SERVICE IMPROVEMENT AND INNOVATION IN TERTIARY EDUCATION CONFERENCE

25-26 OCTOBER 2018
MELBOURNE

CONFERENCE GUIDE
This Conference Guide has been developed in collaboration with Ed Bernacki of the Idea Factory. Use this guide as a regular notebook to jot down notes, quotes, insights and ideas throughout the conference.

You will notice as you flip through the guide that each session has a dedicated notes page, separated into sections to help you organise your notes and refer to them during the Study Hall sessions. The final pages in the guide will help you organise your great ideas and turn them into actions.

ACKNOWLEDGEMENTS
This Conference Guide is inspired by the Conference Navigator Guides created by Ed Bernacki of The Idea Factory. This analogue innovation has helped many people get more value and ideas from conferences. It is one of a series of Navigator journals for managing ideas and solving challenges.

www.InnovativeConferences.com
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Building on earlier successful Service Improvement conferences at the University of South Australia in 2012 and the University of Newcastle in 2013, the LH Martin Institute ran its first Service Improvement and Innovation in Universities conference in Melbourne in 2015 with guidance and support from a steering group of senior university sector leaders.

The 2018 conference aims to encompass all aspects of innovation in tertiary education and capture the collaborative efforts we hope to nurture between industry, government and education providers to create the best outcomes for the tertiary education sector. This year’s conference will examine examples of innovation throughout the tertiary education sector as well as learnings which could be applied from other sectors.

With a highly interactive format, keynote speakers from within and outside the sector will provide insights into innovative activities which can be taken up more broadly.

**LEARNING OUTCOMES**

- Collaborate and share your stories of success (or failure), ideas for change and expertise with your peers to create something new
- Contribute to a post-conference publication on key issues and findings from the conference proceedings
- Develop a return to work action plan to implement your great ideas

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**CONFERENCE DINNER**

Dinner Venue: Arbory Bar & Eatery, Flinders Walk

Pre-Dinner drinks and networking from 6:30pm. Please be seated by 7:00pm
FOCUSING ON THE STUDENT USER EXPERIENCE (MAJOR, MINOR)

The composition of the student body is constantly diversifying. School leavers, mature-aged, international or off-campus are all distinct student groups, each with their own needs, expectations and barriers to engagement. What do we know about these groups, and what does a customized student experience look like to each? Where are the differences and what similarities can we identify? Do we as institutions have the capacity to deliver a customized experience? Learn from your peers about what initiatives other institutions have used to create a central, customized student experience; what that looks like, and how the changing nature of work has impacted both the student experience and the nature of the work for staff.

INTRODUCING NEW BUSINESS MODELS (MAJOR, MINOR)

Big data, joint procurement, shared services and the digital revolution. What does it all mean and are we ready for it? Automation, lean, and agile are words we are hearing more and more often, but does the digitization of teaching and learning make tertiary education institutions smarter? This theme explores new technologies, new business models and digital disruption and what this means for the future of tertiary education.

THE FUTURE ECOSYSTEM OF EDUCATION (MINOR)

Innovation precincts, thought hubs, super-schools and entrepreneurship. How does education underpin the facilities of tomorrow? How can education institutions work together outside the sector? What policy changes will come about as a result of digitization and new business models, what effect will this have on the workforce?

LEARNING TO INNOVATE: BUILDING ORGANISATIONAL AND PERSONAL SKILLS IN INNOVATION (MINOR)

It is a myth that innovative organisations depend on a small number of people with game-changing innovations. The reality is that innovative organisations have the systems, processes, structures in place to create a culture in which every member of staff has the capacity and opportunity to innovate. What do these organisations look like? How can we facilitate the changes necessary within our organisation or area? And importantly, what knowledge and skills do you need to be a positive contributor to your employer’s innovation agenda?
ABOUT THE STEERING COMMITTEE

This conference is held by the LH Martin Institute and led by a steering committee made up of leaders and senior managers in Australian universities. Our goal is to provide a truly innovative and value-for-money event for the sector, by the sector.

Ms Suzanne Crew
Chief Executive Officer, UNE Partnerships

Sue holds a Master of Tertiary Education Management from the University of Melbourne and has also recently completed a Specialisation in Design Thinking from the Darden Business School, University of Virginia, in the US. She is a mentor for both programs. She has an academic and practical interest in the nexus between quality and innovation in tertiary education, change management in tertiary education and the applicability of behavioural science in developing student communication and engagement strategies, particularly in relation to conversions from application to enrolment.

