

Corporate Services Activity Report Report No. 3 – August 2019

KRA 2.1 STUDENT EXPERIENCE

Elite Athlete and Performer Program - Currently 409 student members in the Program including six new mid-year enrolments. Midyear scholarship applications will open up to students new to ACU in semester 2, this is the first time the EAPP has offered the opportunity for the mid-year intake. 29 EAPP have already represented ACU including 14 athletes in Division 2 Nationals, and 15 athletes representing ACU in stand-alone events such as swimming and athletics.

Australian University Sport Programs - 85 students competed in five sports at Nationals Division 2 on the Gold Coast in early July. The women's volleyball team took home the bronze medal against the highly competitive Griffith University team. 14 student athletes from the Elite Athlete and Performer Program were involved in these teams adding to ACU's competitive ability at the event. Four ACU student athletes represented the UniRoos at the Summer Universiade in Naples, Italy at the start of July. Brooke McClean and the women's water polo team finished 5th overall. Holly Cushing competed in the 3M and 1M diving, finishing 8th overall in the 3m springboard synchronised dive. Alysha Burnett competed in high jump and finished 4th overall. Alec Diamond finished second in the Decathlon, securing a silver medal.

Gyms, Fitness Classes and Facilities - 1485 visits were recorded from May to July in Melbourne and Brisbane Gyms. A total of 42 new members joined during what is traditionally a quieter period of the year, due to University exams and vacation period. Over 50% of new members were ACU students. The North Sydney gym opened on July 22 following a 6-week pre-sale period offering student only foundation memberships (30 students joined during that period). Staff memberships became available for pre-sale one week prior to the opening of the facility with 13 staff joining during this time.

Melbourne's Semester 2 Orientation Day was a great success for the Gym as 27 new prospect student leads were generated, nine of these students joined on the day to take advantage of the *'pay nothing until 31st August'* promotional offer for joining on Orientation Day. This highly successful campaign will be replicated early in semester on Market Day.

Social Sport and Community Events - Three intervarsity events were held in Victoria including ACU v RMIT Tennis & Netball. Ballarat had four teams in the Major League multi-sport competition in semester one and one team entered in social futsal. Sydney competed in the Bay Run Intersvarsity hosted by UTS and had a female runner place first in the 7km distance. Sydney has three additional intervarsity events planned for Semester 2.

Sport Clubs Highlights - Melbourne Cheer Club placed 3rd at AASCF Winterfest. The Victorian Outdoors Club have run six trips this year with seven more planned for the remainder of 2019. Highlights include learn to surf, Mt Buller snow trip and the Werribee Gorge Hike. The ACU Brisbane Men's football team have qualified for the 2019 season finals. Finals will be played in late September with ACU currently placed 3rd on the ladder. The Sydney social Basketball team won the Mixed Social Redfern competition grand final and has just started playing in the winter season. The newly formed Sydney Dance Club competed in the AASCF Winterfest and placed 3rd in Jazz and HipHop.

ACU Medical Centre Brisbane – Appointed a new GP in early August 2019 and initiated the Royal Australian College of General Practitioners (RACGP) Standards for general practices 5th edition accreditation renewal process in May 2019. This is a lengthy and detailed process to ensure that the Medical Centre complies with the requirements of RACGP to continue to operate as a general practice.

Online virtual discount program for students (ACUXtra) – A marketing/promotion campaign initiated late last year has seen a 13% increase in the number of users as compared to 2018. As part of the plan, EDMs are sent out on a regular basis, including new features such as mini-games, which have been very popular and successful.

Living and Learning Communities (LLC) – A recent survey of residential students pass marks as compared to non-residential students showed that our first-year students in residence received 13.62% higher than their non-residential counterparts. This indicates the level of support; academic, social, cultural, community and spiritual offered as a part of the Living and Learning Community model and how it positively affects our student residents.

Collaboration continues with First Peoples and Equity Pathways with the Indigenous Accommodation Award. Due to the success of the program, it has been extended to a further 6 new students in 2020, growing the number of Indigenous student leaders within this program to 19 nationally. In close collaboration with ACU international, LLC has housed the July School students for the fourth year in a row.

