

Corporate Services Activity Report

Report No. Two – June 2018

KRA 1: STRATEGIC APPROACH & GOVERNANCE

Risk Management – Following procurement of a cloud-based Enterprise Risk Management (ERM) software solution reported in April, work continues on system configuration and planned deployment by the end of the year. Risk registers are being collated and processed for 2018 following submission and will be sent to the Planning, Quality and Risk Advisory Committee (PQRAC) and ACU Audit and Risk Committee (ARC) as per their meeting schedule.

Internal Audit – Year two of ACU's rolling three-year Internal Audit (IA) Plan has commenced with one review (Product Development) commenced. Internal Audit is governed by the ARC. It is anticipated that this review will be completed for submission in July 2018.

Fraud Risk Policy and Control Plan – Discussion papers, plans and policy are currently under development and will be available for wider circulation shortly.

ACU Strategic Plan 2015-2020 – Consultation sessions with key stakeholders as part of the review of the University Performance Indicators and Targets have been completed. Feedback was collated and potential amendments circulated to nominated representatives for review. Proposed revisions will be submitted to the Senior Executive for endorsement in July, then to Senate for final approval in August. The revised indicators and targets will be used for the December 2018 ACU Traffic Light Report.

Tertiary Education Quality and Standards Agency (TEQSA):

- In April 2018, a university-wide submission was provided to the Higher Education Standards Panel on the impact of professional accreditation on the higher education sector. The Panel's advice and recommendations aimed to reduce the regulatory burden of professional accreditation and strengthen the alignment of work undertaken by TEQSA and professional accreditation organisations.
- As part of the 2018-19 Budget, TEQSA welcomed the addition of \$24.3 million over four years which will come, in part, from aligning TEQSA's cost recovery activity and charging model with wider government policy. The current partial cost recovery arrangements will be progressively amended to full cost recovery arrangements over a four-year period.
- TEQSA is currently undergoing a scheduled audit by the Australian National Audit Office.

Surveys – The SES 2017 final datafiles were received on 16 May 2018 without an embargo period. The GOS May 2018 Survey concluded on 29 May, with an estimated final response rate 45.4% (including early completes) which is currently well above the national response rate. The Student Barometer 2018 Survey concluded on 4 June, with an estimated final response rate 44%, which is well above the average response rate.

Government Reporting – ACU's Funding Estimates 1, 2018 which include CGS/HECS-HELP, FEE-HELP, SA-HELP and OS-HELP have been reviewed by the Finance Office and submitted to the Department on 29 March 2018 after the approval by COO. The 2017 student completions data (Unit of Study and Past Course Completions) has been submitted on 16 April 2018. 2017 full-year student data has been verified and signed off on 14 May 2018.

World University Rankings – The University continues to actively participate in three major world university ranking systems (QS, Times Higher Education and US News) as well as a global benchmarking system (U-Multirank). During Q2, 2018, ACU have achieved the following ranking positions:

- ranked 51–100 in QS World University Rankings by Subject, Nursing (new ranking)
- ranked 51–100 in QS World University Rankings by Subject, Theology (down from 36 in 2017)
- retained 101–150 position in Times Higher Education Young University Rankings 2018
- retained 251–300 position in QS World University Rankings by Subject, Education
- retained 451–500 position in QS World University Rankings by Subject, Arts & Humanities
- ranked 704 in Times Higher Education Reputation Ranking 2018 (up from 860 in 2017)
- retained 801–1000 position in QS World University Rankings 2018/19.

Enterprise Data Warehouse and Business Intelligence (EDWBI)

This project aims to transform the university's information and data into a valuable intelligence asset. Six phases are currently being delivered in parallel, these include: Tranche 1 - Phase 9 (SLT – Learning and Teaching Enhancement Dashboard) starting Testing in June 2018; Tranche 2 - Phase 1 (Finance); Tranche 2 - Phase 2 (Student Assessment); Tranche 2 - Phase 4 (Space) are currently underway. Preliminary work has also commenced for InPlace (Phase 12) and ITE Data Linkage (Phase 11). PowerBI licenses are available, please email opsm@acu.edu.au for information.

