and in the skills of procurement professionals. The AUPN is a registered business name of Higher Ed Services. ACU is one of 29 university members.

Unimutual – Annual Financial Statements – ACU is a member of Unimutual and the 2017 Annual Report has been released and features ACU on pages 15 and 16. <http://www.unimutual.com/wp-content/uploads/2018/04/Unimutual-2017-Annual-Report.pdf>

KRA 4: INFRASTRUCTURE AND ENVIRONMENT

Solar energy assessment – The first phase of the solar energy assessment project is complete. This phase involved an expert review of the draft RFP for the ACU Solar Assessment. That review has significantly improved the RFP's specifications on safety, structural assessments, and business case analysis. The revised RFP will shortly be released to the market.

ACUSIS Utilities Dashboard – An online dashboard that illustrates ACU's water, electricity and gas consumption and costs has been developed using ACUSIS, and is undergoing its first trial to determine usability, prior to its release to Properties Directorate and key Corporate Services staff by end April.

Melbourne Campus Dynamic Set-Points Initiative – Planning to deliver a program in April to reduce energy consumption in the Melbourne Campus's two largest energy-consuming buildings, the Daniel Mannix and Mary Glowrey Buildings. The program will apply new temperature settings to those buildings so that the internal temperatures will vary with the seasons, rather than maintain seasonally-anomalous temperatures. The program has the potential to deliver cost savings in excess of 10%.

Sustainability engagement – The Sustainability Program has obtained strong levels of engagement with staff from most faculties and business units at ACU through the medium of Workplace, and in particular the Sustainability@ACU and the ACU Bicycle Users groups.

Development & Major Projects

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Ballarat	St Brigid's Health Sciences Building	In March 2018, the building was awarded 5 Star – Green Star – As built by the Green Building Council of Australia.
	Mercy Building	Roof installed by end March 2018. Façade due to be completed mid- April 2018. Interior fit out ongoing. Final services cut ins planned in May 2018. Target completion remains June/July 2018 (weather dependent).
Brisbane	Peter W Sheehan - Extension	Stage 1 – Mock Wards delivered in December 2017 to schedule, and Stage 2 – Dry anatomy, paramedicine, nursing wards delivered in January 2018, all in time for smooth bump in by staff before commencement of semester.
	Library Stage 2	This project is under review in relation to the finalised functional requirements against budget. P&F to seek direction.
	Building 200, level 1 ACM Removal and Office Refurbishment	Stage 1 is targeted for mid-May 2018, due to the additional requirement to re-sarking the roof and re-point the ridge line. Stage 2 on target for mid-2018, involving the removal of asbestos containing material.
	Building 207 Class Rooms and Sessional Offices conversion from Mock Wards.	Completed on time by end January 2018, allowing sessional staff and Learning and Teaching staff to occupy prior to the commencement of semester as planned.
Canberra	Veritas Building	Practical completion achieved prior to commencement of Semester 1 2018. Blessing of the Building occurred in mid-March 2018. Very positive feedback from all staff and students.
	Blackfriars Upgrade – refurbishment and renewal of ground floor public spaces	Internal works 90% complete. Outstanding items include some joinery and furniture. External treatment to entrance delayed due to heritage authority concerns. Awaiting authority approval of updated design.

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Melbourne	Saint Teresa of Kolkata Building	In December 2017, VCAT determined the project consistent with ACU's revised Development Planning Overlay submission. Awaiting Heritage Victoria determination prior to commencing the preparation of tender documentation.
	81 Victoria Parade	Architect's Project Initiation report issued to ACU for review.
Nth Sydney	Edward St Landscape Plan	Design workshop to be convened with VC participation, target May 2018.
	IPPE Relocation to NSY	Works completed on time in late November 2017 with relocation completed in early December 2017. Additional requested items under review.
	Nursing Lab relocation – JCB Building	Class room needed to meet Science curriculum completed in time for commencement of classes in Semester 1 2018. Completion of remaining labs delayed due to Authority approvals. Target completion prior to commencement of Semester 2. Work arounds in place with the support of timetabling and the School.
	Underground Carpark	Planning approval received. Preferred Tenderer notified. Site establishment planned for end April 2018. Completion date target remains early 2019 subject to weather and latent conditions.
Strathfield	Post IPPE Relocation Works	Completed by start of Semester 1 2018, except for AV installation to 611.1.01