KRA 4.1: STRATEGIC APPROACH & GOVERNANCE

Business Process Management (BPM) & Service Improvement – The Service Improvement Team are currently piloting a BPM Model within the CS Portfolio and the adoption of a new enterprise process mapping system, Nintex-Promapp. This has resulted in the documentation of 313 business processes. Key process re-design projects completed in the quarter included: Donations to ACU; Course Completion; Unsatisfactory Progress; Staff Access Cards and International Travel Approval. A major review of Student Administration project management with a focus on the My eQuals Project was also completed.

IT Governance – Through the ACU Technology Board, decision making has been improved around the governance of IT enabled change and services at ACU. IT enabled projects are now funded in 2 stages, to ensure that the decision to commit the largest sum is made on the basis of appropriate information about the requirements and design. In addition, broad themes are being better formed into programs of work, ie. Student Futures and the soon to be established technology enabled Staff Experience program.

Strategic Planning – The development of the ACU 2023 Strategic Plan is progressing well through the four stages of development: reflect, explore, design and execute. The reflect phase concluded in July 2019 with input from over 700 stakeholders collated through a series of reflection, collaborative discussion, ideation workshops with the executive, academic and professional staff across ACU campuses. Consultations and 1:1 discussion followed a series of analytical activities, including the VCP listening exercise, brand research, character taskforce, EPG discussions, student consultations and future readiness index. The draft Strategic Plan components have been developed and will be submitted to VCSG, Senate and EPG for consideration, review and feedback throughout August 2019.

Enterprise Data Warehouse and Business Intelligence (EDWBI) Program – Development work for the Finance phase of the EDWBI program is complete. Dashboards are ready for consumption. The design & build stage of Staff Management is currently ongoing. Beginning the Student Enquiries Phase working with MER, AskACU and International. An in-flight review has been completed. The EDWBI will transition into a new single reporting and data access portal. The statistical digest will be decommissioned as a separate product.

Risk – A number of papers were tabled at the July Audit and Risk Committee meeting including the annual risk report and two internal audit reviews - Property Maintenance Review and Procurement and Vendor Management. Facilitating the finalisation of the Treasury Audit, with a review of Executive Education also in flight. A review of actions against recommendations from previous internal audit reviews is underway and will be reported to the October Audit and Risk Committee. A refresh of the Enterprise Risk Management framework is progressing, which will better align risk management with the goals of the strategic plan. Updated risk registers are being developed, which will be augmented by a revised risk matrix including base-lining and benchmarking for a more consistent approach to risk assessment across ACU.

Rankings - During May to July 2019, ACU has received a number of rankings:

- 95 position on Times Higher Education Young Universities Rankings, up from 101–150 last year
- 79 position on Times Higher Education APAC Rankings, up from 100 last year
- 801–1000 position on QS World University Rankings, same as last year
- ARWU Subject Rankings:
 - 32 for Nursing, up from 41 last year
 - 51–75 for Education, same as last year
 - 201–300 for Psychology, same as last year
 - 401–500 for Public Health, same as last year
 - 401–500 for Clinical Medicine, same as last year
 - 201–300 for Hospitality, Tourism and Management, new ranking

Survey - The 2019 Student Experience Survey was launched on 1 August and will close on 1 September, 2019 Graduate Outcomes Survey – Longitudinal (GOS-L) ACU data files have been received on 31 July.

Government Reporting - The first submission of 2019 first half year student data (census date between 1 Jan and 31 Mar 2019) completed on 21 May 2019. The second data collection of 2019 Applications and Offers were submitted on 22 May 2019. 2018 full-year student data was verified and signed off on 15 May 2019. 2019 staff submissions were completed on 28 June 2019 after review and confirmed by the Research Office and HR. 2019 staff data was verified and will be signed off by 15 August 2019. Revisions have been submitted to revise data previously reported to the government, including enrolment, load, SA-HELP and TFN.

2020 Committee Scheduling – The Governance Directorate is in the process of mapping regulatory timeframes and engaging with stakeholders to finalise the schedule of committee meetings for 2020 for Senate and its sub-committees, including Academic Board.

Elections – Preparatory work is underway to conduct the elections for the student senator and two student representatives on Academic Board in 2020

Governance Review – Continuing to progress the mandatory periodic review of the governing body and academic governance processes 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 were considered by Senate at its June Planning Day and June meeting. The reviewer for the independent external review of Senate is currently being engaged, with the engagement of the review panel for academic governance processes to follow.

