

# Corporate Services Activity Report

## Report No. 1 – March 2019

### KRA 1: STRATEGIC APPROACH & GOVERNANCE

**Service Central Project** – Service Central intends to enhance the staff service experience by providing one location to access information and services delivered by Corporate Services via phone, on-line portal, email and chat. The project involves a phased implementation rollout from November 2018 to May 2019. The first stage was launched in November 2018 with the portal, HR and Properties and Facilities. Stages 2 and 3 were completed in December 2018 and February 2019 respectively, which involved the transition of IT services into Service Central, the retirement of the former IT Services Portal and the creation of one unified service desk for all Corporate Services. A comprehensive on-line knowledge base was also launched at this time which contains information articles about all Corporate Services that can be accessed at anytime from anywhere via the [Service Central Portal](#). By the end of March, the 4<sup>th</sup> stage will be completed with the services of Finance, MER, Office of General Counsel, Governance and OPSM also joining Service Central. The final stage involves Student Administration joining Service Central in early May. The launch of the first stages of Service Central has brought transparency, consistency and efficiency in staff enquiries and requests, automated workflows, one place to provide feedback as well as better service management. Positive feedback has been received from both users and providers of the services that are managed through Service Central staff and the portal.

**Service & Process Improvements** – A range of process improvement initiatives are being facilitated by the Service Improvement Team with stakeholders for the following processes: staff access cards, donations, course completion, unsatisfactory progress, change of unit description, deferral of enrolment, exams and telephony. Some of these processes are also being assessed for their potential for automation to improve the business process, improve the user experience, reduce complexity and staff effort.

**Strategic Planning** – Commenced Strategic Plan 2020-2023 with an external environmental scan and analysis to be undertaken to identify major trends or drivers that might impact upon the current and future direction of the University. Strategic planning consultation and information sessions will be run throughout April and May for stakeholder input.

**Risk management** – Paused development of an on-line enterprise risk management program. For the short term ACU will continue with the existing paper-based risk planning process and these will be completed as per prior years with an analysis of reported risks provided to ARC for their July meeting.

**Internal audit** – Two reviews commenced in Q1 for 2019 with an important review into IT Resilience and Disaster Recovery completed. Important governance documents were recently completed including a review of the IA charter and the development and adoption of an ACU Internal Audit Policy. Both documents codify our Internal Audit activity and the importance of the execution and independence of this role in giving comfort to the Senate that identified issues are being attended to.

**Rankings** - During Q1 2019, the University achieved the following ranking positions:

- Improved to top 80 (79 position) in Times Higher Education Asia Pacific Rankings 2019 (from 100 position)
- Remained in 51–100 position for Nursing in QS Subject Rankings 2019
- Improved to 151–200 position for Education in QS Subject Rankings 2019 (up from 251–300)
- New 251–300 position for Psychology in QS Subject Rankings 2019

Institutional data and reference list submissions were made to QS World University Rankings during Q1 2019 and in the process of collating data for the Times Higher Education World University Rankings. Data was also submitted to the new Times Higher Education Impact Rankings, inaugural results of which are expected in April 2019.

**Student Surveys** – 2018 Graduate Outcome Survey (GOS) and Employer Satisfaction Survey (ESS) results were received on 11 January 2019. The 2018 GOS and ESS results contain two survey rounds, the November 2018 round and the May 2019 round and both were conducted approximately the same time. The 2018 SES UA results have not been released yet, and the 2019 GOS-L survey started on 21 February 2019 and will close on 31 March, 2019. Preparations are underway for the GOS May, 2019. The survey opens to recent graduates who completed their course during second half year of 2018.

**Government Reporting – TCSI project** – The 2019 course and campus files have been submitted on 11 December 2019 as the Department of Education and Training extended data collection deadline for 2019. The first data collection of 2019 Applications and Offers submitted on 14 March 2019. The first submissions of 2018 second half year student data (census date between 1 July and 31 August 2018) were submitted on 22 Oct 2018. The 2018 Semester 2 Commencing Commonwealth Scholarship (17 records) were submitted on 22 November 2018. The second data collection of 2018 second half year student data (census date between 1 September and 31 December 2018) will be due by 31 March. Also some revisions have been submitted to revise data previously reported to the government, including enrolment, load, SA-HELP, Course and TFN. ACU's Funding Estimates 1, 2019, including CGS/HECS-HELP, FEE-HELP, SA-HELP and

OS-HELP, will be due by 1 April 2019. Transforming the Collection of Student Information (TCSI) team has been created in order to ensure the smooth transition from the existing method of Government reporting, to the new design and process of Government Reporting.