Facilities Management

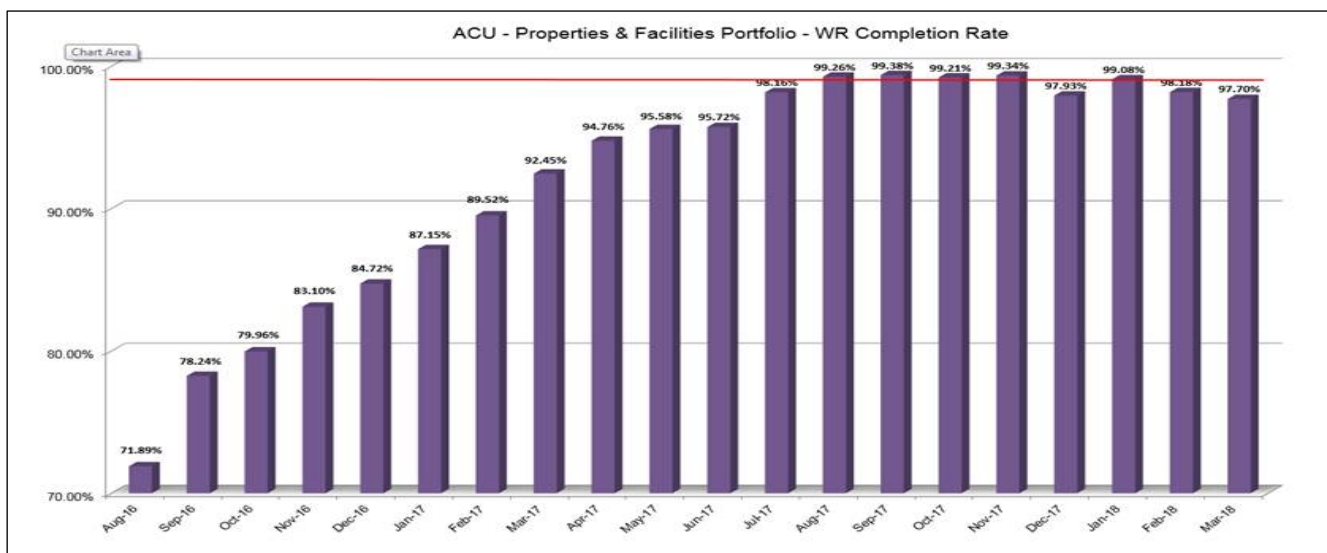
CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Ballarat	Cleaning Contractor went into liquidation	Temporary solution in place
	New cleaning Tender sourced Completed WHS Defects Working on Roof Anchor Points	New cleaning provider to start mid-April 2018 In-Progress – 75% completed Commenced – scheduled completion August 2018
Brisbane	Cleaning Contractor finalised	In transition Out Phase
	New cleaning Tender sourced Major BMCS Defects/ Cable Issues Working on Roof Anchor Points	Tender in progress – schedule new contractor – mid May 2018 Developing Solution with DIR and Service Provider Commenced – scheduled completion August 2018
Canberra	Cleaning Contractor went into liquidation	Temporary solution in place
	New cleaning Tender sourced Completed WHS Defects Working on Roof Anchor Points	New cleaning provider to start mid-April 2018 In-Progress – 90% completed Commenced – scheduled completion August 2018
Melbourne	Cleaning Contractor finalised	In transition Out Phase
	New cleaning Tender sourced BMCS upgrades and modifications Working on Roof Anchor Points	Tender in progress – schedule new contractor – mid May 2018 Developing Solution with DIR and Service Provider Commenced – scheduled completion August 2018
Nth Sydney	Cleaning Contractor finalised	In transition Out Phase
	New cleaning Tender sourced Exterior Fade Repairs TWH Internal window replacement CH	Tender in progress – schedule new contractor – mid May 2018 Almost complete – 95% Challenges getting lifting equipment into building – in-progress
Strathfield	Heritage Tile Replacement – Phase II Edmund Clancy Building BMCS Upgrade	PO Signed – Down Payment completed – works to commence In-Progress

Security Operations – In early 2018 the Security CCTV and Access Control Servers (software) was upgraded to improve data stability and interrogation capabilities. Ongoing work with local campuses are continuing to service and maintain cameras whilst also validating field devices to central computer tags and identifiers. The preparation of the new National Security Centre (NSC) is in development with the commissioning of a new Power Generator scheduled for April 2018. Ongoing investigations are being performed regarding the relocation and upgrade of central servers which are scheduled for later in 2018 as this could be a new cloud based solution or remote hosted.