Privacy – Engaged in activities throughout June associated with University's Cybersecurity incident (malicious phishing campaign), including notification of the breach to the Office of the Australian Information Commissioner. Amendments to the University's Data Breach Procedure will be drafted to incorporate GDPR requirements and ensure alignment with the Critical Incident Management Policy.

Senate and sub-committees – Finalised and communicated implementation activities associated with changes to Senate's sub-committees. Senate approved the amendments to [Statute 2](#) at its 13 June meeting. Information about the various sub-committees can be viewed on the [website](#), including new titles and remit.

The Senate Planning Day was held on 12 June. Topics for discussion included the review of Senate, the Strategic Plan and the Infrastructure Plan. The Audit and Risk Committee considered extensive amendments to the University's Protected Disclosures Policy consequent upon legislative changes to the whistle-blower regime under the *Corporations Act 2001 (Cth)*. The feedback will be incorporated into the final version to be considered by Senate in October.

Freedom of Speech – General Counsel has been tasked with leading the University's response to the French Model Code on Free Speech including drafting the University's Free Speech Statute for approval by Senate at its December meeting.

KRA 4.2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Enterprise Bargaining – The implementation of the ACU Staff Enterprise Agreement 2017-2021 ('the Agreement') continues with a series of updates to policies, procedures and website content. Administrative changes (simple changes arising directly from the new terms of the Agreement) have been prioritised to ensure consistency with the Agreement and are close to completion. The more substantive changes to policies subject to consultation with the ACU Staff Consultative Committee (ACUSCC) will continue throughout 2019. The Agreement Implementation Plan remains a standing item on the ACUSCC quarterly meeting agenda.

HR Systems 5 Year Roadmap – Aurion – Following workshops to explore the existing system capabilities in the Recruitment, Onboarding and Career Manager modules within Aurion, HRP Phase 2 activities have focused on identifying gaps in existing functionality through scenario testing, and then process mapping the related "as is" and "to be" workflows. This work has informed the internal development of solution prototypes for additional Business Process Automations (BPAs), some of which will require software enhancements from the vendor, but others are being progressed to a proof of concept phase.

Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020 – Aboriginal and Torres Strait Islander staff data by headcount (41) represents 2.05% of total staff (as at Q2 2019). The majority are employed in the Education and Innovation portfolio. During Q2 2019, activities supporting the Strategy were as follows:

- Facilitated conversations with the Indigenous Higher Education Units and Properties and Facilities to deliver a project called Language on Campus. The Indigenous Higher Education Units advise that community consultation has begun.
- Delivered a tailored Aboriginal and Torres Strait Islander Cultural Awareness Workshop for Marketing and External Relations and Human Resources staff on 27 May 2019.
- Developed a comparative report on the ease of locating Aboriginal and Torres Strait Islander information on the web pages of Australian Universities to guide placement of information for ACU
- Collaborated with the Learning and Teaching Centre to deliver a presentation at the Lowitja Institute International Health and Wellbeing Conference in Darwin 17 to 20 June 2019. The presentation was titled Growing our Own in a Culturally Safe Space.
- Commenced preparatory work to host the National Higher Education Indigenous Employment Coordinators Network meeting in Melbourne on 11 & 12 November.

Work Health & Safety – Work continues on implementing the requirement of the Work Health Safety Management System (WHSMS) Audit, including launching the revised WHS & Wellbeing Policy, 8 new WHSMS procedures, 3 new forms and the WHS Strategic Plan for 2020-2021; which will strengthen ACU's capabilities to manage risk and strengthen governance. Organisational units will be asked to identify their Top 5 WHS risks, from 2020, and implement mandatory requirements that will support them to apply the WHSMS to the activities - involving staff, student, visitors, volunteers and contractors – which they manage and influence. A project plan is being implemented to apply the new International Standard ISO 45001 – a more prescriptive standard than AS/NZS 4801 – to facilitate improvements to the Work Health and Safety Management System (WHSMS) and the safety of our working and learning spaces.

The 2019 Flu Vaccination Program was implemented in May and June, across all campuses. 1064 staff received the flu vaccination to improve their wellbeing during the winter influenza season.

