# Corporate Services Activity Report
## Report No. 2 – May 2019

### KRA 2.1 STUDENT EXPERIENCE

**University-wide approach to co-curricular payment systems –** The COO and the DVC Education and Innovation have endorsed a university-wide approach to co-curricular payment systems business case. The Capital Development Committee has approved this project and a governance framework has been established and approved. The appointment of a Project Manager is currently underway.

**Elite Athlete and Performer Program -** There are currently 383 EAPP members. Current students can apply for the EAPP at any time throughout the year, so this number is likely to see a small increase. 121 scholarship applications have been received however under the new 2019 scholarship model, plans to award 50 recipients with a higher financial value will create a challenging assessment process. Assessment has begun utilising the revised assessment rubric based on a points system. In 2018 there were 100 scholarship applications, with 90 scholarships awarded at a lower value.

26 EAPP have already represented ACU or committed to competing in UniSport Nationals, in addition to 58 expressions of interest from EAPP athletes for Nationals Division 1. The EAPP subsidy for students competing at Nationals has increased in 2019 and has proven to strengthen ACU athlete representation in UniSport events. As a comparison, 26 EAPP athletes competed across all UniSport National events for 2018, it is expected that 2019 will exceed involvement significantly.

**Australian University Sport Programs -** Athletics and Swimming were held as standalone events for the first time in early 2019. 11 athletes represented ACU at the Athletics with ACU finishing 13th out of 43 Universities overall. ACU swim coach, David Proud led 12 ACU swimmers with some phenomenal results placing the group 8th out of 43 Universities overall. Over 450 applications for Nationals Division 1 and 2 have been received. Selections for both events will be finalised in May. Whilst general participant interest in the event has decreased since 2018, the strength of applications and elite athlete interest has increased, which is in line with this program strategy.16 coaches have been appointed for Nationals Division 1 and 2 events with appointments dependent upon final team registration numbers.

**Gyms, Fitness Classes and Facilities -** Over 1979 visits were recorded from January to April in Melbourne and Brisbane Gyms. Campaigns for both gyms in April exceeded benchmarked average with Melbourne being 165 over the benchmark average and 5 for Brisbane. The North Sydney gym is close to completion and scheduled to open in late July 2019.

**Living and Learning Communities (LLC)** – The collaboration between First Peoples and Equity Pathways and Student Engagement and Services of an Indigenous Accommodation Award has been extended nationally. From five students in 2018 to 13 students in 2019 to be selected to become leaders within our Living and Learning Communities in Canberra, Ballarat, Brisbane, Melbourne and Sydney. The success of the program can be evidenced by the number of students reapplying year on year, resulting in them nearing the end of their studies supported by the Award.

Collaboration between ACU International and Living and Learning Communities has resulted in three Australian Award recipients being accommodated at Miguel Cordero Residence, Camperdown. Two of these students have extended their stay into 2019. ACU International's July School students will be accommodated at Miguel Cordero Residence for the fourth consecutive year. The success of this program has seen it being offered in Brisbane as well this year. Students choosing Brisbane will be housed in our partner property of Iglu, Brisbane.

Student satisfaction survey showed that 86% of residents feel safe in our residences with 68% regularly engaged by the Residential Life Program and note that living with LLC has broadened their friendship network and facilitated their study aspirations.

Occupancy (as at 23 May 2019) across ACU student accommodations is as follows:

| ACU Accommodation | No. of rooms | No. of students | % Occupancy |
|---|---|---|---|
| MCR, Camperdown | 152 | 142 | 93.4% |
| Camillus, Ballarat | 81 | 81 | 100% |
| Managed res. Ballarat | 103 | 102 | 99% |
| Managed res. Canberra | 13 | 12 | 92% |

ACU Medical Centres (Brisbane & Melbourne) - The Medical Centre awareness/marketing plan is currently being implemented in close collaboration with Student Strategies and MER. Following some promotional activities undertaken during this quarter, the number of patients has significantly increased as compared to Q1 2018 (Jan-Mar 2018:1051, Jan-Mar 2019:1479). In collaboration with Finance, SES has established a process to reconcile external revenues for the Medical Centre. Using this process, SES has successfully reconciled revenues for this quarter. The Medical Centre has successfully registered to receive payment for certain types of vaccines from Medicare - Australian Immunisation Register (AIR). An additional consultation room has been set up to cater for the increasing number of patients and the appointment of an additional GP is currently underway.