There were a total of 108 security events across all campuses throughout the 1st quarter of 2018 excluding the NSC reported incidents with a majority originating from the Brisbane campus with a total of 46 events.

Property Risk Audits – All ACU properties are inspected by an external WHS Risk Auditor twice a year and currently there are 19 High, 64 Medium and 135 Low Risk WHS Hazards across the portfolio. The 18 of the 19 High Risk items relate to Working at Height which are being addressed through a dedicated national project expected to be completed by the Q3, 2018. These high risk items came about as a result of a change in WHS legislation in late 2017.

Concierge Services – An interesting trend has started to occur across a majority of the campuses as the successful completion rates of the Work Requests has dropped to 97.7% a 1.3% drop in performance. Whilst this number is only small, the few items that were dropped were significant as the wider ACU community have embraced the high productivity and service standards previously achieved.



Unified Communication & Collaboration (UCC) Phase 1 & 2 – This project intends to standardise and consolidate ACU Voice and Video communication technologies with the seamless integration to ACU collaboration tools. Completed the upgrade of teaching spaces works at Strathfield (612.G.01 and 612.1.04) and the integration of Skype for Business and Polycom. Currently integrating desktop and in-room communication and collaboration tools, and have submitted for approval the re-prioritisation of rooms to commence work on.

UCC Phase 2 in the upcoming year will: replace old teleconferencing with Skype for Business; standardise Skype for Business clients; upgrade Web room booker to Web Resource Booker; upgrade meeting/teaching spaces; enable one-touch to join in meeting rooms; and commence user training once all the works are completed.

IT Service Improvement (SIP) Phases 1 & 2 – This project aims to provide a self-service portal for easier access to IT support services. The first phase was successfully delivered in February, 2018 with approximately 90% of positive feedback from the university. IT SIP Phase 2 is currently in the Initiation phase. A business case has been submitted for Phase 3 in Q4 2018, seeking funding to support the implementation of change and problem management processes into the workflow.

IT SharePoint Pilot Project – Completed Design and User Acceptance Testing, with completion of migration from SharePoint 2010 by end of April, 2018. Currently in progress with developing IT SharePoint Online governance. Expecting to release the design of SharePoint as a service by mid May, 2018. Currently encouraging users to self-install licensed software in an app. store style system. ACU staff have different versions of Microsoft Office in the environment; this project will provide a consistent end user experience by standardising staff's desktops on Windows10/Office 365 through automated updates and end of life replacements of PCs.

IT Security & Risk Assessment – This project aims to understand our current state, identify some remedial quick wins, and develop capability. The Discovery and Assessment phases are completed. Commenced the design phase involving the delivery of the

Cybersecurity strategy plan, Cybersecurity roadmap, the related Project briefs and the new business cases by April 2018. Started remediation work to address the PWC Audit.

Identity & Access Management Phase – This project aims to begin process of modernising system identity and access provisioning. Work has commenced on the necessary upgrade/replacement of the University's current end of life "Identity Management System". Completed the Cutover of MIM for staff in production environment. Planning the next implementation phase.

Firewall replacement – This project aims to replace ageing and ineffective protective infrastructure. Firewall replacement is completed and in operation.

Wireless network – This project aims to create foundation network for location aware services to the University community. Completed RFO for Ethernet cabling and new access point installation, also the upgrade of Cisco PRIME to current version. Planning to complete the Ethernet cabling and new access point installation on six campuses by Q2 2018; migration of Cisco CMX Proof of Concept environment to Production environment by Q2 2018; loading of floor plans and new access points in to Cisco PRIME for six campuses by Q2 2018; integrate Cisco PRIME floor plans and access point locations data into Cisco CMX production environment by Q2 2018.

Internet Access Control – This project aims to provide authenticated visitor access to the ACU network. The new Palo Alto Firewall is implemented and is awaiting testing with Cisco Identity Services Engine. The final Design and configuration document is completed and approved. The provisioning of virtual appliance/Cisco ISE is completed. Planning to complete ACU wireless support integration by Q2 2018; Integration with SMS service for ACU guest/visitor PIN provisioning by Q2 2018; Cisco Identity Services Engine integration with Palo Alto Firewall by Q2 2018.

Online Top-ups for Student Payments – This project was approved in December 2017 and is currently in the planning phase. The statement of work is being finalised by the vendor so that work can commence as quickly as possible.