Learning & Development – The Learning & Development Plan is soon to be launched. The Plan includes:

- A new Staff Learning Program Catalogue with over 40 learning programs available to all ACU staff, aligned to the competencies in the CDF.
- A Capability Development Framework (CDF) Development Guide to assist staff and supervisors to navigate the new offerings and select options appropriate for identified areas of development.
- 12 development toolkits that provide other formal and inform learning options to support staff development.
- Toolkits have been created for each CDF competency, as well as for new starters and formal leaders.

In July the University upgraded from Lynda.com to LinkedIn Learning. Staff and students who had accessed Lynda.com material had their learning histories preserved and were migrated to the new platform. LinkedIn Learning provides additional functionality for users including the option to link to a user's LinkedIn account. Learning pathways for each of the 10 CDF competencies have been created in LinkedIn Learning.

Gender Equity Initiatives – In July, ACU submitted its Compliance Report as required by the Workplace Gender Equality Agency (WGEA), the organisation that administers the Workplace Gender Equality Act 2012 (the Act).

Work is currently underway to submit the Employer of Choice for Gender Equality Citation due in September. The citation's seven focus areas include: leadership; strategy and accountability; developing a gender balanced workforce; gender pay equity; supporting and caring; mainstreaming flexible work; preventing gender-based harassment and discrimination, sexual harassment and bullying; and, driving change beyond your workplace.

ACU continues to progress the implementation of the Gender Equality Strategy (GES) and achievement of the GES goals with key activity and events held, as follows: Supporting Working Parents (29 August, 2019) in Brisbane, Melbourne and North Sydney. Key events are being planned for Quarter 4.

KRA 4.3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

Treasury Report - Planned investments with JBWere continue, now totalling \$16m. Total Investment balance including JBWere as at 31 July 2019 was \$197m. \$75m and \$62.5m swap arrangements have been terminated on 3 August 2019. Cash is being managed and to be utilised for the \$250m Mother Teresa Building project.

2019 Quarter 2 Operating Budgets - Operating results are in the main favourable against budget. Operating salary expenditure is favourable against overall operating budgets. Overhead expenditure is in line with the budget.

Procure to Pay (P2P) - Continued roll out of the P2P process using the following cycle: Information session; Self-paced training; Workshop and business process translation; Live purchasing.

The Faculty of Law and Business and the Faculty of Health Sciences have entered the live purchasing stage and are scheduling other parts of the organisation when they become available between forecast and budget activity.

Forecast and Budgeting Module - The University has reached a milestone where the TechnologyOne Budget/Forecast model is being successfully used to capture the 2019 forecast. The achievement of this milestone was facilitated through a strong collaboration across all stakeholders. The next milestone includes broader engagement with budget stakeholders and refinement of the TechnologyOne Budget/Forecast model.

Uber - Additional selection criteria to classify trip destinations are now required when booking Uber. These are:

| | |
|---|---|
| A) Home to/from Office - Default code | Please proceed with booking |
| B) Other to/from Destination - Default code | Please proceed with booking |
| C) Home to/from Office - NOT default code | Enter project code (Entity-Project-SoF) |
| D) Other to/from Destination – NOT default code | Enter project code (Entity-Project-SoF) |

KRA 4.4: INFRASTRUCTURE AND DEVELOPMENT

Blacktown Campus Establishment Program – Governance structure in place and planning well underway. Vice Chancellor is leading the process of working through CSP funding arrangements with the Minister for Education's office. ACU Senate approved ACU Blacktown as ninth campus and capital funding for fit out on 8 August 2019. Heads of Agreement and Lease arrangement will be finalised in August 2019. Relationships with Catholic Diocese of Parramatta, Blacktown and Mt Druitt Hospital and Blacktown City Council developing well.