Corporation – The Annual General Meeting of Members was held on 2 May 2018. Members approved various amendments to the Constitution and Standing Orders of Australian Catholic University Limited. The Members endorsed the reappointment of the NSW Chapter position on Senate (Ms Annette Schmiede) for a further 3 years.

Senate – Senate approved a number of extensive changes to the *Delegations of Authority Policy and Register* at its meeting in November 2017 and approval of further amendments will be sought at the June 2018 meeting. At its meeting on 9 April, Senate approved amendments to Statute 6.2 (Admission to Honorary Degrees) and the associated Regulations. The Senate Planning Day is scheduled for 12 June at which time Senate will undertake strategic planning activities.

Elections and Nominations – New candidates have been elected to the position of Deputy Chair, Academic Board and a casual position for an academic staff member on Senate. Induction and orientation for the newly elected Senator will take place on 28 June.

Governance Review – Progressing the governance committee review and restructure. In addition, planning for the mandatory review of the University's governing body (Senate) has commenced in line with TEQSA's requirements.

Records and Information Management Project – The Working Group has reviewed and provided feedback to ACU's external consultant regarding the draft records and information management strategy and roadmap. A presentation to key stakeholders took place on 30 April. Consultation on the policy framework has been completed and it is anticipated that the policy framework will be launched shortly. Work has begun to provide guidance to staff regarding information management across some business units. Work continues in relation to the management of hard copy records across several campuses, including HR and Finance records.

Privacy – To coincide with the commencement of amendments to the *Privacy Act* in relation to mandatory data breach reporting obligations, online privacy training will be required of all staff. An online module has been developed but rollout to staff across the University has been delayed as a result of third party software issues. These issues are currently being addressed. The EU's Data Protection Regulation (GDPR) came into force on 25 May 2018. The Office of General Counsel and Governance Directorate are working closely with a number of areas of the University to ensure ongoing compliance and the secure treatment of personal data.

Business Process Mapping (BPM) Pilot – A software platform, *Promapp*, is being piloted within Corporate Services as part of a project to improve the University's BPM capability. Participant feedback to date has been positive. Consideration of the pilot results and potential wider University use of the tool is planned for July 2018.

Lean Training – A multi-campus workshop program to assist staff to understand and apply a process improvement methodology (known as Lean), is being delivered by the Service Improvement Team. The program comprises a foundation as well as advanced workshop, together with a video webinar format.

KRA 2: WORKFORCE CULTURE, STAFF PERFORMANCE & DEVELOPMENT

Enterprise Bargaining – The University has reached in principle agreement with both the NTEU and the CPSU over the terms and conditions for a new ACU Staff Enterprise Agreement 2017-2021 (the Agreement). Once the new Agreement is signed by all parties, the COO will communicate an access period, during which comprehensive information will be provided about changes since the last agreement. After the access period a ballot process will be undertaken during which staff will be invited to vote for the Agreement. If staff vote for the Agreement it will be advanced to the Fair Work Commission for approval.

HR Systems 5 Year Roadmap – Work continues on a number of approved projects and BPI's as identified in the current endorsed HR systems roadmap. Replacement of the HRP solution is a significant project for the University. The new Staff Connect went live on 23 May 2018 with over 1,000 transactions made in the first day of being online. The first live pay from Aurion was pay fortnight ending 1 June 2018 (pay date 6 June 2018). Post go-live activities are now underway and include data validation for organisational structure and position information, and, online Business Processes. The Onboarding Optimisation project has been placed on hold due to other University priorities.

Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020 – The Strategy and Action Plan are endorsed and are in the final stage of design for communication with staff and produced in booklet form. Collaborative efforts with First Peoples and Equity Pathways for ACU's Reconciliation Action Plan (RAP) are well advanced with the launch of the RAP occurring in the third quarter.