Appointment Booking System – This project was approved in December 2017. The current system used by several areas of the University is beyond end of life and fails frequently. Currently in RFP stage, closing on 17th April 2018.

Enterprise Architecture - Models and standards enabling easier sharing and flow of data. IT Technology standards are now defined to enable easier data flow and sharing. IT Governance is also finalised.

innovation@ACU - Innovation ideation training & process. Ideation phase learning completed – ideas generated and skills built. This will be channelled into IT continuous improvement lifecycle to identify innovative and creative activities to enhance our delivery model.

Enterprise Service Bus (ESB) / Integration Uplift – This project aims to provide application data sharing capability and delivery. The ESB has recently been used to deliver the Enterprise Data Warehouse Project (EDWBI), Unicard – Student Photos, and Research Master integration with Banner. E=Quals (Digital Student Data) with Student Systems is currently being developed. Projects that will take advantage of this capability soon include Student Portal Phase 3, Public Website Redevelopment, new HRIS implementation and LTC Dashboards.

Project Portfolio Management – As part of the ongoing improvement of portfolio management, projects have been grouped under five programs of work, each with a clear vision and objective and their own respective governance steering group, for improved planning and delivery. TOR, Roles and Responsibilities, and governance framework are being finalised and put in place for implementation Q2, 2018.

Storage renewal – Renewed reliable storage for applications/systems. First Phase is completed. Planning for the second phase (establishing file storage for departments and personnel) is almost complete; preparation for the implementation stage has been initiated.

Cloud Infrastructure Reference Architecture – Process and templates for cloud sourcing decisions. Project is in the initiation phase. Staging and direction is being finalised for the project that will result in the delivery of processes and templates for cloud sourcing decisions.

KRA 5: STAKEHOLDER RELATIONS

Advancement – Year to date the ACU Foundation has received \$89,950 in donations. Key donations in this period were \$50,000 from Commonwealth Bank for the PM Glynn Institute and \$20,000 from St Joseph's College, Gregory Terrace for scholarships. Year to date funds secured, which includes cash gifts banked plus full value of pledges made this year, is \$79,135. Eight staff have signed up to contribute to the Staff Giving program so far in 2018, bringing the total number of donors to 35 staff.

Sponsorship – Catholic partner events have been a focus for sponsorship in the first quarter with ACU sponsoring industry and business events in Melbourne and Sydney including the Catholic Social Services Conference, St Vincent's Foundation Opera in the

Market Fundraiser and Sydney Catholic Business Network Lunch. Orange Sky Australia General Manager of Operations and ACU alumnus, David Tubb will be a guest speaker at the ACU Games in Ballarat on 4 April.

Alumni Relations – ACU celebrated International Women's Day (IWD) in 2018 with a series of events across 5 campuses in two days. Our breakfast panel-style events focused on this year's IWD theme, Press for Progress and featured a number of talented female graduates, with more than 450 registrations for attendance from alumni, staff and prospective students.

Internal Communications – Completed roll out and embedding Workplace as a platform for communications and collaboration. As of 6 April 2018, 2000 accounts were claimed (76 per cent of staff) with 1,000 active weekly users. Commenced a review of the staff bulletin, with changes planned for Q2, 2018.

Media/Public Relations – The new model for the external communications team aims to better support key ACU stakeholder groups such as senior executives, research (both the institutes and faculty research) and study disciplines. In Q1 2018, transitioned away from a reliance on external support for research media.

Public website – The Discovery, Define, Design process of the public website was completed in 2017. The content stream is progressing well using an Agile methodology to target highest priority areas for content rewrite. Phase one expected to be delivered late Q3, 2018.

Student portal – The portal continues to deliver against the backlog of feature enhancements. Progressive releases have seen the launch of: Library search quick link; Add library menu items; Display library opening hours; Add URL field to events; Add menu entry for Leap into Learning; and Unit results to be displayed in marks.

Course Browser/Course approval management system – Completed consultation with stakeholders and documented high level system requirements. Developed draft business case for the implementation of a new system for circulation through the appropriate forums shortly.

Safeguarding Children Portal – Delivered the first phase of the Safeguarding Children Portal and currently working with stakeholders to progress the second phase of the project.

Canberra Education Analysis – Conducted desk review, competitor application and enrolment analysis, internal stakeholder fact gathering and initial consultation with Careers Advisors to understand state of play and potential opportunities within the Canberra Education landscape.