Development & Capital Projects

| CAMPUS | DEVELOPMENT ACTIVITY | STATUS |
|-------------|--|--|
| Blacktown | 22 Main street | Draft Concept Design and Report issued for internal review. By S1 2020 AskACU, by S1 2021 Ground target L1,L2 and L5 fit out complete to accommodate circa 1,000 EFTSL. |
| Brisbane | Gymnasium | Funding approval received to progress the design of a gymnasium as the first stage of Multi-Sports Centre. |
| Canberra | Veritas Building | Adjustment and monitoring of air conditioning and AV performance is ongoing. |
| | Multi-sports field | Funding approval received to investigate location options to optimise planning authority and functionality outcomes |
| Melbourne | Saint Teresa of Kolkata Building | The grout curtain is complete, and testing has confirmed that the works have been effective in reducing the rate of water seepage into the excavation works area to acceptable levels. |
| | 81 Victoria Parade | The town planning application was lodged in April 2019. Target date for determination end Aug 2019. |
| Nth Sydney | Landscape Community Garden | Detailed design complete. Shortlist of Tenderers reviewed. Target commencement of Stage 1 works is October 2019. |
| | 173 Pacific Hwy Simulation Wards and Wet Lab relocation to JCB | DA approval - late July 2019. Construction management plan to be co-ordinated to minimise impact on Open Day. Target completion Feb 2020. |
| | Moot Court Relocation and 190 seat Flat floor auditorium | Both Moot Court (L5 TWH) and Flat Floor Auditorium (L1 CCH) were completed July 2019. Written compliments received from Business School and OGC. |
| | Gym and Student Hub - CCH | 70 members have joined in first two weeks of opening the gym mid-July. OSS very pleased with the Hub. First evening event held. |
| Strathfield | Underground Carpark and FIFA certified playing field with movable wicket | Ausleisure management, the leading information source for the Leisure industry has awarded our contractor Hansen & Yuncken with an innovation award for ACU's FIFA football field with a movable cricket wicket. Carpark and field opening event held on 5 Aug 2019. |

Facilities Management

| CAMPUS | FM Activity | STATUS |
|----------|---|---|
| Ballart | Paving repairs - Quad | Re-laid paving lifted by tree |
| | LED lighting upgrade | IT offices room and maintenance shed have been upgraded |
| | Gas Heater Upgrades | Replaced gas heating units in the Staffroom, Art room and the Post Grad room |
| | Removal of planting | Removed trees in front of Connors Hall |
| | Bld. 104 - Sims prep room upgrade | All fittings removed and walls repainted |
| | CPC Works program - Oval Fencing – north revetment wall | Tendered and contractor appointed. Works scheduled for completion Sept |
| | Waste - Secure Doc. Bins | Service altered to "on demand" to reduce rental charges on dormant deployments. Opportunities to further reduce rental overheads on waste streams under review. |
| | WH&S | Evacuation Drills to all buildings and Fire Warden scheduled for 15 Aug. |
| Brisbane | Traffic and Transport | <i>Safezone</i> - Bus Tracking system implemented. Patronage levels July up approximately 8% on 2018 & 2017. Traffic Management |

| CAMPUS | FM Activity | STATUS |
|-------------|--|--|
| | | Semester 2 Plan implemented with minor reductions in scope based on reduced volumes of traffic. |
| | Community Engagement & Mission | Breakfast Business meeting with State Member, Leanne Leonard Banyo Open Day 27 July. Catherin McAuley Statue blessing |
| Canberra | Paramedicine Refit BBQ area landscaping | Tendering process completion end Dec 19 BBQ installed. Picnic benches ordered. |
| Melbourne | Camera upgrades | Analogue camera upgraded to digital to improve external coverage, including PTZ |
| | BMS upgrade | All BMS controllers within the MGB and the Arts precinct converted in line with the national standard |
| Nth Sydney | 8-10 Berry St | Removed café area and reconfigured for a student kitchen area to create a bigger breakout space |
| | TWH – Hydrant System | Upgrade of the building's hydrant system to the new standard completed as part of the student teaching space upgrades |
| | Insurance claim – Flood | Faulty valve caused a flood on level 13 & 14 in TWH. Mop up and repair completed within a week. |
| | Vice Chancellery | Replaced main sewer line after the main collapsed |
| | Car Park and Sporting field | Completed the rejuvenation of the grass sporting fields |
| Strathfield | Clancy Building | Relocated the FM office to enable the relocation of the Collaborate Plus space to Clancy Building. Refurbished the coffee cart space to a collaborative meeting area |

