Corporate Services Activity Report
Report No. Four – November 2018

KRA 1: STRATEGIC APPROACH & GOVERNANCE

Service Central – The first stage of Service Central was launched on 9 November, 2018. Service Central intend to enhance the staff service experience by providing one location to access information and services delivered by Corporate Services. The first services within Service Central are HR and Properties and Facilities, to be followed by other services being rolled out through to May 2019. Service Central will provide: a comprehensive knowledge base to enable staff to access information at anytime from anywhere; a consistent way to make service requests or enquires via an on-line portal and via phone; transparency of service requests and their status; automated workflows; and one place to provide feedback. The Service Central portal can be accessed via staff.acu.edu.au/servicecentral and staff can call Service Central on (07) 3623 **7272**.

Senate – Commenced the preparation of the mandatory periodic external review of the governing body required under the *Higher Education Standards Framework (Threshold Standards)* 2015. The first step in the review is an internal self-assessment by Senators via an extensive survey. The results of the internal review will inform the external review process to be conducted in 2019.

Elections and Nominations – A new Student Senator has been elected in accordance with Clause 13.2(j) of the Constitution. Michael Benson was announced as the candidate elected for the term 1 January 2019 to 31 December 2019. Michael is completing his 4th Year of Bachelor of Law/Bachelor of Global Studies. He is the ACUNSA North Sydney President and is a past Vice-President and Secretary. Michael has collaborated with both local and national student clubs and societies; the Identity and Mission directorate, ACU National Leadership Summit, and Student Enrichment. He also played a pivotal role in the inception of the MacKillop Law Students Society.

The term for several Chapter positions and Panel positions is due to end at the 2019 AGM. Senate, through the Nominations and Remuneration Committee, is currently considering options for successors. The election process is currently underway for President of Australian Catholic University Limited in accordance with Clause 12 of the Constitution.

Records and Information Management Project – Work continues in relation to the management of hard copy records across several campuses, including HR and Finance records.

Privacy – To coincide with the commencement of amendments to the Privacy Act in relation to mandatory data breach reporting obligations and the EU's Data Protection Regulation (GDPR), online privacy training will be required of all staff. An online module has been developed and will soon be rolled out to all staff across the University on the new ACU Education Hub.

IT- Procurement-OGC Engagement / Procurement Process – The Office of General Counsel continues to collaborate closely with the IT and Finance Directorates to streamline internal processes and develop a new standardised suite of Information Technology contract templates.

OGC Contract Templates – A broad suite of legal contract templates have been updated (and continue to be updated) to ensure ACU contracts are current, fit for purpose and consistent.

Risk Management – ACU's new Enterprise Risk Management system (riskmanager) will go live in November 2018. The new online system replaces current paper-based risk registers. Training has been offered and delivered at Brisbane, Sydney and Melbourne campuses. Paper based risk registers have been pre-loaded into the system.

Internal Audit – Two internal audits were conducted in 2018, including Procurement and Vendor Management, and Product Development. Work continues to refine Year three of ACU's rolling internal audit schedule and to clarify assurances on remaining reviews from 2018.

Fraud and Misconduct Control Plan – Following submission of a detailed discussion paper to the Planning, Quality and Risk Advisory Committee (PQRAC), a Fraud and Misconduct Control Plan is currently under development. A review group has met to consider the existing draft document submitted to the PQRAC. It is anticipated the Plan will be complete by Q1 2019.

Business Intelligence (BI) – *maturity assessment is still open* An Institutional Intelligence Maturity Assessment is currently underway. The survey remains open at the time of this report. Program updates: Tranche 1 - User Acceptance Testing (UAT) has commenced for the Learning and Teaching Enhancement Dashboard project (Phase 9) for estimated completion by Q4 2018. Tranche 2 - Finance (Phase 1) is at the build phase and expected to finish in Q1, 2019. Student Assessment (Phase 2) is on hold until the completion of Tranche 1 Phase 9. Space Management (Phase 4) is at the UAT phase and expected to finish in Q4, 2018. Verification and Discovery for Staff Management (Phase 7) & is currently underway. The Research phase is expected to begin shortly.