#### **Enterprise Data Warehouse and Business Intelligence (EDWBI) Program:**

- Finance (Phase 1) – successfully completed system integration and testing, with sign off expected in March 2019;
- Student Assessment (Phase 2) is still on hold till the completion of Phase 9 of *Tranche 1*.
- Space Management (Phase 4) completed with customised dashboards & reports expected to be created;
- Staff Management (Phase 7) - Verification and discovery is complete, the design stage is currently underway.
- The EDWBI maturity assessment and strategy survey concluded with 23 additional subjects identified to be brought into the EDWBI program as Tranche 3.

**Governance Review** – Commenced the preparation of the mandatory periodic review of the governing body required under the *Higher Education Standards Framework (Threshold Standards) 2015*. The first step in the review was a series of internal self-assessments by Senators, and members, attendees and stakeholders of Academic Board. Results have been received and will be considered by Senate at its April meeting. The results of the internal review will inform the external review process.

**Privacy** – The EU's General Data Protection Regulation (GDPR) came into force on 25 May 2018 and a project has commenced to assess the University's compliance with the regime, including a gap analysis.

**Senate and sub-committees** – The University's Senate and its sub-committees (including Academic Board) met in February and March. The 2019 Student Senator, Michael Benson, has been elected and inducted. Elections for two academic staff members on Senate are currently underway.

**Corporation** – Preparations are currently being made for the Annual General Meeting of Australian Catholic University Limited to be held in Melbourne on 1 May 2019.

**Pro Bono Placement Program** – The OGC and the Governance Directorate, in conjunction with the Careers Service, the Thomas More Law School and the Yalbalinga Indigenous Higher Education Unit, will shortly launch the 2019 Pro Bono Placement Program (including the Indigenous Pro Bono Placement Program). This will involve at least two ACU law students completing pro bono placements in the Office of General Counsel and Governance Directorate to gain valuable in-house experience.

## **KRA 2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT**

**Enterprise Bargaining** – The ACU Staff Enterprise Agreement 2017-2021 ('the Agreement') was approved by the Fair Work Commission ("FWC") in December 2018. The approval included several undertakings to clarify specific provisions and ensure consistency with the *Fair Work Act*. The undertakings, which form part of the Agreement, stipulate that: adoption leave is available for adoption of a child up to the age of 16 years; the availability of eight weeks unpaid partners or concurrent leave during the partner's period of parental leave; and that staff are entitled to any additional gazetted public holidays. The Agreement came into effect on 25 December 2018, with a nominal expiry date of 30 June 2021. Implementation of the Agreement has commenced. The draft Implementation Plan was discussed at ACUSCC at its December meeting that enables a number of policies to be updated with "administrative changes" (changes arising directly from the new terms of the Agreement). As the process to update and/or develop policies will take some time the key message is, where there are inconsistencies between a policy or the Agreement, the terms of the Agreement prevail.

**Meeting the Challenge** – There has been a reduction in the number of change plans developed during Quarter 4, 2018. In Quarter 4, 2018 support to the many change plans with implementation timelines to achieve finalisation by end of the year occurred. The [Meeting the Challenge](#) website contains information on the various change processes occurring across the University. HR continues to provide redeployment support to those staff affected by change.

**HR Systems 5 Year Roadmap – Aurion** – Post go-live activities for the replacement HRP solution continue to be a key focus. Significant benefits of the Business Process Automations (BPAs) implemented to date were realised during the high-volume end of the calendar year period, specifically in relation to organisational effort required to process further fixed-term contracts or separations. Work continues with the development of further BPAs including: annual leave and long service leave encashments, and study financial support. The "Phase 2" business case for this project, to implement the additional modules of Recruitment, Onboarding, Learning & Development, Budget & Forecasting and Career Manager, was approved and activities have commenced in preparation for scoping and design workshops for the Recruitment module.

**Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020** – Collaborative efforts with First Peoples and Equity Pathways and the Learning and Teaching Centre delivered seven (7) Aboriginal and Torres Strait Islander Cultural Awareness Workshops during Quarter 4, 2018. Workshop attendance totalled 122 ACU staff, a small increase in numbers from the previous year (+3%).

Work is currently underway to develop an Aboriginal and Torres Strait Islander Cultural Capability Strategy, a project shared across the Deputy Vice Chancellor (Education) and HR Directorate.