Student Discount Portal (ACUXtra) – SES is continuously working in close collaboration with the supplier to bring discounted and attractive deals to students.  The average daily users are approximately 47, which is a 30% increase as compared to Q1 2018. There are currently 3143 active users with 4572 students signed up. The launch of the new communication matrix earlier this year sees multiple small Electronic Direct Mail's (EDM) released each week and a monthly large EDM and a monthly student feed post, which shows direct correlation in site activity and user drop off. The EDMS are reaching 99.8% of 4,657 students' inboxes.

## KRA 4.1: STRATEGIC APPROACH & GOVERNANCE

Service Central – The Service Central Project was completed at the end of May 2019, following the phased onboarding of HR, Properties and Facilities, IT, MER, Finance, General Counsel, Governance, OPSM and Student Administration into the Service Central Portal from November 2018, to provide one system, one unified service desk and one location for information and service requests regarding Corporate Services for staff.  The establishment phase has produced almost 1000 centralised Knowledge articles, and almost 200 on-line service request forms. The system has enabled the capture of service demand and delivery, which since Nov 2018 has equated to 37,000 service requests and 24,000 news of Knowledge articles.  The project is transitioning into BAU and will focus on implementing improvements that are informed by system data and service user feedback.

Business Process Management (BPM) – SIT has been engaged in a range of service improvement activities as well as working with the Corporate Services Portfolio to introduce a new BPM Model (including the adoption of an enterprise BPM software tool known as Nintex-Promapp) to support current process mapping and re-design. SIT is finalising implementation of a new more streamlined process for issuing Staff Access Cards as well as leading working groups to re-design processes relating to Donations to ACU, Student Course Completion and Unsatisfactory Academic Progress. In addition, SIT is working with the Finance Directorate and finance stakeholders to re-design 10 current finance services which will be accessed via Service Central.

Annual review of risk registers - OPSM is undertaking the annual review of organisational unit risk registers as well as the university risk register.  A report will be provided to the ARC in July.

Internal Audit – The IT Resilience Audit was completed and tabled at the March ARC meeting.  Two reviews are in flight - Property and Maintenance, in its final stages, and the review into ACU's Treasury function, which is in draft report stage.  Both reviews will be finalised in time for the July ARC meeting. A review of ACU's Fraud and Corruption Risk Framework is scheduled to commence. The Internal Audit Policy and Charter were reviewed and endorsed by the ARC at its March meeting.  The Internal Audit Sponsor Guide was reviewed and has resulted in a more simplified version that will be used to assist audit sponsors in understanding ACU's internal audit process.

Strategic Planning - Round 1 of the strategic planning staff consultation sessions have concluded recently. Around 300 staff attended the 9 campus based (Brisbane, North Sydney, Melbourne, Ballarat, Canberra and Strathfield) and 1 virtual consultation sessions between 29 April- 16 May 2019. A briefing report is being developed currently, to synthesise common threads and themes that have emerged through these sessions. The OPSM is also exploring a strategic risk review with the assistance of the ACU internal audit partner, PricewaterhouseCoopers to assist in informing strategic risk considerations as part of the development of the ACU 2023 Strategic Plan.

Rankings - ACU has been ranked 101–200 in the inaugural Times Higher Education (THE) Impact Rankings. THE Impact Rankings capture universities' impact on society, based on their success in delivering the United Nations' Sustainable Development Goals (SDGs). ACU demonstrated excellence in the following SDGs:
- SDG 3 – Good Health and Wellbeing: 25 globally
- SDG 4 – Quality Education: 40 globally
- SDG 5 – Gender Equality: equal 55 globally

The OPSM made institutional data submissions to QS World University Rankings, US News Best Global Universities and QS Stars during Q2 2019.