Professor Leo Goedegebuure
Director, LH Martin Institute

Director at the LH Martin Institute, Professor Leo Goedegebuure is active in the field of higher education policy research and management. Prior to his move to Australia in 2005 (University of New England, Centre for Higher Education Management and Policy), Leo was Executive Director of the Centre for Higher Education Policy Studies (CHEPS), at the University of Twente, Netherlands, Europe’s largest research centre in this field. Leo’s research interests are in the areas of governance and management, both at the systems and institutional level, system dynamics including large scale restructuring policies, university-industry relationships, and institutional mergers. Most of his work has a comparative focus, both within and outside of Europe, which has resulted in a strong international network. He is an auditor for the Hong Kong Quality Assurance Council and has been a member and rapporteur for the OECD tertiary education review of New Zealand. He has worked as an expert on governance and management in Central and Eastern Europe, the Russian Federation, Africa, South East Asia and South America on projects initiated by the European Commission, the World Bank and UNESCO.

Dr Stephen Weller
Chief Operating Officer and Deputy Vice-Chancellor, Australian Catholic University

The Chief Operating Officer & Deputy Vice-Chancellor is a member of the Senior Executive Group at Australian Catholic University. In this role Dr Weller leads the Corporate Services Portfolio which is critical to the achievement of the strategic and operational priorities of the University. The Portfolio includes infrastructure; information technology; properties; marketing and external relations; student recruitment & client services; student administration; human resources; finance; planning & strategic management; and governance & corporate services. Dr Weller is also responsible for providing effective corporate governance through the University Senate and Company in his role as Company Secretary.

With more than 20 years’ experience in tertiary education across five universities in three states, Dr Weller brings a wealth of experience to ACU. He holds a PhD in Organisational Justice from Victoria University, a Master of Business Administration from the University of Technology, Sydney, a Master of Commerce, Employment Relations from the University of Western Sydney, and a Bachelor of Arts, Government and Public Administration from the University of Sydney.

Janet Beard
Senior Honorary Fellow, LH Martin Institute

Janet Beard is an experienced senior manager and leader with demonstrated capacity to design and implement improved organisational arrangements and services in the education sector, facilitate discussions to bring peoples’ views together, and take people through major change.

Janet has a deep knowledge and understanding of all aspects of university management and administration from more than 30 years of experience in three Australian universities (Melbourne, La Trobe and Sydney). Her business improvement and change management expertise is informed by a successful track record in managing large and complex faculties as well as university-wide change programs.

She works as a consultant in the sector and has undertaken consultancies and reviews of administrative, technical and academic support services in universities, nationally and internationally including the South Pacific, New Zealand and Indonesia.
TAKING NOTES WITH MEANING
Inspiration, information and validation: listen for good quotes or stories that motivate you and you can share with others. Take note of facts, figures and key points which will help you defend a position or sell an idea. Listen for examples and anecdotes that confirm and validate your experience.

ASSESSING YOUR CONFERENCE PARTICIPATION
Think about the last conference, workshop or seminar you attended:

• Did you make notes and never look at them again?
• Collect business cards from people you can’t remember?
• Find a great idea, and did nothing with it?

If you answered yes to more than one of those questions, setting some pre-conference goals and challenges can help you become a more effective conference participant.

Having clearly defined problems to solve, or goals to meet will keep you focussed, help you take better notes, listen for ideas and transform these ideas into actions.

HOW TO USE THIS GUIDE
DEFINE YOUR CONFERENCE CHALLENGES

ORGANISATIONAL

What ‘wicked problem’ is my organisation currently facing?

What is one key idea, solution or tool my organisation could benefit from?

What potential partnership or collaboration is my organisation currently looking for?

PERSONAL

What topic am I particularly interested in learning about?

What is one key message, idea, solution or tool I hope to take back to my work?

Who am I hoping to meet? A peer in a similar role, a mentor, a soundboard?
# Conference Agenda

## Wednesday 24 October

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>6pm-8pm</td>
<td><strong>Book Launch (Invitation Only)</strong></td>
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<tr>
<td></td>
<td><strong>Simon Hayward, CEO, Cirrus</strong></td>
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## Thursday 25 October 2018