Discipline Structure Development & Insights support – Working with faculties to develop the optimal tiering of high level study areas, specific discipline offerings and relevant course offerings as a way of communicating the ACU offer. These structures are in the process of being implemented by the Public Website and CRM teams.

Early Offer Analysis – Research has identified that earlier offers being made by competitor institutions are impacting the conversion of applicants to enrolments at ACU. A desktop review is being undertaken to understand how ACU compares in terms of activity.

Schools relationship scheme – It has been identified that ACU's Schools relationship scheme isn't fully compliant in relation to transparency in admissions. A review has been undertaken to identify the selection criteria to ACU, how this compares to competitors and a review of enrolments by the schools currently participating in the program.

Autumn Graduations – There will be a total of 5676 students having awards conferred in the upcoming Autumn ceremonies. Registration for the Autumn graduations closed 19 March with 4182 students registered to attend a ceremony (73% of eligible students). The remaining students will have their award conferred in absentia, with 220 electing to attend a future ceremony. Ceremonies commence with the Canberra ceremony on 5 April, Ballarat on 7 April, Brisbane 17-18 April, Sydney 8-10 May and Melbourne 16-18 May.

Grades and Marks – From the 2018 Summer study period, students will be provided with numerical marks alongside grades for all graded (ie non-Pass/Fail) units. Academic staff are now required to submit whole marks as well as grades for all students in graded units from the beginning of 2018. All students will be notified of final marks and grades for all graded units via email, Student Connect and the Student Portal. Marks will be published alongside grades on the Academic Transcripts for all units from 2018. Further development of reporting capabilities and technical screens to support processes such as change of grade will be completed by April in time for Semester 1 2018 results.

Course Completion (XG) Process – The XG (Expected to Graduate) process, where students are assessed for course completion prior to the release of final results, has been successfully piloted and was rolled out to all courses for Autumn 2018 graduations. 4,332 students were assessed as XG by the Semester 2, 2017 result release date on 8 December. This allowed Student Administration to course complete almost 2,500 students on result release day, speeding up confirmation of completion to students. This process

contributes significantly to the student experience and meets their expectations of being course complete as soon as possible after their final results are available. Faculties are asked to engage with this process to ensure as many students as possible are identified as expected to graduate (XG) in advance of the course completion deadline.

Student Systems Futures Project – An overarching project steering group has been established to oversee the significant program of work surrounding the upgrade of Banner and its dependent digital systems and processes. The group, chaired by the Chief Operating Officer, seeks to achieve greater collaboration in the student system development across the Corporate Services portfolio, with a greater investment in the centrality of the Student System including a clear and focussed plan to transfer the student system fully to Banner 9. It will aim for an enhanced and explicit focus on the key stages of the Student Experience. A reference group will be established in due course to ensure engagement with the Faculties and other stakeholders.

Direct Admissions Portal Trial – The trial of offering direct admission for postgraduate courses through the VTAC FlexiDirect portal has successfully concluded. The trial was conducted from August 2017 to February 2018 covering postgraduate Psychology, Counselling and Business offerings and was free to institutions in the trial period. For courses assessed at Faculty with multiple requirements for entry such as supporting documentation and referee checks, there was significant process and time improvement from application to offer. The portal system allowed offers to be made two weeks earlier than previously achieved in Psychology and Counselling courses. Faculty staff reported an enhanced experience from the comprehensive applicant lists provided by the system. However, the trial demonstrated that there was little business improvement offered for courses assessed in Admissions with simple or limited entry criteria. This process contributed significantly to the application numbers for Counselling courses as the software presents all courses in a related field where the applicant may meet initial requirements. Currently assessing the ongoing cost benefits of the system beyond the free trial period.

Student Images – Faculty and Administrative staff can now view approved student images in Student Connect. A review of the Student Cards and Photographs Policy & Procedures was undertaken in 2017 and the recommendations were approved by Academic Board in September 2017. This has allowed us to implement these changes within Student Connect enabling staff to view student images, thus aiding relationships between staff and students.

Service Central – The Integrated Services Management Project has progressed through the “Design Stage” to produce a service management model called “Service Central” which will provide staff with a single location for access to information and services delivered by all of ACU’s Corporate Services. Service Central was announced by the COO via the 13 March 2018 Staff Bulletin. The Service Now platform will be used to provide an enterprise approach for Service Central to managing all on-line service enquiries and requests, whilst the Service Central Contact Centre will manage all service phone enquiries and requests. Service Central will “go live” via a phased implementation from August 2018 to February 2019.