**Work Health & Safety** – Work continues to implement the recommendations from the Work Health Safety Management System Audit.

**Capability & Development** – Work was undertaken and completed that explored ways to enhance learning and development at ACU. This resulted in a 3-year Learning & Development Plan, that is fully aligned with the University's Capability Development Framework and Code of Conduct, which will commence implementation in 2019. The procurement process for training providers progressed in 2018 with provider responses being evaluated against the Tender Assessment Criteria. Work is continuing to finalise this tender process.

**Gender Equity Initiatives** – The Employer of Choice for Gender Equality (EOCGE) Citation application for 2018-2019 has been submitted and the University is expected to be notified of the outcome in February 2019. In November 2018 the Vice-Chancellor and President, in his role as a WGEA Pay Equity Ambassador and in support of the release by WGEA of the five years of gender reporting data, demonstrated his commitment to gender equality and pay equity at ACU and the broader community through communication in Workplace and ACU's LinkedIn page on the WGEA data and ACU's progress on gender equality.

ACU continues to progress the implementation of the Gender Equality Strategy (GES) and achievement of the GES goals with key activity and events held during Quarter 4 being: International Day for the Elimination of Violence Against Women, and Movember for Men's Health. The Well-being Series Seminars continued with a focus on Raising Domestic & Family Violence Awareness and Men's Health with the aim to provide information and to raise awareness of these important issues across the University. In December, a Staying Calm and Connected at Christmas webinar was made available to all staff acknowledging that this period may be stressful and/or difficult for some. In support of staff well-being, information was published on Workplace and in the Staff Bulletin to remind staff of the support services available from the University's EAP provider AccessEAP.

### KRA 3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

#### Treasury Report

- Planned investments with JBWere continue, now totalling \$13m.
- The Revolving Bilateral Facility Agreement of \$50m with the Catholic Development Fund is due to terminate on 10 December 2019.
- A significant amount of available cash will be utilised for the \$250m Mother Teresa Building project.

**Insurance** – Insurance renewal quotes have been received from Unimutual Limited ("UM") and Catholic Church Insurances Limited ("CCI"). A hardening of the re-insurance market and catastrophic events across the globe had resulted in a significant increase in the property premium for 2018/2019.

**2018 Budget Expenditure** – International and Domestic Travel expenditure closed for the 2018 year favourable to budget due to efficiencies possible across the year. This will continue to be monitored during 2019. Similarly, consultancy costs were reduced significantly during 2018 and again will be closely monitored in 2019.

**ACU Audit** – KPMG presented the ACU Audit Plan for the year ending 31 December 2018 and spoke to the following highlights:

- Engagement Letter had been updated with no significant changes.
- Audit Risk Assessment areas, including valuation of property, plant and equipment, payroll expenses.
- Materiality level for the 2018 Audit was discussed and confirmed at \$8.25m.

There was discussion regarding the following matters:

- Leasing.
- New accounting standards.
- Materiality forecast.

The 2018 Financial Statements were presented to the March 2019 Audit Committee and Standing and Finance Committee with an unqualified audit report. The result was a surplus of \$48.5m. These have been recommended for signing by Senate at the April meeting.

**Finance Systems** – TechOne Users can now order Office Supplies from the Universities preferred supplier, Winc.

**KRA 4: INFRASTRUCTURE AND ENVIRONMENT**
**Development & Capital Projects**

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Brisbane	Mercy Building	Partial replacement of ceiling to Gaudete Centre has been completed. However, the SDM is not happy with the standard of the ceiling and has instructed BuildCorp to pull it all down and do it again. Target is a 6-week period commencing June 2019.
Canberra	Veritas Building	Air conditioning performance by Cockrams/Icon has occurred, resulting in changes to air velocity. Monitoring performance.
	Blackfriars Main Entry Upgrade	Project works underway expected to be completed in April 2019.
Melbourne	Saint Teresa of Kolkata Building	Contract executed with Watpac Pty Ltd for main construction on 5 Dec'18. Early Works Construction Management Plan approved by City of Yarra late Dec'18. Grout works commenced Feb'19.
	81 Victoria Parade	Design Development Phase complete. Lodgement of town planning application deferred to Mar'19 as part of strategic review. Target for determination end May'19.
Nth Sydney	Landscape Community Garden	Design Team has been appointed. Preliminary meetings have been held. Design meetings have commenced. Target commencement of Stage 1 works is October 2019.
	173 Pacific Hwy Simulation Wards and Wet Lab relocation to JCB	DA submitted 14 March 2019. Tender documentation being prepared. Target date for Tender mid-April 2019.
	Gym and Student Hub - CCH	Building works to commence 25 March 2019. Further value management to occur.
Strathfield	Underground Carpark	40 days of inclement weather incurred to date, 10 more than budgeted. Completion date target completion early May 2019. Rubber subbase for field has been laid. Grassing to start week commencing 18 March 2019.