Government Reporting - The first data collection of 2019 Applications and Offers have been submitted on 6 March 2019.
The 2019 Semester 1 Commonwealth Scholarship Offers (17 offers) was submitted on 8 March 2019.  The SA-HELP (19,997 records) and OS-HELP (147 records) for the second half year 2018 were completed on 6 March 2019.  The 2018 Semester 2 Commonwealth

Scholarship Continuing (43 offers) was submitted on 22 March 2019. 2018 Past Course Completions (7358 graduates in 2018) and Unit of Study Completions were submitted on 29 April 2019. ACU's Funding Estimates 1, 2019 which include CGS/HECS-HELP, FEE-HELP, SA-HELP and OS-HELP were submitted to the Department on 29 March 2019 after the approval by COO. The first submissions of 2019 first half year student data (census date between 1 July and 31 August 2019) will be submitted by 31 May 2019. Currently verifying 2018 full-year student data by 15 May 2019, and 2018 staff data by end of June 2019.

Enterprise Data Warehouse and Business Intelligence (EDWBI) Program – All development work for Finance (Phase 1) is complete. Currently working with finance team in refining internal DW processes. Student Assessment (Phase 2) is still on hold till the completion of Phase 9 of Tranche 1. The design & build stage of Staff Management (Phase 7) is underway. The research phases of the EDWBI program are expected to begin in Q3, 2019.

Corporation – The Annual General Meeting of Australian Catholic University Limited was held in Melbourne on 1 May 2019. This was the first meeting of Members chaired by the new President of Corporation, His Grace, Archbishop Mark Coleridge, following his election in 2018.

Governance Review – The Governance Directorate continues to progress 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 June Planning Day and June meeting. The results of the internal review will inform the external review process during 2020.

Privacy – Preliminary work is ongoing in relation to a project to assess the University's compliance with the Commonwealth Privacy Act and the EU's General Data Protection Regulation. It is anticipated that an independent expert will be identified by the end of quarter 2 to undertake an audit of ACU's practices.

Senate and sub-committees – Following a review over the past 18 months of various committees within the Directorate's remit, Senate, at its April meeting, resolved to approve a number of changes to its sub-committees including name, membership and function. Amended Statutes and terms of reference will be submitted to Senate in June for approval. Various implementation activities are in train. Preparations are underway for the Senate Planning Day to be held on 12 June. Additionally, preparations are being made to induct four new Senators following elections managed by the Governance Directorate and appointments in accordance with the Constitution. The first meeting for the new Senators will be 13 June. Meetings of Academic Board and the Standing and Finance Committee took place on 8 May and 13 May respectively.

Office of General Counsel – The OGC continues to collaborate with the IT and Finance Directorates to develop streamlined processes that will improve the way in which ACU engages IT vendors, mitigate risk and provide exceptional service delivery to ACU stakeholders

## 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) were prioritised to ensure consistency with the Agreement with more substantive changes to policies subject to consultation with the ACU Staff Consultative Committee (ACUSCC). The Agreement implementation plan remains a standing item on the ACUSCC quarterly meeting agenda.

Meeting the Challenge – A small number of change plans have been finalised during Quarter 1, 2019, with fewer focusing on cost savings and responding to MYEFO. 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 – HRP Phase 2 scoping and design activities have commenced. Workshops have been conducted to assess "as is" and inform design of "to be" processes that relate to the implementation of the Recruitment, Onboarding and Career Manager modules within Aurion.

Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020 – In support of the University's Aboriginal and Torres Strait Islander Peoples Employment Strategy, key staff attended a strategic planning day on 26 March to develop an Aboriginal and Torres Strait Islander Cultural Capability Framework. This was facilitated by Gregory Phillips of Abstarr Consulting and included broad representation of leaders and Aboriginal and Torres Strait Islander staff.

Work is underway to deliver a new project – Language on Campus – shared across the First Peoples and Equity Pathways, Properties and Facilities and HR Directorate; a project that seeks to share Aboriginal and Torres Strait Islander Peoples knowledges and cultures through displays of nations, languages, art and landscapes within the campus environments. Cultural Awareness Training continues across ACU with workshops delivered to Marketing and External Relations and Service Central staff in late March.

Aboriginal and Torres Strait Islander staff represent 2.09% of all staff employed at ACU (as at Q1, 2019), with the majority being employed in the Deputy Vice-Chancellor (Education and Innovation) portfolio group.