Gender Equity Initiatives – Preparation of the Workplace Gender Equality Agency (WGEA) 2017 – 2018 compliance report submission is currently underway and on track to meet the 31 July 2018 deadline. Work has begun on the next Employer of Choice for Gender Equality Citation application including new requirements in 2018. Actions being undertaken to meet these requirements align with the objectives of the University's Gender Equality Strategy 2015-2020.

The ACU Child Care Referral Service continues to be available to ACU staff with promotion of the Service ongoing using various communication channels. An evaluation of the Service will be conducted when the 12-month pilot is completed in August 2018 to inform future actions regarding this initiative.

The first Wellbeing Series seminar for 2018 was run in May and focussed on Managing Stress for Improved Sleep. The Wellbeing Series seminars include topics that aim to support staff with caring responsibilities to manage their work and family commitments and provide tools to enhance staff wellbeing.

Work Health & Safety – 1,076 staff participated in the University's Influenza Vaccination Program in April, which is a 41.02% increase in the number of staff in 2017. These free vaccinations, provided on six campuses, reduce the risk of staff contracting influenza and the severity of symptoms during the flu season.

An additional WHS Officer (0.5) is being recruited to support staff on New South Wales campuses. This additional staff resource ensures that a consistent level of service and support is available for all campuses.

The University is in the process of recruiting a part-time Biosafety Officer. This position will support the Institutional Biosafety Committee (IBC) to develop procedures and protocols, and coordinate the assessment of research and teaching applications which are associated with medical procedures, radioactive materials and potentially hazardous biological agents.

Employment Relations Guest Speaker Series – This series commenced in July 2016 and is designed to highlight industrial relations matters and topical themes relevant to the University's managers. The first session for 2018 was conducted on 17 April 2018. Dr Graham Smith and Ms Emma Vautin from Clayton Utz presented on the topic of Personal and Industrial Liability of Senior Officers with an emphasis on Breaches of the Fair Work Act, Workplace Health and Safety Acts and Anti-Discrimination Legislation. There will be another three sessions scheduled in 2018. The topics are likely to be Social Media and the Workplace, Mental Health and Safety, and Diversity and Respect in the Workplace.

KRA 3: FINANCIAL ACCOUNTABILITY, TRANSPARENCY & SUSTAINABILITY

Finance – [Annual Report 2017](#) is now available.

NAB – ACU Finance Asia Roadshow – Mitch Srbinovski and Paul Zappia have attended and presented at the NAB's Asian Debit Capital Markets (DCM) Conference. NAB have selectively invited a targeted number of key clients across varying sectors, and kept ACU as the sole university represented to maximise exposure. The format generally is for small panels, speed networking to be used, while for ACU, NAB has carved out a special focus spotlight slot where they asked questions about ACU, especially regarding the sustainability bond issue. Additionally, there have been many one on ones that have been set up in HK and Tokyo specifically for ACU.

<https://www.linkedin.com/feed/update/urn:li:activity:6403465931426799616>

<https://www.nab.com.au/corporate/big-thinking/acu>

ACU – UBER for Business has now completely and successfully been implemented. The ACU Finance Website has been updated with the latest information on how to connect with ACU UBER for Business. Staff wishing to connect with UBER need to complete the ONLINE UBER for Business Request Form. Staff wishing to book for themselves only would request the option UBER Travel. Staff nominated to be an UBER Central Booker would select this option. This will enable the Central Booker to book for themselves, other staff or non ACU staff and students. For all other staff travellers incurring a ground transportation expense, the staff reimbursement process Staff Reimbursement Form will need to be undertaken to be reimbursed for the expense incurred.

Australian Universities Procurement Network (AUPN) – AUPN Procurement Leaders Workshop was held at the University of Melbourne on 19th and 20th April 2018 with one of the main topics 'Sustainable Procurement and the impact of Modern Slavery Legislation – Case Study' by Jimmy Brannigan. The leaders of the workshop looked at the importance of the global goals for Sustainable Development, the value and responsibility for the Education Sector as well as the approach.

Unimutual – Board Meeting discussing the Strategy, Activity and Prospects specifically looking at Student Accommodation and Research as well as Non-University Higher Education providers.