**Facilities Management**

CAMPUS	FM ACTIVITY	STATUS
Ballarat	Ext Lighting & CCTV Audit	Lighting repairs complete, additional lighting pending council approval & new CCTV camera's installed.
	Quadrangle Concrete Repair Teaching Space Refurb Bldg 104 Carn Brae coverings upgrade	Exposed aggregate concrete replacement of failed slab complete Upgrade to Nursing teaching spaces New carpet to common areas, refurbishment of timber floorings in office and board room
Brisbane	Upgrade of BMCS Controllers Ext Lighting & CCTV Upgrade SAMP Condition Audit Trialling of NBN Data Interface	Completed and monitoring performance Completed Phase 2 ext. solar lights and CCTV upgrade Report received Completed installation and testing of new NBN data nodes
Canberra	Ext Lighting & CCTV Audit	Pending
Melbourne	BMCS Upgrade Minor CCTV Upgrade Class Room furniture NBN Upgrade	Commissioning due for completion end of March 2019 50% complete Cathedral Hall classroom and furniture upgrade complete Works to support rollout commenced including Fire Indicator Panels, Lifts and Security Systems
Nth Sydney	Upgrade of AC in CCH Upgrade CCH L-11 Windows TWH – Upgrade Fire Systems Annual Fire Certification	Upgrade of the Pneumatic AC System to Electronic Completed Hydrant and fire services upgrade is 90% complete Underway for a number of buildings

CAMPUS	FM ACTIVITY	STATUS
	PWC Operation audit	In progress
Strathfield	Edmund Rice Roof Upgrade AC in Mullins Wing PWC Operation audit	Replacement of roof on Edmund Rice building is underway. Installed new AC Unit & Piping is now complete Underway

**Security Operations** – For most of the quarter the campuses have been quiet with little to no levels of public disorder, nuisance or misbehaviour recorded. Brisbane campus has experienced multiple invasions of the property after hours to remove fire extinguishers and publicly visible stored equipment. Melbourne campus experienced theft of a piece of artwork and a break-and-enter 96 hours after the theft. Whilst both incidents do not appear to be related it did question the maintenance of electronic security systems on each campus. The NSC performed quarterly testing of all electronic security systems (CCTV, Access Control, Duress Alarms, EVAC Systems, Refrigerator Alarms and Intruder Alarms) to produce a report for corrective actions. Over the Christmas vacation period, an attempted break and enter was recorded in Canberra. The security service provider completed their quarterly performance review with the cumulative portfolio result being a score of 93%.

**Property Risk Audits** – ACU Property portfolio is currently 88% compliant with 10 buildings not compliant in Brisbane and 3 buildings in Melbourne. There are 24 pending individual non-compliance items and in 7 buildings there is only one outstanding defect which is causing the entire building to be non-compliant. The majority of high risk items identified relate to disability access requirements with only 2-3 items still relating to Working at Heights.

#### Planning & Sustainability

**Solar power on campus:** Completed an assessment of the technical and financial feasibility of solar power on campus. The assessment shows that an investment of approximately \$1.5 million would deliver arrays of solar panels capable of generating just over 6% of ACU's annual electricity needs, or 1,128,252 kilowatt hours. The program of work to deliver that outcome would take about one year, while the average return on investment period is ten years, varying by campus from 6.2 years (Strathfield) to 10.8 years (Brisbane). A business case is being prepared for the implementation of the recommendations in the solar feasibility report.

**Carbon-neutral ACU:** Developed a proposal that outlines the pathway open to ACU to reach carbon neutrality by 2030. It shows that the goal of a gradual shift to carbon neutrality is now practical, financially advantageous, consistent with ACU's Mission, and that a significant number of Australian Universities have made ambitious carbon-management commitments and acted to implement those commitments.

**Waste management:** Developed a new waste reporting format and schedule to direct resources toward those waste management measures that can most effectively control the cost of material waste. This new reporting regime is in response to recent global changes that have altered many of the cost structures of waste and recycling, increasing the price and reputational risks associated with waste management.