**Work Health & Safety –** Work continues to implement the recommendations from the Work Health Safety Management System Audit and plan for the transition to the new standard, ISO 45001.

The 2019 Flu Vaccination Program has been scheduled throughout the month of May across all campuses (except for the Adelaide Campus where flu vouchers are available). This has received a positive response with more than 80% of available places booked.

**Capability & Development –** The E-induction and E-essentials modules provided to new staff as part of their induction have transitioned to a single provider and Learning Management System, ELMO. This process involved decommissioning the Techniworks e-learning platform as well as the platform provided by GRC Solutions. As part of the transition, the University took the opportunity to review the E-induction content to make the e-learning experience more engaging for new staff. The new content was launched to new starters in April and comprises the following modules: E-Induction; Workplace Bullying & Occupational Violence; Discrimination & EEO; Sexual Harassment Prevention; WHS Awareness; Competition & Consumer Act Awareness (for selected roles).

Last year the University initiated a process to procure the services of training providers to support the execution of the 3-year Learning and Development Plan. The outcome of the tender process has been reached, with contracts being drafted with the selected providers. These providers will deliver programs directly aligned to the Capability Development Framework, some of which will be co-created specifically for the University.

**Gender Equity Initiatives –** In February, the Workplace Gender Equality Agency (WGEA) awarded ACU the Employer of Choice for Gender Equality Citation for the seventh consecutive year. This citation recognises ACU as a leader in workplace gender equality and reflects the progress of our Gender Equality Strategy (GES) 2015-2020. In 2011, ACU was recognised as an EOWA Employer of Choice for Women – a public acknowledgement of our efforts in equal opportunity for women in the 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: Diversity and Inclusion Webinar, Supporting Working Parents, Flexible Working Day (22 May). On 8 March, the University celebrated International Women's Day with many events held across campuses. In support of this year's theme - "Balance for Better" – the Vice-Chancellor and President reflected on and celebrated how far ACU has come and what has been achieved. In the Staff Bulletin article (13 March), he acknowledged how ACU is achieving balance and affirmed his ongoing commitment to championing gender equality within ACU and more broadly.

## KRA 4.3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

**Treasury Report**
- Planned investments with JBWere continue, now totalling $13m. Investments and cashflow are in line with forecast.
- Cash is being managed and to be utilised for the $250m Mother Teresa Building project.

**2019 Quarter 1 Operating Budgets –** Operating results are in the main favourable against budget. Operating salary expenditure is favourable against budget, and overall operating overheads expenditure is in line with the budget.

**Annual Financial Statements –** Annual Financial Statements were approved by Senate on 11 April 2019 and presented at the AGM on 1 May 2019.

**Finance Systems –** TechnologyOne users can now order office supplies from the University's preferred supplier, Winc.

**Procure to Pay (P2P) –** P2P is being delivered as a process improvement cycle which consists of the following elements:
- Information session
- Self-Paced Training
- Workshop and business process translation
- Live purchasing

The Faculty of Law and Business and the Faculty of Health Sciences commenced the initial stages of information session and training.

**Forecast and Budgeting Module –** The Finance Directorate has commenced engagement with a cross section of key users to preview the functionality of the TechnologyOne forecast and budget module. The intention is that the TechnologyOne forecast and budget module will replace the current Excel-based templates we currently use. The focus of this initial preview is to seek feedback on the functionality and to refine requirements. The objective of the current phase is to undertake the 2019 forecast within the TechnologyOne Forecast and Budget module.

**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. Proposal to open campus will be presented to Senate on 13 June. Overall agreement and lease are in final drafts and expect to finalise in June 2019.