Planning & Sustainability

- Consultations with national stakeholders ie. HoSch and Directors of student-facing units under the annual Campus Development Framework, will result in a Projects Register that will include a high-level project budgets and projects ranking for consideration in 2020 Capital Plan. Developing business case for ACU to offset its air-travel greenhouse gas emissions as part of a proposal to purchase carbon offsets from Indigenous communities engaged in traditional land-management activities. The purchase of offsets from Indigenous communities would deliver not only an environmental benefit but would also assist ACU to meet the aims of its Reconciliation Action Plan.
- Developed proposal for ACU to assess the lowest-cost timeline and pathway necessary for the University to achieve a state of carbon-neutrality.
- A business case for ACU to install solar arrays with a combined 306 KW capacity at Ballarat, Brisbane, and Canberra campuses, for a capital cost of around \$440,000 and an estimate payback period of seven to nine years.

Energy management – The TEFMA 2018 Annual Survey again confirmed that ACU uses the lowest amount of energy per unit of floor area in the tertiary sector; the data shows that ACU consumes just 48% less energy per unit of Gross Floor Area than the tertiary sector average. Moreover, ACU's energy consumption to mid-year 2019 is 5% - or nearly 500,000 kWh – lower than at the same time last year. This saving is the equivalent of 18 months' energy consumption of Champagnat House.

IT Services

| PROJECT | STATUS |
|---|---|
| Program 1: Digital workspace and staff experience anywhere, anytime | Vision: An engaging and collaborative online staff workspace & services |
| Unified Communication & Collaboration (UCC) – Standardise and consolidate ACU Voice and Video communication technologies with seamless integration to collaboration tools. | Based on Feedback from Microsoft that support for Skype for Business will cease in 2021, there has been a change in the UCC project scope. This has resulted in the Project more closely aligning its UCC technology adoption plans with the Microsoft technology roadmap and the adoption of Microsoft Teams rather than Microsoft Skype for Business. Additional project funds have been committed to facilitate this technology and scope change that will result in all University meeting rooms being standardized and upgraded to Microsoft certified TEAMS UCC technology. Fifty-nine University Video Conference MS Team meeting rooms will be upgraded by the end of the year. |
| IT SharePoint Project – New IT SharePoint on-line platform to be designed and migrated. | The new IT SharePoint online site has been established. Work is currently underway to establish the SharePoint Online sites for OPSM, FEA and FTP by end of the year. IT is currently having discussions with FHS and FLB to determine if there is capacity to move their current on-premise SharePoint sites to the new cloud platform. |

| PROJECT | STATUS |
|--|--|
| Office 365 & Windows 10 deployment – Migrate the rollout of Office 365 to all ACU staff desktops. | The Windows 10 rollout is anticipated to be completed by end of August 2019. Once completed the project will commence the rollout of MS TEAMS desktop client and also OneDrive to all desktop computers as part of new office365 suite, by end of 2019. |
| Wireless network – Create the foundation network for location aware services. | University wireless devices are being reconfigured to improve the reliability and stability of video conferencing traffic that utilize the ACU Wi-Fi infrastructure. It also enables space utilization analytics and wayfinding in campus. |
| Program 2: Protect ACU's reputation in CyberSpace | Vision: Safe, secure and reliable |
| CyberSecurity Program – Ensure that the confidentiality, integrity and availability of ACU information is in place and that ACU's reputation is not damaged | Completed review and prioritisation of urgent information security initiatives, in line with recent incidents and findings. Preparation for establishing the Cybersecurity Program Governance group is in progress. |
| 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 were completed. The roadmap was provided to Audit & Risk Committee for noting. Project closure is in progress. Subsequently, the roadmap is under review following recent security incidents. |
| Acquisition of firewall and load balancer – Replace existing firewall and load balancer infrastructure at ACU primary and backup data centres with enterprise grade solutions. | Original firewall project to deliver the physical infrastructure and provisioning completed in 2018. Final phase, to provision additional virtual firewalls to better protect ACU assets in the cloud is underway. Engaged implementation vendor, AARNet. Planning of design workshops is in progress. |
| Cybersecurity Improvements - Assess/ audit existing applications, complete rollout of next generation anti-virus, improved monitoring and breach detection, improved authentication. | New Generation of Anti-Virus Software Sophos have been rolled out to Adelaide and Ballarat users. Full rollout to ACU will be completed by end of Q3 2019. |
| Cybersecurity Quick Wins - Roll-out ACU training, improve network security, improve processes for group policy, active directory clean-up, security checkpoints in project lifecycle, password management | Security checkpoints in project lifecycle are now in place. Review and clean-up of privileged user accounts activities are in progress. |
| Identity & Access Management Project – Modernise system identity and access provisioning. | Currently in planning and design stage – these will include strategy, roadmap, and rollout of identity management improvements and role based access provisioning. |
| 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 |
| Online Top-ups for Student Payments | A new system to permit online top-ups of student payment cards went live prior to semester 1, with positive feedback. Completed the additional functionality of displaying the student details and card balance on the student portal at the end of Q2 2019. Online card balance refund functionality to be completed by end of Q3 2019. |
| Appointment Booking System – Booking System replacement for students, to make appointments with staff. | Project went live successfully on the 8 th of July 2019. Currently progressing to the pre-initiate stage for Phase 2. |
| Program 4: Develop agile innovation and implementation capability | Vision: Delivering it enabled value faster and better |