**Staff and student engagement** – Staff engagement on ACU's sustainability practice and performance is continuing through the operation of the [Sustainability@ACU](mailto:Sustainability@ACU) Workplace group. The membership of the group stands at 7.4% of FTE; the 2019 target is 7.5% of FTE. To engage students a proposal is being developed for a digital-media based engagement program that aims to support students (and interested staff) with information on ways they can apply sustainability at their home campus and while commuting to and from campus.

#### IT Services

PROJECT	STATUS
<b>Program 1: Digital workspace and staff experience anywhere, anytime</b>	<b>Vision: An engaging and collaborative online staff workspace &amp; services</b>
<b>The Digital Workspace Program</b> – to provide seamless collaboration – anywhere, anytime on any device.	The program brings together three major projects from three streams that consists of Unified Communication and Collaboration(UCC), Sharepoint Online and Windows 10/Office 365. A program manager has been appointed, with work packages with PIDs developed.
<b>Unified Communication &amp; Collaboration (UCC)</b> – to standardise and consolidate ACU Voice and Video communication	With the completion of Phase 1, University video conference meeting rooms are being upgraded to support Skype video conferencing. Ten Skype enabled Video Conferencing (VC) meeting rooms have been established with 30 more Skype enabled meeting rooms to be in production before semester 2. In parallel to the hardware upgrades, an Outlook

PROJECT	STATUS
technologies with seamless integration to collaboration tools.	based room booking system is being established to enable “single click to join” for all 120+ existing meeting rooms.
<b>IT SharePoint Pilot Project</b> – New IT SharePoint on-line platform pilot is being used by the IT department for initial review and feedback.	Workshops have been undertaken with staff representatives from Faculties and Departments to understand their SharePoint requirements. This has led to the development of design and planning documentation that consists of SharePoint site templates, migration and governance plans that will assist in moving University's SharePoint sites to online platform.
<b>Office 365 &amp; Windows 10 deployment</b> – to migrate the rollout of Office 365 to all ACU staff desktops.	The migration approach to the rollout of Office 365 to all ACU staff desktops has been finalised. This has resulted in a revised rollout plan for Q4 2019 of the Office 365 Applications. The required upgrade of ACU Desktop computers from Win7 to Win 10 is underway and is expected to be completed by end of Q2 2019.
<b>IT Service Improvement (SIP) Phase 2</b>	Phase 2 is completed. Due to the need to align the IT SIP project with Service Central the IT SIP Steering Group has agreed that the phase be closed. The remaining 41 IT services for development have been added to the Service Central backlog items. Further work will proceed including Change and Problem Management.
<b>Program 2: Protect ACU's reputation in CyberSpace</b>	<b>Vision: Safe, secure and reliable</b>
<b>IT Security &amp; Risk Assessment</b> - 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. Funding has been approved for several tranches of work and these are underway. The approach for staff security awareness has been presented to BSMG and ICTAC. A program steering group will be set up to consider and confirm this work going forward.
<b>Identity &amp; Access Management Project</b> – seeks to modernise system identity and access provisioning.	Recruitment is underway for a fixed term role to work with a consultant on further phases of this project that seeks to modernise system identity and access provisioning. There is urgency in ensuring user onboarding and offboarding including other access processes.
<b>Other</b>	Improved processes have been drafted for responding to security incidents and in undertaking security assessment of new initiatives. An internal audit of BCP and DR capability is nearing completion, with results to be presented to the next Audit & Risk Committee.
<b>Program 3: Technology facilitating the student experience anytime, anywhere</b>	<b>Vision: An immersive, engaged, seamless online student experience</b> <b>Note: now being managed as a part of the student futures program</b>
<b>Unified Communication &amp; Collaboration (UCC) Phase 2</b> – to upgrade AV equipment and systems to enable collaboration in teaching rooms and video conferencing meeting rooms/classrooms.	This project is upgrading 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 have been completed. A Room Booking and Allocation product has been identified and is currently being tested to determine if it meets all requirements.
<b>Wireless network</b> – to create the foundation network for location aware services.	This project aims to create the foundation network for location aware services to the University community. Expansion of the wireless network has been completed. Post phase review is currently underway to baseline the University's enhanced wireless service and update all relevant documentation. The project will now proceed to deliver several proofs of concept for location aware services.
<b>Internet Access Control</b> – to provide authenticated visitor access to the ACU network.	Project near completion. A new SSID called ACUGUEST has been established to provide wireless access to visitors across all ACU campuses and communicated to the University community.
<b>Online Top-ups for Student Payments</b>	A new system to permit online top-ups of student payment cards went live prior to semester 1, with positive feedback. Some phase 2 work to improve usability from the student portal is underway.
<b>Appointment Booking System</b> – Booking System replacement for	The current system used by several areas of the University is beyond end of life and fails frequently. Work is proceeding with the deployment of the new external cloud service, it is in