## Development & Capital Projects

| CAMPUS | DEVELOPMENT ACTIVITY | STATUS |
|---|---|---|
| Brisbane | Mercy Building | The Gaudete Centre ceiling defects have been scheduled for rectification mid Semester break, this also includes the timber internal linings to level 2 pods. |
| | Main Entry Landscape Upgrade | Project Brief being finalised. |
| Canberra | Veritas Building | Rectification of outstanding defects is complete.  Ongoing adjustment and monitoring of air conditioning performance is ongoing. |
| | Blackfriars Main Entry Upgrade | Project works are complete. |
| Melbourne | Saint Teresa of Kolkata Building | The primary and secondary grout piles are complete.  There are two areas where tertiary and possibly quaternary grout piling is needed to stem the volume of water seeping into the excavation zone via a porous dyke, to acceptable levels. |
| | 81 Victoria Parade | The town planning application was lodged in April 2020.  Ongoing consultant work is limited to responding to council queries during the assessment period. |
| 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 assessment of main contractor underway. Works to commence immediately after Moot Court relocation to be completed during S2 2019. |
| | Moot Court Relocation | Target completion end July 2019. |
| | Gym and Student Hub - CCH | Works practically complete in early May 2019.  Awaiting marketing campaign. |
| Strathfield | Underground Carpark | All works to the carpark and synthetic field are complete.  Practical completion and occupation targeted for end May 2019. FIFA testing of the compliance of the pitch to FIFA standards is complete. |
| Blacktown | 22 Main Street | Scenario1 Concept Design and Report due end May 2019. |

## Facilities Management

The Property Maintenance Audit is being finalised with a number of recommendations for improvement which are to be undertaken in the immediate future.

| CAMPUS | DEVELOPMENT ACTIVITY | STATUS |
|---|---|---|
| Ballarat | Staff room and Goldfields Room refurbishment | Re-carpeted, repainted, upgraded lighting to LED & refurnished both locations. |
| | Nursing Lab Refurbishment | Installed privacy curtains, wash basins, upgraded flooring and storage facilities. |
| | Carn Brea and Connors Hall Condition Reports | Carried out a preliminary survey of both buildings with a view to rectifying several issues caused by movement. |
| Brisbane | BBQ and Water Fountains | Recently installed. Additional fountain to be installed adjacent to the Uncle Duncan Court. |
| | Battery recycling and rationalisation of security bins | New programs commenced recently, well supported. |
| | Campus relations | Introduction to new Seminary Monsignor. |
| Canberra | BBQ | Proposed location verified and installation to proceed shortly. |
| | Refurbishment works for former Catholic Care tenancy | Planning underway for refurbishment of these spaces to provide a fresher appearance for future occupation by ACU or others. |

| CAMPUS | DEVELOPMENT ACTIVITY | STATUS |
|---|---|---|
| Melbourne | Level 5 Staff Room | Converted the staff kitchen area to a shared use space with additional microwaves for students, additional tables and sofa's to create a usable staff/student lounge. |
| | Cathedral Hall Classrooms | Upgrade of the 5 classrooms within Cathedral Hall providing new lighting, seating and tables. |
| | NBN readiness | Cutover all Security, Fire & Lift emergency lines to 4G in preparation for the NBN rollout to St Patricks Campus. |
| Nth Sydney | 33 Berry Street | Foyer student lounge area completed. |
| | Fire system compliance testing | Testing of all buildings on campus being completed. |
| | Triptych | Installation of the new Triptych art work in the Chapel completed. |
| Strathfield | Student Car Park | Operationalisation of the new student car park and playing fields underway. |
| | BBQ and Water Fountains | As part of the campus capital expenditure process we have installed two new drinking bubblers and a new BBQ for the students. |

IT Services

| PROJECT | STATUS |
|---|---|
| **Program 1: Digital workspace and staff experience anywhere, anytime** | Vision: An engaging and collaborative online staff workspace & services |
| **The Digital Workspace Program –** 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. The Digital Workspace Manager has commenced. |
| **Unified Communication & Collaboration (UCC) –** to standardise and consolidate ACU Voice and Video communication technologies with seamless integration to collaboration tools. | With the completion of Phase 1, University video conference meeting rooms are being upgraded to support Skype video conferencing. Currently reviewing the technology that had been implemented with our end users. Microsoft is currently conducting a technology review to ensure the technology solution is future proof with new capabilities that they will be introducing. The roll out of the 30 more Skype Enabled meeting rooms has been temporarily postponed to mid Q4 2019. |
| **IT SharePoint Project –** New IT SharePoint on-line platform to be designed and migrated. | 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 by Oct 2020. |
| **Office 365 & Windows 10 deployment–** to migrate the rollout of Office 365 to all ACU staff desktops. | Finalised the migration approach to the rollout of Office 365 to all ACU staff desktops. 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 Proof of concepts phase 1 & 2 have been completed. The final Windows 10 roll out will be completed by end of Q3 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. New Generation of Anti-Virus Software Sophos have been piloted in IT and selected ACU participants, with full roll to be completed by end of Q3 2019. |
| **Identity & Access Management Project –** seeks to modernise system identity and access provisioning. | Currently in planning and design stage. |
| **Program 3: Technology facilitating the student experience anytime, anywhere** | Vision: An immersive, engaged, seamless online student experience<br>Note: now being managed as a part of the student futures program |