Surveys – External Student Surveys – The 2018 Student Experience Survey (SES) closed on 31 August 2018 with final response rate **51.2%**, the highest response rate achieved to date for ACU. The SES collects data from a sample of current students. The first round of

the 2019 Graduate Outcome Survey (GOS) is running from 1 to 30 November 2018. The survey is open to recent graduates who completed their course during first half year of 2018. 2018 Graduate Outcome Survey – Longitudinal (GOS-L) results were received on 31 October 2018. The survey was conducted in February 2018 and captured data on labour force outcomes and job history of 2014 graduates. Internal staff surveys – the Community Engagement Survey 2018 closed Friday 28 September. The Listening Exercise Survey has launched and will close on 30 November 2018.

Rankings – *ACU ranked in the world's top 500* During Q3 2018, the University achieved the following ranking positions:
- Improved to 401–500 position in Times Higher Education World University Rankings 2018/19 (up from 501–600)
- Top 10 among Catholic universities globally in Times Higher Education World University Rankings 2018/19
- New 501–600 position in Academic Ranking of World Universities 2018
- Improved to 251–300 position for arts and humanities in Times Higher Education Subject Rankings 2018/19 (up from 301–400)
- New 201–250 position for education in Times Higher Education Subject Rankings 2018/19
- Improved to 653 position in US News Best Global Universities (up from 832 position)

Data submissions were made to the U-Multirank benchmarking system during Q3 2018 and commenced rankings information sessions to generate awareness and educate staff about world university rankings.

Government Reporting – Revisions and additional student data, including SA-HELP, Course and Enrolment and Load Liability files have been submitted since the last update in August 2018. The ACU's Funding Estimates 2, 2018 which include CGS/HECS-HELP, FEE-HELP, SA-HELP and OS-HELP have been reviewed by the CFO and submitted to the Department on 27 September 2018 after the approval by COO. 2018 first-half year student data have been verified and signed off on 15 October 2018. The first submissions of 2018 second half year student data (census date between 1 July and 31 August 2018) are currently under validation process and will be submitted by 27 Oct 2018.

ACU Strategic Plan 2015-2020 – Preparations are underway for the December 2018 Traffic Light Report (TLR), with the progress update requests being sent to organisational units in early November 2018. It is anticipated that the 2018 TLR will be published in February-March 2019 and will be accompanied by the new Strategic Scorecard Dashboard.

Organisational Unit Reviews – The Executive Education Response Plan was developed and provided to the Acting Vice-Chancellor and President for comment and approval in October 2018. The suite of review documents will be made available to Academic Board, ACU Staff Consultative Committee and ACU staff following approval by the PQRAC in late November 2018.

Tertiary Education Quality and Standards Agency (TEQSA) – *Low Risk Status* The University's annual Risk Assessment was finalised in September 2018 and included one 'Moderate' rating for Higher Degree Research (HDR) graduate satisfaction, with TEQSA noting the declining trend of HDR graduate satisfaction (from 73.3% in 2015 to 67.5% in 2016). TEQSA advises there is a strong correlation between Risk Ratings of providers and the outcomes of assessment of re-registration applications, as indicated in the table below.
- In its Annual Report for 2017-18, TEQSA noted that the most common areas for adverse decisions on applications for re-registration related to corporate and academic governance and staffing, academic leadership and support staff.
- TEQSA continues to publish guidance notes, reports and updates on its website, which have related to increased transparency for students and launch of Course Seeker, Assessment Insights Report and Corporate Plan 2018-22.

Table: TEQSA Risk Ratings and outcomes for re-registration (sector data)

	Provider Risk Rating	Adverse Outcome (%)	Positive Outcome (%)
2015-16	Moderate to high	70	30
	Low	14	86
2016-17	Moderate to high	81	19
	Low	0	100
2017-18	Moderate to high	75	25
	Low	0	100

KRA 2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Enterprise Bargaining – The proposed ACU Staff Enterprise Agreement 2017-2021 ('the Agreement') was endorsed by both the NTEU and CPSU and approved by 92% of staff on Thursday 16 August 2018. The Agreement was lodged with the Fair Work Commission on 29 August 2018 for approval, which may take between three and six months. The Agreement takes effect seven days after approval from the Commission. A summary of changes to the new Agreement can be found at the SharePoint site EB2017.

Human Resources is developing an Agreement implementation plan which details a comprehensive range of actions arising from the new Agreement. There are a number of "administrative changes" to be made to policies where they arise directly from the new terms of the Agreement in order to ensure consistency. Some policies require substantive changes which will be reviewed, and consultation will take place via the ACUSCC. Should the Agreement be approved and take effect prior to the completion of all policy updates, the terms of the new Agreement will prevail where there are any inconsistencies and staff will have access to all the terms of the new Agreement once it takes effect. Specific communication about the application of the Agreement will occur with staff and supervisors.