KRA 4: INFRASTRUCTURE AND ENVIRONMENT

Development & Major Projects

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
Ballarat	St Brigids Health Sciences Building	Awarded the 5 Star – Green Star in March 2018 – As built by the Green Building Council of Australia.
Brisbane	Mercy Building	Handover to commence from mid-June 2018 starting with Basement and Ground level offices. Levels 1 and 2 targeted for

CAMPUS	DEVELOPMENT ACTIVITY	STATUS
		week later commencing 18 June 2018, and Oculus week commencing 7 July 2018.
	Library Stage 2	This project is under review in relation to the finalised functional requirements against budget.
	Building 200, level 1 ACM, Removal and Office Refurbishment	Stage 1 completed May 2018. Stage 2 remains on target for mid-2018.
Canberra	Veritas Building	Practical completion achieved prior to commencement of Semester 1 2018. Blessing of the Building in mid-March 2018. Very positive initial feedback.
	Blackfriars Upgrade – refurbishment and renewal of ground floor public spaces	Internal works completed in May 2018. Heritage comments on the entrance have now been received. Final clarifications being sought before commencing outstanding works in June 2018.
Melbourne	Saint Teresa of Kolkata Building	In December 2017, VCAT determined the project consistent with ACU's revised Development Planning Overlay submission. Heritage permit issued to ACU. On 13 June 2018 VCAT issued orders to City of Yarra to issue a Planning Permit. Tender for the main construction to be issued in week commencing 18 June.
	81 Victoria Parade	Architect's Project Initiation report issued to ACU for review. Presentation to VC planned for June 2018.
Nth Sydney	Landscape Community Garden	Design workshop conducted with VC participation conducted on 29 May 2018.
	IPPE Relocation to NSY	Works completed and IPPE relocated from Strathfield late 2017. Additional requested items under review.
	Nursing Lab relocation – JCB Building	Class rooms completed ready for Semester 2 operation.
Strathfield	Underground Carpark	Excavation works commenced in May 2018. Completion date target remains early 2019 subject to weather and latent conditions.
	Post IPPE Relocation Works	Completed by start of Semester 1 2018.

Security Operations – A review and update of all security SOP is underway which will draw upon current operational changes and information that directly impact on daily schedules. Campus security operations have returned to the normal contracted hours with the only extension of services to include the library opening hours across the weekends and after-hours times of the day. Continuing to review and update software, databases and registers to ensure the correct information and protocols are used for critical incident and emergency management scenarios. All campuses have completed their fire warden drills and training scenario's as the ongoing consultation with RiskLogic Pty Ltd is assisting security in further developing and improving procedural matters.

Property Risk Audits – All ACU properties are inspected by an external WHS Risk Auditor twice a year and currently there are 9 High, 67 Medium and 190 Low Risk WHS Hazards. Out of the 9 High Risk items, only 4 of them are relating to fall hazards as this is a significant improvement on the previous quarter's results as ongoing rectification programs are improving our compliance ratings. The remaining high risk hazards relate to fire systems and electrical and will be addressed as a part of normal FM operations over the course of the following month. Building compliance currently sits on 83% compliance down again from the previous quarter results of 91%.

Cleaning – The transition of Cleaning Contractors is underway on all campuses following competitive tender processes.

Concierge Services – Following the implementation of the 2018 Properties & Facilities Change Management Plan resulting in changes in services, Work Requests during the month of April 2018 achieved a result of 98.98% successfully completed tasks on time.