PROJECT	STATUS
students, to make appointments with staff.	development/configuration stage working with university stakeholders and external vendor. Phase 1 of the new system is currently scheduled to go live in May 2019.

## KRA 5: STAKEHOLDER RELATIONS

**Community Achiever Program** – Academic Board recently approved changes to the assessment process for this popular entry scheme, which supports early offers to those who are regular or significant contributors to their community. The new schema gives clarity and robustness to the process in a simple format that will be shared on the public website as greater guidance for entrants. The application deadlines have also been amended to a rolling series of dates which follow our campus Open Days, allowing the greatest reach and timeframe for future students who want to become part of ACU.

**Direct Admissions Services (DAS)** – Talks will commence in March with Health Sciences staff around delegation of authority to make offers. A review of course entry processes and delegation amendments will allow faster turnaround times for targeted courses from the Faculty and relieve FHS staff of some assessment workload. In conjunction, DAS will introduce a conditional offer process to expedite conversion and support enrolment in postgraduate courses. The rollout of conditional offers will be trialled during the mid-year intake which opens early April.

**Practical Examination Scheduling** – Currently in discussions to trial the inclusion of school-based, practical exams in the central student exam timetable. This will eliminate clashes between central and school-scheduled examinations and give students a more holistic view of their assessment timetable.

**Creating Opportunities Scholarship** – The endowed Creating Opportunity fund for equity scholarships was established in 2016, with an investment of \$1 million and a commitment by the University to match donations dollar for dollar. The fund has been accruing interest and donations ever since, and in 2018, a new 'Creating Opportunities Scholarship' was launched to support talented young people fulfil their highest potential at ACU.

The Creating Opportunities Scholarships have now been awarded for 2019, with 16 commencing students facing a range of hardships being offered scholarships of \$4000 to support them achieve their goals at ACU. In addition, 4 ongoing scholarships worth up to \$16,000 have been awarded from the fund to support students throughout their studies at ACU.

**Autumn Graduation ceremonies** – The 2019 Autumn Graduation ceremonies are due to be held on the following dates:

- 5 April, Ballarat
- 12 April, Canberra
- 29 April -1 May, Melbourne
- 9-10 May, Brisbane
- 21-23 May, Sydney

These important events in the ACU calendar will be attended by thousands of students and their guests, as well as a wide range of ACU staff who come together to celebrate the achievements of our students. For this first time, an experience survey will be undertaken to understand the current and desired graduation experience from the perspective of graduands and guests. The results of the survey will be used to inform and drive future improvements to the graduation experience. The expectations and wishes of students as they transition to become ACU Alumni will also be explored in the survey, and the results used to inform the Alumni strategy.

### Student Futures Projects

**Banner 9 Upgrade** – A new look Banner is on track to go live on April 8. Whilst the technology has changed (no longer Java dependant) the underlying logic is the same. Therefore, navigation through the system should be very familiar to the ACU community. Banner will be available in all web browsers, except Internet Explorer. Banner will be shut down from the close of business on April 6 and the system will not be available until Monday April 8. A comprehensive training plan is being developed which will have face to face training available on all campuses except Adelaide and Rome, in the week of April 1, with further online training available in the week beginning April 8. This project is laying the foundations for future improvement projects such as a guided enrolment experience for students.

**User Experience Program** – Following the success of work undertaken in 2018 to understand the current and desired experience of students through the key moments of application, offer, enrolment and timetabling, a User Experience Program is currently being established. The program will be delivered collaboratively between MER, Student Administration, IT and the Education Portfolio. The program aims to deliver measurable improvements to brand reputation and advocacy; student recruitment and conversion; and retention.