| PROJECT | STATUS |
|---|---|
| **Unified Communication & Collaboration (UCC) Phase 2 –** 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. |
| **Wireless network** – to create the foundation network for location aware services. | 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 by end of Q2 2019, followed by several Proof of concepts for location aware services to be completed end of Q4 2019. |
| **Internet Access Control** – to provide authenticated visitor access to the ACU network. | ACUGUEST has been established to provide wireless access to visitors across all ACU campuses and communicated to the University community. |
| **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. By end of Q2 2019 the system will display student details and card balance. Online card balance refund functionality is expected to be completed by end of Q3 2019. |
| **Appointment Booking System –** Booking System replacement for students, to make appointments with staff. | A number of current systems used by several areas of the University are beyond end of life and are prone to failure. Work is proceeding with the deployment of the new external cloud service, which is currently in Testing Phase with university stakeholders and external vendor, and scheduled to go live in June 2019. |
| **Program 4: Develop agile innovation and implementation capability** | **Vision: Delivering it enabled value faster and better** |
| **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. | An Enterprise Architecture Repository has been populated and is being trialled. Currently developing a revised ACU IT Strategy & RoadMap. |
| **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, SafeZone and Gym software. |
| **Project Portfolio Management (PPM) system** | PPM system to oversee projects, program and portfolio processes has gone live for IT Directorate, including modules for project management, reporting, and resource planning, timesheets and portfolio management. Currently developing and rolling out improvement modules based on the provision of Users feedback, initially with directorates within Corporate Services and later to other portfolios. |
| **Software Development Lifecycle (SDLC) Uplift –** to improve development, QA and testing capabilities for applications. | Improved flexibility practices and engagements developed and improved through this initiative have been embedded within Student Administration and Marketing programs of work resulting in improved staff morale through increased knowledge share, collaboration and transparency with stakeholders and suppliers. The lessons learned, framework, management standards, and tools have been extended to other programs, 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. |
| **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 |

| PROJECT | STATUS |
|---|---|
| | 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 | A new policy regarding ICT governance, an improved 2 stage funding approval process, and new terms of reference for the IT governance groups have been approved and are being put into operation to ensure a more effective and efficient IT investment for ACU. |

## KRA 4.5: STAKEHOLDER RELATIONS

**Direct Admissions Delegation –** The Direct Admissions Services (DAS) team has been working closely with the Faculty of Health Sciences to hasten assessment outcomes in postgraduate applications by reviewing assessment processes and moving delegation to the DAS team where appropriate. This consolidates ongoing improvements in direct admissions, including the introduction of conditional offers and improved reporting transparency during the assessment and offer period.

**Community Achievers Program (CAP) –** The 2020 intake for ACU's most popular entry program, CAP, has opened with a new application form which has been amended to meet feedback from previous applicants and school Careers Advisors. Greater detail has been added to the CAP pages of the ACU website to guide applicants through the process. The Admissions team will now release offers on a rolling campus-by-campus basis, following each Open Day. This responds directly to stakeholder feedback over the anxiety caused by the wait between application and offer times. It also allows for ACU to market the CAP program at campus open days and capitalise on the great experience potential students have at these exciting events.

**Coordinated Examinations –** Semester 1, 2019 will see a trial coordination of practical examinations with centrally-run exams. Practical exams have traditionally been scheduled by individual Schools in a separate process to central exams. The result for students can be a clash of examinations which is resolved by deferring one of the assessment items. A small pilot will be held this semester to investigate the logistics of centrally managing both processes. Feedback on the trial will be shared with the Assessment Committee in July.