| PROJECT | STATUS |
|---|--|
| Enterprise Architecture – to enable the sharing of information on ACU data flows & integration, systems landscape, technology standards and business capability models for quicker technology decision making. | Information Insight@ACU is ACU's Enterprise Architecture repository portal. The first version of the repository provides key information and reports related to ACU business capabilities and business applications inventory, and information related to IT technology capabilities and mappings to associated products. Good feedback from business stakeholders and the data will be updated and improved continuously. Access to the repository site will be made in the coming weeks. |
| Enterprise Service Bus (ESB) / Integration Uplift – to provide application data sharing capability and delivery. | Completion of the HR Phase 1 integrations are nearing finalisation. Phase 2 modules planned for release in the next two quarters. |
| Project Portfolio Management (PPM) system – to oversee projects, program and portfolio processes | Gone live for IT in March 2019, including modules for project management, reporting, and resource planning, timesheets and portfolio management. Planned the roll out of the PPM system to other directorates, starting with Student Administration. |
| Software Development Lifecycle (SDLC) Uplift – to improve development, QA and testing capabilities for applications. | Recently deployed Quality Assurance processes and improvements in development and release management lifecycle for Student Administration systems and Integrations development. |
| Program 5: Cost efficiency and operational agility | Vision: Sustainable and flexible IT services |
| Monitoring of applications and systems | The New Relic monitoring system implementation has been completed for Sitecore, ESB and SSO platforms including the new version of Banner 9, providing early indication of potential issues to handle university peak periods. Additional monitoring services are currently being reviewed and implemented by end of Q3 2019. |
| Governance of IT investment | Established new process of reviewing all proposals by the Enterprise Architecture function and requirement for solution design before 2nd stage funding. Technology Board have begun consideration of key themes & programs for ACU technology investment. |

KRA 4.5: STAKEHOLDER RELATIONS

Creative Service – Currently focused on a range of projects, including six Open Day programs, creative assets for Open Day events and campaigns and commenced work on the Semester 1 2020 campaign. Filmed new videos to promote the Creating Opportunity Scholarships, academics within Faculty of Education and Arts, and also captured photos and video content of International Core in Beijing and Rome.

Content – Production of the 2021 Undergraduate Course Guide and the 2020 *ACU Alum* magazine have commenced. Developing copy/content for major recruitment campaigns and conversion work and the content hub, *Impact*, continues to be a much-used source of content with more than 200 stories published since the hub's launch in May 2018, and over 99,000 visits to the site to date.

Events – Planned and coordinated a number of events including the Honorary Doctorate events for Archbishop Bashir Matti Warda CSSR and Br Jude Butcher, the Annual Catholic Stakeholder event and McAuley Statue Blessing in Brisbane, the Preview of ACU's Collection on the History of the Catholic Church in Australia and the book titled *The Church that would not Die, St Michael the Archangel, Wollombi* in both Sydney and Wollombi, and the launch of the FIFA grade football pitch and carpark in Strathfield.