Facilities Management

CAMPUS	FM ACTIVITY	STATUS
Ballarat	WHS – Roof Anchor Points	Audit has commenced and report due within 1 month.
	Indigenous Horticulturalist	A new employee commenced this quarter as a Horticulturalist.
Brisbane	Boom Gates – Medical Centre	Upgrade of the Boom Gates will be performed this month.
	Swimming Pool Leaking	Leaks have been identified and will be repaired within 1 month.
Canberra	WHS – Roof Anchor Points	Faults have been identified – rectification in progress.
	Opening of Veritas Building	Ongoing operational changes.
Melbourne	BMCS Upgrade	A review of the BMCS network is being performed.
	Hydrant Service Failure	A failure of the Fire Hydrant has occurred with repairs in progress.
Nth Sydney	Façade Repairs	The façade and window repairs at CCH and TWH is finalised.
	Window Repairs/ Upgrade	The major repairs to the windows at CCH is ongoing.
Strathfield	Heritage tile replacement	Tiles are on site – mobilisation scheduled for June.
	S Block AC Upgrade	New units installed, energy savings noticed, BMS being installed.

IT Program 1: Digital workspace and staff experience anywhere, anytime

- **Unified Communication & Collaboration (UCC) Phase 1** – This project intends to standardise and consolidate ACU Voice and Video communication technologies with the seamless integration to ACU collaboration tools. Currently progressing the rollout of the Skype desktop client to standardise all University desktops.
- **IT Service Improvement (SIP) Phases 1 & 2** – This project aims to provide a self-service portal for easier access to IT support services. The first phase was successfully delivered in February, 2018 with approximately 90% of positive feedback from the university. Planning for IT SIP Phase 2 has commenced.
- **IT SharePoint Pilot Project** – New IT Sharepoint on line platform has been released to IT department for review and feedback. IT SharePoint Online governance currently being developed. Based on learning from the IT pilot, IT will be developing a migration approach for moving the University department SharePoint sites from the current 2010 on premise platform to the new Sharepoint on line platform and enhancing functionality.
- **Office 365** - The migration approach to the rollout of Office 365 to all ACU desktops and the upgrade from Windows7/Windows 8 to Windows 10 is currently being finalised.

IT Program 2: Protect ACU's Reputation in CyberSpace

- **IT Security & Risk Assessment** - The Discovery, Assessment and Design phases are completed with the delivery of a draft Cybersecurity strategic plan and Cybersecurity roadmap. The Delivery phase is currently in progress that will provide the Security architecture, CyberSecurity governance framework and Project briefs/business cases by July 2018. Remediation work to address the PWC Audit recommendations has been completed for high priority items (end of May), with 2 services that will be completed in the first week of June. Medium priority items will be addressed during June.
- **Identity & Access Management Project** – Completed the first phase of this project to modernise system identity and access provisioning with upgrade of the University's current end of life "Identify Management System". Further phases of this project are on hold due to higher priority work.
- **Firewall replacement** – This project aims to replace ageing and ineffective protective infrastructure. Firewall replacement has recently been completed and is in operation. Operational staff are working to improve our firewall configuration (rules) over time.

IT Program 3: Technology Facilitating the Student Experience Anytime, Anywhere

- **Unified Communication & Collaboration (UCC) Phase 2** – This project is upgrading AV equipment and systems to enable collaboration in teaching rooms. Following upgrade of teaching spaces works at Strathfield (612.G.01 and 612.1.04), the UCC project team is engaging with LTC and academic representatives to identify Video Conferencing enabled University teaching space that require high priority upgrades/fault rectification. Meeting room standards are being reviewed and updated to enable adoption of new UCC technologies based on Skype for Business/Polycom that will also enable Zoom VC integration. Web Room Booker is being updated to enable the integration and synchronisation of email calendar items with the timetabling/room booking system. This feature will also facilitate a "Single Click to Join meeting" feature for UCC. Planning for this sub-project has just kicked off.

- **Wireless network** – This project aims to create foundation network for location aware services to the University community. Completed RFQ for cabling and new access point installation, and the upgrade of back end systems to current version. Planning to complete the cabling and new access point installation on six campuses, migration to production environment, loading of floor plans and new access points in to reporting systems, by end Q2 2018.
- **Internet Access Control** – This project aims to provide authenticated visitor access to the ACU network. Planning to complete ACU wireless support integration & testing with the new firewall, integration with SMS service for ACU guest/visitor PIN provisioning, and Cisco identity services by July 2018.
- **Online Top-ups for Student Payments** – Change Manager for User Experience has been engaged. Mock-up designs for the online top-up interface have been reviewed by the relevant stakeholders and sent back to Unicard for development. Platform scheduled for testing in mid-June.
- **Appointment Booking System** – Appointment Booking System replacement for students, to make appointments with staff was approved in December 2017. RFP and vendor systems presentations completed with due diligence to be finalised by mid-June. Solution Architecture documentation currently in draft with final document aimed for end of June.