Meeting the Challenge – HR continues to provide support to the organisation through a period of significant change as the University responds to funding cuts to higher education introduced by the Commonwealth Government in 2017. The Meeting the Challenge website currently contains twenty-six change plans and it is expected that a further three (3) change plans will be released to staff prior to the conclusion of 2018. Most plans are final, and implementation is occurring or in most plans completed. During this period of change, the University has received and managed nine (9) disputes relating to specific change matters which were resolved allowing these to have minimal impact on the overall progression of change processes. Redeployment continues to be supported by HR with thirty (30) displaced staff redeployed or placed in positions across the University. The Redeployment Guides developed during this period will be updated and continue to be used to support staff affected by change into the future.

A Change Review was undertaken with an external facilitator in mid-October. This provided HR together with key change leaders across the University an opportunity to reflect on this period of significant change. A report is being developed that will be used by the HR team to inform revisions to the Leading and Managing Change Framework and processes to support change.

HR Systems 5 Year Roadmap – Aurion - Post go-live activities for the replacement HRP solution is a key focus and current priorities include the progressive release of further online business processes. Human Resources staff are adapting to new ways of working and Business Process Automations (BPAs) delivered to date including Probation Reviews, Separations, Salary Flexibility/Higher Duties and Fixed Term Expiry Advices, are yielding increasing efficiencies and positive user experiences. Major benefits are expected during the high-volume end of calendar year contract end/renewal period which have previously involved significant effort from Human Resources staff. The "Phase 2" business case for this project, to implement the additional modules of Recruitment, Onboarding, Learning & Development, Budget & Forecasting and Career Manager, has been presented to ICTAC for consideration by the University.

Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020 – Collaborative efforts with First Peoples and Equity Pathways for ACU's Reconciliation Action Plan (RAP) are well advanced, with the launch of the RAP occurring during October. Information about the RAP and launch activity will be posted to Workplace. A procurement process to engage a consultant to develop an Aboriginal and Torres Strait Islander Cultural Capability Framework in support of the University's Aboriginal and Torres Strait Islander Employment Strategy has been initiated. In support of the University's Aboriginal and Torres Strait Islander Employment Strategy, recruitment for the second intake of the Corporate Services Graduate program commenced late October.

Work Health & Safety – Work continues to implement the recommendations from the Work Health Safety Management System Audit. Recruitment is underway for a WHS Officer (0.5) to support WHS activities on NSW campuses, incorporating a 0.5FTE resource to cover maternity leave for the WHS Officer based in Brisbane.

Capability & Development – Maura Fay Learning were engaged in 2017 to prepare a Report, following consultations with a range of Stakeholders, on Development and Leadership Development and subsequently in 2018 to recommend a three-year strategy for learning and development at ACU. The Learning and Development Plan will focus on strengthening organisational capability across levels and positions and providing a program of opportunities as opposed to one-off training offerings.

The University has engaged in a tender process to procure the services of training providers who have the skills and experience to support the execution of the Learning and Development Plan. The tender closed in mid-September and submissions are currently being reviewed.

The e-Induction module, one of four components of ACU Induction, is being redeveloped. Stakeholder feedback has been incorporated into the redesign and content of the program which incorporates contemporary adult learning principles.

Gender Equity Initiatives – The citation application for the Workplace Gender Equality Agency leading to the Employer of Choice Citation, an accolade the University has proudly held for the last six consecutive years, was submitted in advance of the 30 September deadline. The University will be notified of the outcome in mid-February 2019.

The Wellbeing Series Seminars continued through August and September focussed on Supporting Working Parents, Women's Wellbeing and R U OK? Day. The *Supporting Parents Workshop* provided a range of information and practical tools to assist staff to better manage their work and family commitments. The *Women's Wellbeing in Focus* webinar held in September and provided participants with information on enhancing their wellbeing across all life stages. The *R U OK? Day* webinar focused on raising awareness of common mental health issues and provided participants with strategies to support them to confidently approach family, friends and/or colleagues and ask, 'R U OK?'. The Wellbeing Series seminars will continue in November with several events planned to include a webinar promoting awareness of the prevalence of domestic violence and raising funds for the Movember Foundation promoting men's health issues. Planning for the 2019 Wellbeing Series Seminar is well underway with a variety of topics to be covered with a particular focus on staff well-being and staff with caring responsibilities.