The program will deliver:

- A deeper understanding of the needs and current experience of students at critical touch points across the student journey
- Real-time visibility of the student experience at key moments
- Innovative prototypes and solutions to the problems that are negatively impacting student experience

- A user research and experience design service to other ACU projects and initiatives to ensure a focus on the needs of the customer
- An improved ability to prioritise system and project investment and deliver cross-institutional initiatives

**Digital academic documents available to students** – ACU has joined universities across Australia and New Zealand to make digital versions of academic documents available to ACU students through the MyEquals portal, a secure and trusted provider of certified digital academic documents. Digital transcripts are currently issued to ACU students through the My eEquals platform when they are confirmed as having completed their course. Digital testamurs and AHEGS will shortly be offered to graduating students through the My eEquals platform. Benefits of the My eEquals portal include:

- Students can access 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.

**Undergraduate Conversion Campaign** – Planned to run from 21 January until 15 February. The campaign was timed based on main offer rounds being completed by 21 January, as well as Orientation week commencing on 18 February 2019. The campaign was extended by one week. Of the 2537 students, 1212 had an offer, but not yet enrolled and accepted their offer. Of these, 46 were assisted to enrol during the call with AskACU. This figure has been broken down by Faculty.

Education and Arts	14
Health Sciences	22
Law and Business	10
Theology and Philosophy	0
<b>Total</b>	<b>46</b>

**Postgraduate Conversion Campaign** – The Postgraduate Conversion Campaign ran from 2 January 2019 until 15 February 2019 with 1-2 staff rostered on to make calls. Of the 1894 applicants to be called, 147 had an offer but not yet enrolled and accepted their offer. Of these, 4 students were assisted to enrol during the call with AskACU. While these numbers are low, 25 students within this group indicated that they would enrol and did not need further assistance. Of the 1894 students, 312 were already enrolled before AskACU called them.

**Future Conversion Campaigns** – A project is currently underway to examine the conversion activities undertaken in recent years and to develop more targeted and streamlined conversion activities into the future. Student Administration and MER are working together to review the admission through to enrolment steps with a specific lens on conversion opportunities.

**Semester 1 Enquiries** – Orientation Week commenced on 18 February. AskACU have resolved a total of 13,987 enquiries from 18-28 February 2019. These enquiries are broken down by channel:

Enquiry Channel	Volume	Percentage
Walk-in	5904	42%
Phone	2692	19%
Chat	2648	19%
Email	1837	13%
SMS	502	4%
Web	239	2%
Manual email	89	0.5%
Social	76	0.5%
<b>TOTAL</b>	<b>13,987</b>	<b>100%</b>

**Creative Services** – Completed a range of major projects for the wider university, including the ACU Blacktown Campus submission, the 2020 Undergraduate Course Guide, and the new branded fleet of Future Student cars. The new campus videos for Ballarat, Brisbane, Canberra, North Sydney, Melbourne and Strathfield were released in Feb 2019, and there have been more than 4,700 views on YouTube to date. A national profile photoshoot in January captured more than 30 students and alumni, who will be used in our 2019 campaigns across outdoor, digital and print advertising. ACU's new merchandise site was successfully launched in March 2019, with more than 40 items available for staff to purchase.

**Content** – Working on a range of publications for the wider university, including the 2020 Undergraduate Course Guide, postgraduate course guides, *Impacting the World* (credentials) publication, and the 2019 alumni magazine. Developing copy/content for this year's major recruitment campaigns and assisting with the rewrite of the new public website. The content hub, *Impact*, continues to be a much-used source of story ideas for media and other content platforms. More than 160 stories have been published since the hub's launch less than 12 months ago, and there have been over 70,000 visits to the site to date.

**Events** – Arranged a number of large events this quarter including The Barry O’Keefe Lecture, International Women’s Day (National) and The Blacktown Campus media launch. Events to come include The George Alexander Foundation Celebration in Melbourne, the Launch of Archbishop Comensoli’s book ‘In God’s Image: Recognising the Profoundly Impaired as Persons’, and the Recognition Action Plan Launch in Strathfield. Commenced planning for the 2019 Open Day series that kicks off in Brisbane in July as well as Graduations and honorary doctorates taking place in Canberra, Melbourne and Sydney in 2019.

**Media/Public Relations** – Media coverage for the University and its activities had a potential reach of 947 million. This includes 1.17 thousand online media mentions, 668 television mentions and 1.71 radio mentions. The team has worked closely with Associate Professor Philip Riley in the lead up to and during the release of his annual Principals’ Health and Wellbeing survey that always attracts widespread attention. The team has promoted the expertise of our academics, such as Dr Naser Ghobadzadeh who discussed the 40th anniversary of Iran’s Islamic Revolution, Dr Alison Carver whose research generated a passionate debate about a “Backseat generation” of Australian children being driven to school, and Dr Richard Johnson whose report about the high workload of Super League and NRL players struck a chord with a nation of football lovers. Articles written by ACU researchers that the Media team has assisted with pitching and promoting have been read across more than 60 nations. News about the launch of a new campus in Blacktown was particularly well received in Sydney and was also broadcast nationally.