IT Program 4: Develop agile innovation and implementation capability

- **Enterprise Architecture** – Capability Models and ICT standards to enable ICT Governance are finalised. Work on the Enterprise Architecture Repository started to enable the sharing of information on ACU data flows & integration, systems landscape, technology standards and business capability models to enable quicker technology decision making.
- **Innovation@ACU** – IT has been an active participant in the Innovation in Technology Enhanced Learning (inTEL) Advisory Group, including implementing a central channel to provide leadership and foster innovation in technology enhanced learning by academics at ACU. The web site has now gone live and already has a proposal submitted by FHS to evaluate the Student Relationship Engagement System (SRES) for all the faculties.
- **ACU Collaborate Plus Launch** - Implemented the IT infrastructure and AV/Vc technology for this innovative ACU collaboration program at Strathfield campus. This space provides emerging small and medium enterprises (SMEs) with unprecedented access to ACU resources, knowledge, research and expertise.
- **Enterprise Service Bus (ESB) / Integration Uplift** – This project aims to provide application data sharing capability and delivery. The ESB has recently delivered the integration for Phase 3 of the Student Portal - the Orientation Planner for staff and students. A new integration pending release in mid-June is between LEO and the new Student Allocator system. Other activities include development of the LTC dashboard reporting components which are currently in testing; and planning and design activities for Public Website.
- **Project Portfolio Management** – As part of the ongoing improvement of portfolio management, projects have been grouped under five programs of work, each with a clear vision and objective and their own respective governance steering group, for improved planning and delivery. IT are currently trialling partnering with Student Administration to include relevant activities within the Student Systems Futures program rather than as a separate IT program. This is re-using TOR, Roles and Responsibilities, and governance framework aspects previously developed for the IT programs rollout. Governance for the remaining four programs will start to be introduced shortly.
- **Software Development Lifecycle (SDLC) Uplift** – Currently in the implementation stage of improving test analysis and QA capabilities for applications. Agile practices, developed through this initiative have been embedded within projects like Student Portal and Banner Upgrade. Since the adoption of this practice, staff morale has gone up through increased collaboration. Sprint work has brought business areas closer to IT. A test framework, management standard, and tools are currently being worked upon by the Test Analyst. In addition, implementation of DevOps code deployment and automated testing tools for Sitecore and EIH is facilitating faster development and deployment of solutions, reducing the manual effort required by IT and business to perform testing.

IT Program 5: Cost efficiency and operational agility

- **Consistent renewal funding** – A model is being developed to more accurately forecast and budget for maintenance and renewal funding for infrastructure, so budgeting in future is more predictable than the current inconsistent capital project funding.
- **Storage renewal** – Renewed reliable storage for applications/systems. Second phase has commenced and a Proof of Concept for a viable limited solution is currently underway.
- **Monitoring of applications and systems** – New Relic implemented on Student Portal, Public Website and the Enterprise Integration Hub allowing for pro-active monitoring and response to potential issues.

KRA 5: STAKEHOLDER RELATIONS

Service Central – The Service Central (formerly Integrated Services Management) Project has progressed to the “Implement Stage.” The project aims to provide staff with a single location (portal) for access to information and services delivered by all of Corporate Services via the software platform ServiceNow. Following advice from an implementation partner (RXP) the project schedule has been revised to enable a necessary upgrade to the existing ServiceNow platform prior to the development work to support the implementation of the Service Central model. A new initial ‘Go Live’ with service portal and service centre implementation and access to Properties & Facilities service management is scheduled for October 2018, followed by the phased release of additional Corporate Services Directorate services, with full implementation by April 2019.