KRA 3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

Treasury Team have been awarded the Vice-Chancellor's Staff Excellence Award for Mission Excellence for Sustainability bond. ACU's Treasury Team has been recognised with this Award for introducing the world's first sustainability bond from a university. The team secured $200 million in investor funds to finance ACU's 10-year strategic infrastructure plan, whilst strongly reflecting ACU's mission and values.

For journals to be processed in TechOne to the current month of October: Please note that the deadline for referring in TechOne a valid* and approved** journal to your respective Portfolio Management Accountant (PMA) or Finance Manager (FM)- is the 25th of October. Any valid* and approved** journals referred to the respective PMA or FM in September but after COB 25th October will be processed in November.

NOTE: *Containing sufficient supporting documentation and without coding errors
**Approved by the Line Manager of the debit project code. Please contact Irene Antonacci (Nardone) x3360 or via email

2019 Budget Development Process – It was discussed in the BAC that the 2019 International Agency Commission budget be linked to the Enrolment Plan and a volume-based budget. The budget variation relating to the 2018 International Agency Commission was approved by the Committee.

Unimutual Conferences September 2018 – key points of discussion included: discussion and update on Domestic Airlines Strategy and Activity Plan; proposed Changes to the University Procurement Hub (UPH) customer contract; variation Agreement to the Heads of Agreement; membership updates and proposed New UPH Operating Model.

'First Look' US Private Placement Conference – Scott Jenkins and Mitch Srbinovski presented to 4 groups of investors from USA (already existing clients and / or new) the ACU Sustainability Bonds at a NAB conference in October 2018.

KRA 4: INFRASTRUCTURE AND ENVIRONMENT

PROJECT	STATUS
Program 1: Digital workspace and staff experience anywhere, anytime	Vision: An engaging and collaborative online staff workspace & services
Unified Communication & Collaboration (UCC) Phase 1 – to standardise and consolidate ACU Voice and Video communication technologies with seamless integration to collaboration tools.	Completed Phase 1 the integration of the ACU Polycom and Skype for Business infrastructure and rollout of Skype desktop client to all staff computers.
IT Service Improvement (SIP) Phases 2 – to provide a self-service portal for easier access to IT support services.	Phase 2 is underway to deliver 79 Enhanced IT Portal Services.
IT SharePoint Pilot Project – New IT SharePoint on-line platform pilot is being used by the IT department for initial review and feedback.	A partner has been engaged to work with us on the design, migration strategy, and governance for moving the University's SharePoint sites to the enhanced platform. Anticipated to be completed by February 2019.
Office 365 – to migrate the rollout of Office 365 to all ACU staff desktops.	Revised rollout plan completed for Q1 2019 of the Office 365 Applications. The required upgrade of ACU Desktop computers from Win7 to Win 10 is underway and to be completed by end of Q2 2019.
Program 2: Protect ACU's reputation in CyberSpace	Vision: Safe, secure and reliable
IT Security & Risk Assessment - aims to understand our current state, identify some remedial quick wins, and develop capability.	The Cybersecurity strategic plan and Cybersecurity roadmap have been drafted and provided to Audit & Risk Committee for noting. First tranche of work is underway. A program steering group will be set up to consider and confirm this work going forward.
Identity & Access Management Project – seeks to modernise system identity and access provisioning.	This is currently being looked at again due to the urgency of ensuring user onboarding and offboarding.