**Market Insights** – Supporting key reporting activity throughout January and February. Applications reporting concluded in the fourth week of January (Week 27). CSP apps decreased YOY by -160 (-1.3%) from 12,748 to 12,588 but were +4,237 apps above overall CSP HC Targets. FPD apps decreased YOY by -219 (-6.8%) from 3,204 to 2,985 however are +1,478 apps above overall FPD HC Targets. Analysed admissions conversion campaign through January ensuring that the appropriate courses were targeted during the campaign.

An overview of the Midyear intake for key cohorts of NSL and PG was developed to support the midyear campaign. Brand Tracking set up is underway with scoping and questionnaire design close to being finalised. The survey will run through the first three weeks of April. Fourteen Market Analysis reviews have been conducted for faculties. New course areas in review include Architecture, Town Planning, Logistics and Supply Chain Management, Juris Doctor and Social Enterprise. Conducted a full review of 2018 QILT stats in order to identify areas of leverage for Marketing Collateral.

**Future Students** – Planning to host Advisory Conferences in the first half of the year to provide ACU updates to career advisors from key feeder schools. Advisory Conference Canberra had 87% attendance against registrations in February, with 36 attendees. The North Sydney and Strathfield events have record registrations to date and will take place in the coming weeks. The remainder of Advisory Conferences will happen over the coming months. The Future Students’ annual publications mailout was sent to over 1800 feeder schools nationally this month.

**Alumni** – On 14 February alumni from the Brisbane Clemente Program came together, the first gathering at an event for the program’s alumni at ACU’s Brisbane Campus with 40 Clemente alumni, students, learning partners and staff attending. The fourth International Women’s Day (IWD) breakfast events were hosted in Ballarat on 7 March and in Sydney, Melbourne and Brisbane on 8 March. In Canberra, we also hosted two tables at the United Nations breakfast. Seventy percent of the ACU alumni population are women, and International Women’s Day provides an opportunity for alumni, staff, students and other supporters to gather to recognise our graduates and the role they play in the community.

**Advancement** – Plans for a shift to major giving are underway with internal stakeholder meetings taking place to identify areas/projects/programs that ACU is excellent at. ACU has a track record of delivery and there are opportunities to scale. Plan to frame philanthropic priorities as ‘grand challenges’ and major social problems of concern to the people of Australia, academics and potential philanthropists. On 6 February, major donor, the Emerge Foundation hosted ACU at an event in Sydney where ACU accepted a cheque for \$210,000 as their annual contribution. End of 2018, The George Alexander Foundation (GAF) board made a decision to renew its existing Ballarat scholarships and to establish new scholarships in NSW. As such the Foundation made a pledge of \$675,000 to ACU. On 13 March the Vice-Chancellor will host an appreciation event for GAF in Melbourne.

### Digital Experience

**Public Website** – The Public Website launched successfully on November 22, 2018. The site has streamlined 6-7000 pages of legacy and out dated content to approx. 1500 pages with over 500 completely rewritten with a clear audience and user focus. There were some issues for the first 2-3weeks post go-live that ranged from technical concerns through to content that had to be brought across from the archive site, these were resolved quickly. Phase Two continues with a focus on personalisation of content and enhancing platform capabilities.

**Student portal** – The Student Portal has been upgraded with a remediated enrolment process, integrations with library systems and walkthrough functionality to aid first time users. Personalised communications is the last remaining piece of functionality in development for the current project. Portal governance has moved into the Student Futures group and Portal ownership has been solidified with MER.

**Course Management and Approval System Implementation** – Standing and Finance Committee approved the business case for this project and an RFT will shortly be released. The project team has been reviewing vendor solutions and speaking with colleagues in other institutions to get a good understanding of the product landscape.

**Campaigns** – Delivered a successful SEM 1 campaign across Postgraduate and Undergraduate Audiences. Despite delivering less overall traffic to the sites (-20% YOY) the campaign delivered a stronger overall conversion volume (+0.8%) and applications well exceeded both CSP and FPD targets. Best performing channels were paid search and social display. The campaign included highly personalised email nurture.