Autumn Graduations – The 2018 Autumn Graduation ceremonies were held on:

- 5 April, Canberra
- 7 April, Ballarat
- 17-18 April, Brisbane
- 8 – 10 May, Sydney
- 16 -18 May, Melbourne

5768 students were conferred during the Autumn graduation ceremonies, which is an increase of 775 graduates when compared to Autumn 2017. An additional ceremony was required in Sydney and also modifications to the ceremony structures across Sydney and Melbourne to accommodate the additional graduands. Completions and attendance at graduation increased by almost 200 on our Brisbane campus which suggests an additional ceremony may be required for Autumn 2019. 4280 students attended an Autumn ceremony including 188 students who were conferred in 2017 but deferred attendance to a 2018 date. Two posthumous awards were conferred in our Autumn ceremonies one in Sydney and another in Melbourne with families in attendance for the presentation of the awards. Two Honorary Doctorates were conferred during the Sydney graduation events and both were in Sydney.



Aunty Fay Green OAM - Doctor of the University (Honoris Causa) – Being distinguished by a lifelong commitment to education in the community, and the establishment of the Aboriginal Language Program at St Joseph's School Walgett.



Elizabeth Gleeson AM - Doctor of the University (Honoris Causa) – Being distinguished by her contribution to literature, literacy learning, and young people's appreciation of the joy and power of reading.

Grades and Marks – From the 2018 Summer study period, academic staff are now required to submit whole marks as well as grades for all students in graded units from the beginning of 2018. All students will be notified of final marks and grades for all graded units via email, Student Connect and the Student Portal. Marks will be published alongside grades on the Academic Transcripts for all units from 2018. Further development of reporting capabilities and technical screens to support processes such as change of grade have now been completed in time for Semester 1 2018 results.

Course Completion (XG) Process – The XG (Expected to Graduate) process, where students are assessed for course completion prior to the release of final results, has been successfully piloted and is now a mandatory process for all students. Faculties are asked to engage with this process to all potentially eligible students are assessed as expected to graduate (XG) in advance of the course completion deadline. For Spring, this deadline is 15 August 2018. This process contributes significantly to the student experience and meets their expectations of being course complete as soon as possible after their final results are available.

Student Allocator Project – Brisbane students in Semester 2, 2018 will trial Student Allocator as an alternative software program to the current ACU allocation program, Tutorial Direct. Tutorial Direct has suffered from poor student experiences and technical issues. Its reputation with ACU students is poor and the process of class allocation creates much negative student feedback. Student Allocator offers ACU students and staff a modern feel with an on-brand look, enhanced functionality and lower subscription costs than Tutorial Direct. Students will be able to add themselves to a waiting list if their desired class is already full and will receive email notification when a space becomes available. It also allows School staff to timetable but hide offerings and manage unit timetables with greater discretion and accuracy. Student feedback from the trial will be collated for review following the July trial. A reference group of ACU School staff and key stakeholders will also contribute feedback on their experience with the product. The project Steering Committee will assess the feedback and put forward a recommendation on an all-campus rollout following this trial period.

Direct Admissions Portal Trial – Following the successful trial of Psychology and Counselling courses in the FlexiDirect portal hosted via VTAC, Student Administration plans to move a greater range of direct offerings into the system. Currently reviewing entry and assessment schedules for postgraduate courses from Education and Health Sciences to assess their suitability for processing in the system. The system moves targeted assessment processes to the VTAC system, improving turnaround time from application to offer and providing a simplified approval process for School staff. The free trial period in which ACU participated concluded in February 2018. The portal will now attract a fee per applicant in line with the general VTAC fee of \$42 per applicant, regardless of how many ACU preferences the applicant lists. Cost-benefit analysis on current procedures shows the VTAC service is an improvement on internal ACU processing times, and provides a fully branded ACU experience to the applicant.