PROJECT	STATUS
Program 3: Technology facilitating the student experience anytime, anywhere	Vision: An immersive, engaged, seamless online student experience Note: now being managed as a part of the student futures program
Unified Communication & Collaboration (UCC) Phase 2 – to upgrade AV equipment and systems to enable collaboration in teaching rooms and video conferencing meeting rooms/classrooms.	Two lecture theatres – 502.3.02 (Ryan Lecture Theatre North Sydney) and 403.G.05 (Philippa Brazil Melbourne), and 10 current meeting rooms with Skype Room Based Video Conferencing Technology Systems are on target to be completed before the start of semester 1 2019. The selection of a Room Booking and Allocation system is being finalised that will enable synchronisation of calendars with timetabled meeting spaces and rooms to enable a "click to join" meeting feature in all video conferencing enabled meeting rooms.
Wireless network – to create the foundation network for location aware services.	Completed cabling and new access point installation for Melbourne and Ballarat campuses, and Strathfield and North Sydney campuses are expected to be completed by November 2018.
Internet Access Control – to provide authenticated visitor access to the ACU network.	This was successfully trialled at the University Campus Open Days. Currently being finalised to launch before end of November 2018.
Online Top-ups for Student Payments	New system going live to student cohort in early to mid-November with communications from AskACU pending. The system will be available via the Student Portal.
Appointment Booking System – Booking System replacement for students, to make appointments with staff.	The current system used by several areas of the University is beyond end of life and fails frequently. Early preview of new modules and configuration has been enabled for stakeholders to explore new features. Background enablement and licensing by vendor has completed. Next steps are to plan implementation for various stakeholder groups by Jan 2019
Program 4: Develop agile innovation and implementation capability	Vision: Delivering it enabled value faster and better
Enterprise Architecture – An Enterprise Architecture Repository to enable the sharing of information on ACU data flows & integration, systems landscape, technology standards and business capability models for quicker technology decision making.	Enterprise Architecture Repositioning is populated and being trialled. ICT standards completed and published. Recruitment is underway for an Enterprise Architect.
Enterprise Service Bus (ESB) / Integration Uplift – to provide application data sharing capability and delivery.	New integration releases between the HR system (Aurion) and Research Master, Active Directory are currently under way. Other integrations in design include ServiceNow, ComplyFlow, ACU's new Scholarships solution, and SafeZone.
Idea to Reality Process Implementation to enable a more responsive and consistent approach to IT's engagement with other areas of ACU for scoping, evaluation, and implementation of new ideas to completed projects.	A form to request consultation services is in the IT portal. A simple one-page explanation of the process and what other business units can expect to happen will be communicated in coming months
Software Development Lifecycle (SDLC) Uplift – to improve development, QA and testing capabilities for applications.	Agile practices developed through this initiative have been embedded within Student Administration and Marketing projects, with improved staff morale through increased collaboration. The lessons learned, framework, management standards, and tools are in the process of being extended to other projects, initiatives, core systems and technologies for ACU.
Program 5: Cost efficiency and operational agility	Vision: Sustainable and flexible IT services
Consistent renewal funding	A model is being developed to more accurately forecast and budget for maintenance and renewal funding for IT infrastructure, so budgeting in future is more predictable than the current inconsistent capital project funding.

PROJECT	STATUS
Monitoring of applications and systems	The New Relic monitoring system implementation has been completed for Sitecore, ESB and SSO, providing early indication of potential issues. New Relic will next be implemented for Banner as well as the Student Allocator system.
Governance of IT investment	Work is underway to improve the governance around IT investment to ensure that appropriate processes are followed, and decisions made regarding both capital and overheads spend.

Development & Capital Projects

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Brisbane	Mercy Building	Partial replacement of ceiling to Gaudete Centre is planned once BuildCorp has sourced particular species of timber.
Canberra	Veritas Building	Consistency of air conditioning performance remains unsatisfactory. Issue to be escalated with builder Cockrams.
Canberra	Blackfriars Main Entry Upgrade	Contract for main entry works recommended for execution. Project expected to be complete in February 2019.
Melbourne	Saint Teresa of Kolkata Building	Letter of award issued to Watpac Pty Ltd for main construction. Expected delivery date May 2022. Works to commence immediately following approval of Early Works Construction Management Plan, target mid December 2018.
Melbourne	81 Victoria Parade	A series of workshops were conducted including Planning Strategy, Safety In Design, Project Risk and Project Design. Lodgement of planning application is expected in mid-December 2018.
Nth Sydney	Landscape Community Garden	Vice Chancellor has endorsed the Concept Plan. Next step is to prepare an Early Works package for the frontage to 40 Berry St.
Nth Sydney	OGC relocation to L5 TWH	Works complete. OGC relocated in October 2018.
Nth Sydney	173 Pacific Hwy Simulation Wards and Wet Lab relocation to JCB	Architect and Services Engineering Consultant appointed. Functional brief preparation underway.
Nth Sydney	Gym and Student Hub - CCH	Concept Design complete and cost plan prepared. Value engineering exercise underway to reconcile with budget.
Strathfield	Underground Carpark	Completion date target remains early 2019 subject to weather and latent conditions. Three quarter of the ground and roof slabs are poured. 20 days of inclement weather incurred to date, 10 more than budgeted.