**AskACU Customer Satisfaction –** AskACU are now seeking direct feedback relating to customer service satisfaction (CSAT) on every interaction with current and prospective students. Monitored and stored in ServiceNow, AskACU receive feedback directly pertaining to the customer, subject-area, communication type and staff member.  As the data is recorded and collected centrally, AskACU will also have a comparable CSAT score, to allow for continuous improvements in customer service. Continuing to seek timely feedback from our current and prospective students, will allow AskACU to manage student service expectations and provide other areas of the University with information relating to ACU students' needs and wants.

**Graduations –** Over 6000 students are celebrating the conferral of their degree at Autumn Graduation ceremonies.  The 2019 Autumn Graduation season saw a total of 5930 students conferred across 18 ceremonies in Ballarat (5 April), Canberra (12 April), Melbourne (29 April-1 May), Brisbane (9-10 May) and Sydney (21-23 May). An additional 221 students who were conferred in 2018 have attended an Autumn graduation ceremony.

24 Doctoral candidates were conferred as well as the conferral of three Honorary Doctorates. There are to be a further three honorary doctorate conferrals to be held outside of graduation ceremonies over June/July, one being an Honorary Master of Arts. There were 54 Aboriginal and Torres Strait Islander students conferred at the ceremonies and 15 Clemente students celebrated the completion of their awards at a ceremony.  Many academic and professional staff were involved as members of the academic procession and volunteers to support their local graduation events.  Improvements made to the graduation event and the ceremonies themselves were warmly received by staff, graduates and their guests.  These events mark a significant milestone in the lives of our students, and for the first time a survey has been undertaken to understand the experience graduates and their guests. The insights will be used to drive further improvements to future events, as well to inform alumni engagement activities.

### Student Futures Project

**Banner 9 Upgrade –** Banner 9 has gone live and staff are very positive with the new look interface and the improved search and menu functionality. Banner is now single sign on, so there is one fewer password for users to remember. Staff computers will no longer have to remain on old release of Java which led to complications on their PCs, so there is less work for support staff. We are working on improved training material which will be available to staff soon. The next steps for Banner are to upgrade Banner Document Management system and move forward with a guided enrolment experience for our students.

**InPlace –** We have our first community engagement transaction on InPlace. As part of piloting the opportunities module, students are now able to apply to a community engagement experience at the Sacred Heart Homework Club. As we learn through this experience, we plan on rolling out more opportunities across more Faculties. An upgrade of InPlace is scheduled for June 6, which will lay the foundations to use more modules within the system.

**My eQuals –** We have now implemented the Testamur and AHEGS for students in our Autumn 2018 graduations. The plans are to roll this out to all 2018 and 2019 graduating cohorts in the coming months.

**Pro Bono Student Placement Program –** The OGC is working collaboratively with the Governance Directorate, the Careers Advisory Service, the Thomas Moore Law School and Student Engagement and Services to support the first formal round of the Pro Bono Student Placement Program. Applications from students in the Thomas More Law School have been assessed and offers are being issued.

**ACU Safeguarding Children's Portal –** The OGC continues to work collaboratively with the Institute of Child Protection Studies, Research Office, Research Integrity and IT Directorate in relation to the launch of new resources, products and services on the ACU Safeguarding Children's Portal.

**Content & Creative Services** – Working on a range of publications for the wider University, including the ACU Annual Report, the 2020 Undergraduate Course Guide (complete), postgraduate course guides (four complete, two ongoing), *Impacting the World* (credentials) publication (complete), and the 2019 alumni magazine (commenced). Developing this year's major recruitment campaigns and conversion work – currently focusing on midyear campaign. Also commenced work on Open Day campaign, starting with updating the Open Day campaign site and working on Open Day programs. The content hub, *Impact*, continues to be a much-used source of story ideas for media and other content platforms. More than 190 stories have been published since the hub's launch 12 months ago, and there have been over 85,000 visits to the site to date.