Media/Public Relations –The highest potential media coverage reach (7.2 million) came from an interview with Professor John Hawley, discussing the sweet spot for exercise. ACU experts have featured discussing the violation of human rights in Myanmar (Chris Sidoti), populism in light of the new British leadership team and Brexit (Dr Benjamin Moffit), using Twitter to determine how anti-vaxers and medical experts fail to communicate with one another (Professor Mark Alfano), how children with autism use memory differently (Professor John Munro). The University's acquisition of a Siennese-style triptych and the launch of a collection of memorabilia about the Catholic Church both led coverage in mainstream and Catholic networks, including in Vatican News.

Market Insights – Series of presentations made to ACU leadership, to connect them with the results of the Brand Tracking, Lapsed Offer and Attrition studies. Supporting course development work, including a detailed look at Initial Teacher Education. FEA is proposing significant changes to these degrees and the team is meeting with principals and senior teachers to better understand their needs, current perceptions of ACU and how we can tailor our degrees to ensure they meet industry needs. Qualitative interviews are

being conducted with industry partners in the International Development area to provide feedback and understanding in relation to ACU's creation of the M International Development (working title).

Future Students – Currently in the peak recruitment period with regular school visits, careers expos, campus tours and events on campus (Parent Information Sessions, Talk With Series). More than 260 recruitment activities occurred from June to date in all campus markets engaging ~19000 prospective students. Each campus hosted a Uni Experience Day, supported by faculties, with over 500 attendees including parents.

Public Website – Phase Two was finalised in Q1 and Q2 of this year and has added personalisation capabilities to the site, bi-directional CRM integrations, the addition of several hundred rewritten content pages for discipline areas and research institutes. A change request was approved to include the activities required to decommission Squiz into the scope of this project, as such it has been extended to December. In regard to performance, since launching the new website prospective student leads are up nearly 99% YoY.

Student portal – Consulting with students to develop the next phase roadmap of portal features and enhancements.

Course Management and Approval System Implementation – The RFT process has delivered a preferred vendor. Contract and price negotiations are currently underway.

User Experience – The Education and Innovation portfolio has agreed to collaborate on this work and will provide funding that will be used to establish a UX team, deepen our UX research and deliver a strategy, implement a measurement framework and commence enhancement to the student Onboarding process and initiatives that will impact retention.

Campaigns – The Open Day campaign 2019 is performing well. While overall traffic is down 11%, more importantly all major conversion metrics are up compared to last year. Overall lead generation is 99% up YoY. Currently have 3395 prospective student leads.

Veterans Entry Program – Working closely with Community Engagement to establish an entry program that recognises the skills acquired through work within the Australian Defence Forces. The program is due for public launch at the end of August and will apply for courses on all campuses. Once at ACU, the veteran students will have access to a range of support services which cater for the needs of those returning to civilian life.

Class Selection & Timetabling Project (CST) – The first phase of this two-year project has begun to move our class allocation system (Allocate Plus) to a cloud-based solution which will provide ACU with a faster, more secure allocation system. The project will build on this phase and ultimately provide a low-stress allocation experience, align enrolment with allocation and give students greater autonomy in managing their class selection.

Graduation experience survey – Over 6000 students celebrated the conferral of their degree at the Autumn Graduation ceremonies. Conducted a detailed experience survey with the results showing high overall satisfaction ratings for all aspects of the events from online registration through to leaving the venue. Key drivers of graduate and guest satisfaction include the memorable and enjoyable day, the ease and effectiveness of graduation processes, and the well-organized and short duration of the ceremonies. Improvement opportunities relate to food options, photography experience and some elements of the ceremonies such as the speeches and music.

Research Candidature Administration – Continuing to drive improvements to administrative process that support research candidates at ACU by working collaboratively with the Research Directorate and other areas of Student Administration. Key achievements this quarter include driving updates and enhancements to policies, updating key candidature forms and communications to improve the user experience, improving the transparency and effectiveness of the RTP Stipend Scholarship process, and developing new reports to enable the proactive tracking of candidates against milestones.

Managing Placements – ACU has gone live with the opportunities module in InPlace. This module allows ACU to advertise community engagement opportunities to our students and take them through an application and placement process. The Faculty of Law and Business and Community Engagement will be using this module. Undertaken substantial work on the integration and quality of data within InPlace which will improve the accuracy of reporting and has already simplified the use of the system.