Student Systems Futures Program – An overarching program Steering Group has now been established to oversee the significant program of work surrounding the upgrade of Banner and related digital systems and processes. The group, chaired by COO, seeks to achieve greater collaboration in the student system development across the Corporate Services portfolio, with a greater investment in the centrality of the Student System including a clear and focussed plan to transfer the student system fully to Banner 9. The Steering Group has established a scheme of work to develop a deep understanding of student experience at key interactions during the lifecycle to support the Steering Group to achieve an enhanced and explicit focus on improving experience. A reference group will be established to ensure continued engagement with Faculties and other stakeholders.

Future Students and Advancement – The Annual National Advisory Conference series is almost complete, with the last in Melbourne and Ballarat's events scheduled for late May. Ballarat received 25 registrations which is consistent with previous years, and Melbourne received 248 registrations (+14% on 2017). The other four campuses collectively reported attendances of 259, which is 15% increase from 2017. In-school and on-campus activities continue to be popular, and in Queensland the current Year 10s will be the first cohort adopting the ATAR system and ACU's engagement is reflecting this accordingly.

The midyear open evenings are to be held on Strathfield, Melbourne, Brisbane and North Sydney campuses between 28 May and 7 June. Registration numbers across the campuses are up 3.79% across all campuses (438 registrations, +16% on 2017).

Alumni Relations – The Alumni Awards have closed with 16 nominations representing all campuses and faculties. The judging panel will convene on 18 June and the winners will be announced and celebrated at the Alumni Awards event in Sydney on 29 November.

Internal Communications – In Q2 2018, internal communications collaborated with HR and digital experience to develop and implement ACU's "Meeting the Challenge" communications strategy, bringing more transparency to the University's restructuring activities. As of 23 May, the "Meeting the Challenge" website has received 3,163 unique views. "Meeting the Challenge" updates are shared via Workplace and the Staff Bulletin. As part of efforts to streamline IC channels, the Staff Bulletin has been reduced from twice a week to once a week, with the uptake of Workplace paving the way for this change. As at 28 May, claimed accounts on Workplace were at 76%, with almost 1,000 people using Workplace every week.

Media/Public Relations – Recruitment of ACU's external communications team continued in Q2 2018, with the Communications Lead (Humanities and Social Sciences) and Communications Advisor (Education and Health) commencing in April. The final role under recruitment is the Communications Officer (Mission). YTD, ACU has received 2158 online media mentions and 1145 broadcast media mentions. In April, ACU outperformed La Trobe University, securing more coverage with online media outlets that have large audiences. In February, ACU outperformed Macquarie University, with a greater volume of online and broadcast media coverage.

Content – In May 2018, MER launched the University's new content hub, "Impact". The hub showcases our most compelling content – featuring staff, student and graduate stories, ACU research, and helpful information for our target audiences. The content will strongly reflect our brand, Mission and values. "Impact" is a microsite that is independent from ACU's public website. It will operate as both a destination website and a base from which content can be promoted. Content sitting on the hub will be used across our campaigns and social media channels, and in advertising, email marketing, media, and ACU's print publications. New stories will be added to the hub each week, and analytics closely monitored for optimisation.

Public website – The Discovery, Define, Design process of the public website was completed in 2017. The content stream is progressing well using an Agile methodology to target highest priority areas for content rewrite. IT have been progressing the development of page templates on Sitecore utilising Espire as resource partners. Phase one expected to be delivered late Q3, 2018.

Student portal – The portal continues to deliver against the backlog of feature enhancements. The most recent release saw a major enhancement to the Orientation planner functionality, it was fully redesigned and completely integrated into the portal in time for use by the cohort enrolling mid-year 2018

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

Safeguarding Children Portal – MER and IT are working with Darryl Higgins and ICPS to complete phase 2 of the portal.

Market Insights – Undertaking a detailed study examining the channels and communications that students use when researching and deciding which university to attend. This research will aim to identify areas of improvement for ACU to ensure student needs are met and to improve conversion across the application to enrolment time period. Completing on a review of University Entry Pathways including those which promise an early offer to students. This study aims to uncover opportunities for ACU in pathway programs and understand whether the promise of earlier offers is advantageous to the university.