**Events** – Several important events have been facilitated by the team this quarter, including the Reconciliation Action Plan at the Strathfield Campus which celebrates a strategic document that provides the University with practical actions to further its role in reconciliation. The team have also been undertaking national travel for Autumn Graduations including a number of honorary Doctorates in 2019 for Archbishop Emeritus Deni J Hart, Professor Ellen Maev O'Collins and Br Aengus Kavanagh. The team have kicked off Open Day 2019 planning.

**Media/Public Relations** – Media coverage for the University and its activities had a potential reach of 870 million. This includes 822 online media mentions, 804 television mentions and 371 broadcast mentions. Mentions include expert commentary about federal politics, ongoing commentary by Joshua Roose about terrorism, and continuing coverage of the annual Principals' Health and Wellbeing survey. The team has promoted the expertise of our academics particularly in the lead up to the Federal election. Some of highest reach came from commentary by Dr David Killoren, and Dr Tyler Paytas about vegan protests in Melbourne, new guidelines for protein intake in track and field athletes by Prof Louise Bourke, who is best at the art of BS by Dr Phillip Parker, and whether young people trust politicians by Prof Zlatko Skrbis, Dr Jacqueline Laughland Booy and a Monash colleague. Articles written by ACU researchers that the Media team has assisted with pitching and promoting have been read across more than 25 nations.

**Market Insights** – The Brand Tracking survey concluded in fieldwork in early May and draft reporting is due next week with a series of presentations due to be scheduled over June and July. The team is also currently surveying Blacktown/ surrounds students and Career Advisors to seek feedback on what their ideal Blacktown offer would look like from ACU and understand their needs from a pathways and overall discipline perspective. Another piece of analysis undertaken for Blacktown has been one that looks at the optimal school mix and boundary for Blacktown campus.  This will aid the Future Students and outdoor campaign placement in their decision making and planning. Also in field at the moment is a survey to understand the reasons why some applications don't accept their ACU offer and the reasons why some commencing students choose to leave ACU prior to census.   Both results should be available towards the end of June.

**Future Students –** Commenced the peak student recruitment period with regional trips and showcases, school visits and careers expos, campus tours and explore ACU events on campus underway.  More than 150 recruitment activities occurred over April and May in all campus markets.  Midyear evenings were held in Melbourne with 147 pre-event registrations and 70 attending, and in North Sydney with 64 pre-registrations and 35 attending.  Brisbane and Strathfield campuses will host midyear events the last week of May.

One of the biggest student recruitment expos in Australia was held in Melbourne from 2 to 5 May, with more than 25,000 attending and ACU capturing 1017 leads, which is a 68% increase on 2018 results.  More than 1900 guides were handed to prospective students.  The Brisbane Careers and Employment Expo was held on 24 and 25 May, with a noticeable increase in deeply engaged conversations with prospective students and parents.  The HSC and Careers Expo will run in Sydney from 30 May to 2 June, with our major recruitment stand in action and supported by faculty and FS teams.

Advisory conferences in Brisbane, North Sydney and Strathfield attracted 112, 50, and 68 Careers Advisors respectively.  Our final Advisory conference takes place in Melbourne on 30 May.

**Digital Experience**

**Public Website –** The Public Website launched successfully on November 22, 2018. Phase Two continues with a focus on personalisation of content and enhancing platform capabilities. Other activities through this period include ongoing rewrites of 100+

content pages, addition of research theme pages, an analytics and optimization review, and usability testing scheduled for June. Editor and approver training is scheduled for mid-end June.

**Student portal –** The Student Portal project has delivered all but the remaining two major scope items that were part of the approved project. Due to technical blockers it was decided that these two items would be put on hold while a future roadmap for the Student Portal is developed. The project will recommence when the new roadmap is approved.

**Course Management and Approval System Implementation** – An RFT for a solution is currently underway. Five vendors responded and the first round of review has been completed. It is expected that a vendor will be appointed and a project timeline will be established by July.

**Campaigns** – The Mid-Year campaign 2019 is performing well. While overall traffic is down 12%, more importantly all major conversion metrics are up compared to last year. "Apply for this course" clicks are up 9.8%, Combined lead capture including RYI offline is up by 15.6% and this is translating to a 3% increase in CSP applications and a 7.6% increase in FPD applications.