Facilities Management

CAMPUS	FM ACTIVITY	STATUS
Ballarat	Ext Lighting & CCTV Audit Upgrade of Air Conditioning Workplace Training	Completed audit & commenced the installation of equipment Upgrade and replacement of AC in Catherine of Sienna Undertook workplace training about Teamwork
Brisbane	Upgrade of BMCS Controllers Ext Lighting & CCTV Upgrade SAMP Condition Audit Trailing of NBN Data Interface	Completed survey & commenced replacement of controllers Completed survey, commenced Phase 1 of Light Upgrade Completed property survey and preparing data report Completed installation and testing of new NBN data nodes
Canberra	Ext Lighting & CCTV Audit	Pending – CCTV and Lighting Audit
Melbourne	Supporting ServiceNow BMCS Upgrade Ext Lighting & CCTV Upgrade SAMP Condition Audit	Ongoing support with development of ServiceNow Tendering of BMCS upgrades complete – pending signing Supporting the transition of a new Cleaning Contractor on site Completed site audit and progressing with analysis report

CAMPUS	FM ACTIVITY	STATUS
Nth Sydney	Upgrade of AC in CCH Upgrade L-11 Windows Ext Lighting & CCTV Upgrade SAMP Condition Audit	CCH - Upgrade of the Pneumatic AC System to Electronic CCH - Repair of Windows and removal of Asbestos L-11 Installation and upgrade of lighting and additional CCTV Completed site audit and progressing with analysis report
Strathfield	Ext Lighting & CCTV Upgrade Survey of Edmund Rice Roof Upgrade AC in Mullins Wing SAMP – Condition Audit	Installation and upgrade of lighting and additional CCTV Completed survey of roof, heritage reporting for major service Installed new AC Unit & Piping – pending VRF heads Completed site audit and progressing with analysis report

Security Operations – Over the past 2 months Melbourne campus security have been working closely with local police in regard to multiple crimes and investigations ranging from civil disturbances in neighboring streets, to bike thefts and break and enters. Upgrading of the Access Control Cards continue to occur with creation on new Consultant Cards and modifications to the processing of new staff/ contractor cards occurring.

Property Risk Audits – A detailed report has been completed of ACU roof access systems and working at heights safety equipment/ anchor points. Multiple defects have been issued and a correction program is underway to resolve these issues depending on severity and risk profiling. The current building compliance rating is at 83% with 99 fully compliant buildings and 19 buildings with various level of compliance.

At present there are 8 High WHS risks within the system, 64 medium and 166 Low Risks identified. This is a slight increase in the amount of defects on campus due to the ongoing risk audits and surveys performed. These will be addressed over the coming month as a majority of them are small issues relating to operational changes or alterations which were being changed or altered during the time of the audit.

Solar energy assessment – Solar feasibility assessment will be completed by late December with report expected mid-January 2019. The project will assess the technical and financial case for installation of solar power at all campuses, and will assist decisions regarding installation of solar arrays.

TEFMA 2017 Annual Survey – Survey results released in September show ACU remains Australia's most energy efficient University (measured by energy consumed per unit of floor area, *and* by energy-use per person), and generated the lowest amount of greenhouse emissions per EFTSL of any University. The results also showed that ACU has the third-lowest water consumption per EFTSL, with consumption rates less than half the sector average.

Green Travel Plans – Completed draft Green Travel plans for Canberra, Ballarat and Brisbane Campuses, to support the implementation of ACU's Green Travel Policy. AVCs have been invited to provide a response to those plans, prior to their issue. Green Travel Plans for Strathfield, North Sydney and Melbourne Campuses are already in place.

KRA 5: STAKEHOLDER RELATIONS

Student Allocator Project – After experiencing load and functionality issues in phase one of this class allocation software trial the vendor, Cyon, was able to augment the capabilities of the Student Allocator software to acceptable levels in cloud-based testing. The project team are currently negotiating environment details with IT to support on-premise testing. If testing achieves the required levels of 15,000 concurrent logins and automatic save function, phase two is scheduled to go ahead for Semester 1, 2019 allocations on the Brisbane campus. As risk mitigation, the Timetabling team will prepare a backup system in our existing allocation system to allow a no-go decision at any point in the trial.

Graduate Entry Teaching in FlexiDirect – Direct Admissions Services have, for the first time, embarked on a single solution for applications and offers in ACU's popular Graduate Entry Teaching (GET) course. Prior to this admissions intake period, applications for GET entry were processed across three Tertiary Admission Centres and also via direct admission. By using the FlexiDirect (powered by VTAC), applicants experience a totally ACU look and feel while we achieve consistency, accuracy and speed in our assessment process. Feedback from the FEA is positive regarding the process and assessment outcomes.

Change of Grades automation – Examinations & Results are working with Student Systems to automate the file transfer of grade change data. Databee, providers of ACU's examination management system are working with Student Administration to supplement their system with an online automated workflow that includes Head of School approval where required. This innovation will eliminate weeks of manual data entry work currently undertaken by the E&R team.

Banner Upgrade Project – Student Administration and Information Technology Directorates have continued their journey of transforming the look and feel of Banner and Student Connect by implementing Ellucian's new Registration module. This is the first student facing Banner 9 module and allows the students to enrol in units in an easier interface. The module is our first step in improving the enrolment

process for staff and students and as such, lays the foundations for an enhanced enrolment experience. The project will reaching out to Faculties and interviewing staff about issues with the current processes in order to inform a plan to implement further improvements.

Managing Student Placements – Engaged Quantum IT to interview staff and gather information about the way ACU uses our placement system (InPlace). The vendor has presented several recommendations for each of the disciplines on how to streamline processes and the first step was to upgrade the platform. The upgrade is to stabilise the platform and improve performance. Staff will begin to see the benefits of the upgrade as the project team implements the recommendations made by Quantum IT. Students will have seen the benefit of the upgrade immediately, as the interface is now more intuitive and user friendly.

ACU issues first digital transcripts – ACU has joined universities across Australia and New Zealand to make digital versions of academic documents available to ACU students through the My eQuals portal, a secure and trusted provider of certified digital academic documents. 1947 digital transcripts were issued through the My eQuals platform to the spring graduating cohort. Digital testamurs and AHEGS will be the next digital documents released. Benefits of the My eQuals portal include: Student access to their certified ACU documents online 24/7; Students can provide potential employers or other educational institutions with a secure link to their digital documents in a faster, easier and more environmentally sustainable way than with hard-copy documents; In-built security features mean that employers and other third parties can trust that linked digital documents are genuine and authentic.

Spring Graduation ceremonies – The 2018 Spring Graduation ceremonies were held in Melbourne on 26 September, and in Sydney on 9 October. 1868 students were conferred during the spring graduation ceremonies, which is an increase of 359 graduates compared to spring 2017. The increase in graduate numbers was across the following:
- *Online* – increased by 130 compared to spring 2017
- *Melbourne* – increased by 125 compared to spring 2017
- *Sydney* - increased by 98 compared to spring 2017

976 students attended a spring ceremony including 128 students who were conferred in previous semesters but deferred attendance to a spring 2018 date. 39 doctoral degrees were conferred in spring with 16 attending the Melbourne ceremony and another 16 attending the two Sydney ceremonies. There were no honorary degrees conferred during the spring graduation cycle.

Candidature Services drives improvements to research candidature administration – The Candidature Services team, established in Student Administration in June 2018, is delivering high quality support to research candidates and the many staff across ACU that support them. The team have been collaborating with the Office of the DVC (Research) and Student Administration teams to drive improvements to the student and staff experience from enquiry to graduation. Key activities over the past quarter have included:
- Reviewing and recommending improvements to all research candidature policies, including the Higher Degree Research Regulations. These recommendations include required updates due to the changes to the Office of the DVC (Research) and the establishment of the Candidature Services team in Student Administration; as well as improvements to policy in line with sector and ACU best practice
- Coordinating the assessment of applications for commencement of candidature and RTP stipend scholarships, while identifying and implementing improvements to processes and communications
- Coordinating the completion of academic progress reports; liaising proactively with Supervisors and Associate Deans Research to ensure effective tracking and reporting of key candidature milestones.

Public website – Phase One is scheduled for go live on 22 November 2018. The content stream has progressed well using an Agile methodology and is on track to complete both the Phase One content rewriting and the migration of pages that do not require changes. The scope of pages requiring rewriting grew from approximately 400 to 500. New content is being sequentially rolled out for internal pilot and review by content owners and stakeholders. Phase Two which will include content personalization, CRM integration, forms migration and further rewritten content will be released approx. Mar 30,2019.

Student portal – While the intention was to wind the project up by the end of 2018 there was a requirement to upgrade the Sitecore Platform to version 9.02 which has impacted all Sitecore websites. As such the delivery timeframe will extend into 2019 with the aim to be complete in Q1, 2019. A range of features and enhancements are being delivered including library integrations and enhancements to the enrolment process and workflow.

Course Browser/Course approval management system – The business case for the implementation of a system was presented at the October meeting of ICTAC. It was well received and aside from some minor amendments to the business case is being recommended for funding and consideration by the Standing and Finance Committee.

User Experience strategy and framework – MER, Student Administration and IT have been working together to understand the user experience of our students across our systems and digital landscapes. The intent is to deliver a service blueprint overview that maps the landscape of touchpoints across the full student lifecycle and the experience that students are having at each of these touch points. This work will be presented at all campuses in November, with a range of projects to come out of this work to improve the user experience for students.

Future Students – Following the successful delivery of the national Open Day series, which saw over 17,000 prospective students and their families visit our campuses, attention now turns to our upcoming "Know Your Options" events (KYO), to be held on each campus in December. These events are timed to coincide with the national release of ATAR/OP results, and are critical in engaging with prospective students and their parents during the change of preference period.

Market Insights – Contributed to the Blacktown project through a market analysis focusing on market profile, student population trends and competitor gap analysis. Developed a Power BI dashboard for application reporting aimed at identifying performing courses or those courses requiring further marketing efforts. Completed postgraduate competitor fees analysis for the Finance directorate and Faculties to inform the 2020 fee setting process.

Advancement – The Blackmore's Sydney Running Festival took place on 16 September with close to 50 staff, students and alumni participating and raising $6,000. With the University matching funds, $12,000 was raised to support three Creating Opportunities Scholarships.

The Creating Opportunity Fund will disburse 20 scholarships for the first time from Semester 1 2019, and will be a key focus of the student recruitment marketing campaign. These equity scholarships will financially assist students who are suffering hardship to access higher education.

The Annual Appeal 2018 campaign kicked off at the end of September. Measures of success for this year's campaign are to reduce costs of the appeal, increase the number of donors and renew donors (aiming for a 10% increase in donations and 50% renewal rate).

The new format intimate events for donor-funded scholarships took place in Strathfield, Canberra and Ballarat in May/June and in Melbourne, Brisbane and North Sydney in September. The events were extremely well received by donors, recipients and staff as an excellent vehicle for promoting connections and conversations.

George Alexander Foundation (GAF) confirmed $675k in September towards scholarship programs over 3 years, renewing the Ballarat program and introducing a replica program in Sydney. This new pledge doubles their previous gift. The team is on track to exceed $1.4 million with funds secured and anticipated new pledges in 2018.

The Alumni Awards will take place at the North Sydney campus on 29th November. Another four inspiring alumni have taken out award categories and the 2018 Alumni of the Year award will be announced on the night.

Sponsorship – The Outbound Sponsorship Policy and Procedures are in the final stages of approval and will be launched very soon. After significant consultation, Campus Board was selected as the most appropriate Governing Authority for this policy. Once the policy is approved, applications where funds are sought from the Sponsorship Overhead will be submitted to Campus Board for review and endorsement. The policy will be available on the ACU public website and external stakeholders will be able to apply online. Information sessions will be provided.

Brand – MER collected several awards over the last few months for the brand project work, and the 2017 Open Day Campaign. These included:
- Winner, Best Marketing Campaign, Universities Australia Marketing, Communications & Development Awards
- NSW State Winner, Education Campaign, Australian Marketing Institute (AMI) Awards for Marketing Excellence
- Highly Commended, Brand Revitalisation Project, ATEM Best Practice Awards

Media/Public Relations – ACU has received 9,759 online media mentions and 3,967 broadcast media mentions this year to date. Dr Michael Cole, a bio-mechanist at ACU, was quoted on his opinion about Tiger Woods' health conditions in six articles with the total reach of 68.65M viewers.

Design – In the process of filming the Melbourne, Sydney, Brisbane, Canberra and Ballarat campuses for new campus videos, due to be released by the end of the year. The Brisbane 360 virtual tour is being updated to include the newly opened buildings, and new 360 videos are being shot for the Canberra and Ballarat campuses.

Events – Completed a busy period of planning and coordinating several high-profile stakeholder events, all with high attendance rates. Events included: The Blessing and Opening of the Mercy Building and Gaudette Centre in Brisbane (99 attendees): The Parliamentary Interfaith Breakfast in Sydney (192 attendees); The Vice-Chancellor's Staff Excellence Awards in Sydney (90% attendance rate).

Content – The content team is working on a range of publications for the wider university, including the ACU Impacting the World (credentials) publication (complete), the 2018 alumni magazine (complete), and the 2020 undergraduate and postgraduate guides. The content hub, *Impact*, continues to be a much-used source of story ideas for media and other content platforms. More than 128 stories have been published in the 180 days since launch, and there have been more than 36,377 visits to the site.