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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>9:30am</td>
<td><strong>Registrations</strong></td>
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<tr>
<td>10:00am</td>
<td><strong>Conference Opens</strong></td>
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<td><strong>Master of Ceremonies</strong></td>
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<td>10:00am</td>
<td><strong>Welcome to country</strong></td>
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<td>10:05am</td>
<td><strong>Setting the context</strong></td>
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<td><strong>History and goals of conference</strong></td>
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<td>10:10am</td>
<td><strong>Student Satisfaction: Personalising for every student</strong></td>
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<td></td>
<td><strong>Mr Ray Fleming, Higher Education Director, Microsoft Australia</strong></td>
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<tr>
<td>11:00am</td>
<td><strong>Morning Tea</strong></td>
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<tr>
<td>11:30am</td>
<td><strong>Workshops</strong></td>
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<td><strong>Student Satisfaction: Personalising for every student</strong></td>
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<td></td>
<td><strong>Mr Ray Fleming, Microsoft Australia</strong></td>
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<td><strong>New business models in the thriving education start-up sector</strong></td>
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<td><strong>Dr David Bowser, Curio</strong></td>
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<td></td>
<td><strong>The Future Ecosystem of Education and Learning to Innovate (and collaborate)</strong></td>
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<td><strong>William Angliss Institute</strong></td>
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<tr>
<td>1:00pm</td>
<td><strong>Lunch</strong></td>
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<td>1:45pm</td>
<td><strong>Breakouts</strong></td>
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<td><strong>Transforming the Student Experience</strong></td>
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<td><strong>Mr Sean Greig, Strativiti</strong></td>
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<td><strong>They said it couldn’t be done! Uniting the Library and Student Administration</strong></td>
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<td><strong>Swinburne University</strong></td>
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<td><strong>Building a Cohesive Course Quality System: A Case Study</strong></td>
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<td><strong>La Trobe University</strong></td>
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<td><strong>Developing a choice architecture to maximise conversions from application to offer to enrolment (and help with retention too!)</strong></td>
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<td><strong>UNE Partnerships</strong></td>
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<td>2:15pm</td>
<td><strong>Changeover</strong></td>
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<td>2:20pm</td>
<td><strong>Breakouts</strong></td>
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<td><strong>Student Success: Engage-Succeed-Progress-Complete</strong></td>
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<td><strong>The University of New England</strong></td>
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<td><strong>Transforming Research Support at</strong></td>
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<td><strong>La Trobe University</strong></td>
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<td><strong>Raising the Bar – closing the gap from admission to offer for the Melbourne Law School</strong></td>
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<td><strong>Service Improvement Team, University of Melbourne</strong></td>
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<td>2:50pm</td>
<td><strong>Afternoon Tea</strong></td>
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<td>3:15pm</td>
<td><strong>Keynote 2</strong></td>
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<td><strong>Professor Belinda Tynan, Deputy Vice-Chancellor Education and Vice-Principal, RMIT University</strong></td>
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<td>4:15pm</td>
<td><strong>Close</strong></td>
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<tr>
<td>6:30pm</td>
<td><strong>Conference Dinner</strong></td>
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Friday 26 October 2018

8:30am  Registrations
9:00am  Conference Opens

9:00am  Agile leadership to create a brilliant student experience
Dr Simon Hayward, Honorary Professor at Alliance Manchester Business School and CEO of Cirrus

10:00am  Breakouts
Involving students as change champions to innovate and improve customer experience
Australian National University

10:30am  Morning Tea

11:00am  Workshops
Digital Disruption: consumer-first thinking as a catalyst for change
Victoria University and PWC

How to visualise work to gain clarity, consensus and eliminate waste.
Service Improvement Team, University of Melbourne

Building capacity for innovative and new work opportunities
Gippsland Smart Specialisation (GS-3) Project Team

12:30pm  Lunch

1:15pm  Panel Discussion
What will education look like in the future? Are we ready and how do we prepare?
Councillor Jackie Watts, Chair, Knowledge City Portfolio, Melbourne City
Andrew Williamson, Executive Director, Victorian TAFE Association
Professor Belinda Tynan, Deputy Vice-Chancellor Education and Vice-Principal, RMIT University
Chair: Dr Simon Hayward, Chief Executive Officer, Cirrus

2:15pm  Closing Remarks
Professor Leo Goedegebuure, Director, LH Martin Institute

2:30pm  Conference Closes

Focusing on the Student User Experience
Introducing new business models
The Future Ecosystem of Education
Learning to innovate
Plenary Sessions
Catered Breaks
Registration
VENUE MAP

<table>
<thead>
<tr>
<th>Session Type</th>
<th>Location</th>
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<tr>
<td>Focusing on the Student User Experience</td>
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Dr Simon Hayward
Honorary Professor, Alliance Manchester Business School and CEO, Cirrus

Dr Simon Hayward is founder and CEO of leadership consultancy Cirrus and an Honorary Professor at Alliance Manchester Business School. He has a wealth of strategic leadership experience gained over 30 years. He has developed major leadership programmes for clients across Asia-Pacific, Europe and North America and is considered a trusted advisor by many including Standard Chartered, HSBC, Bupa and Fresenius Medical Care.

Simon’s latest book, The Agile Leader, was published by Kogan Page in June 2018. His first book, Connected Leadership, was published by FT Publishing in 2016 and was shortlisted as Management Book of the Year by the Chartered Management Institute and the British Library. It has been translated into Chinese and Arabic. Simon has also had chapters published in the Palgrave Handbook of Leadership in Transforming Asia (2017), which explored Connected Leadership in the Asian context, and the Sage Handbook of Qualitative Business and Management Research Methods (2017).

Simon has a DBA and MBA from Alliance Manchester Business School and an MA (Hons) in English from Oxford University. He has won several awards and is a regular conference speaker and media commentator. Simon lives in Cheshire, UK. He is a father of three, a keen runner and a fundraiser for cancer charities.

Keynote Address 9am, Friday 26 October:
Agile leadership to create a brilliant student experience

Mr Ray Fleming
Higher Education Director, Microsoft Australia

Ray Fleming is the Higher Education Director for Microsoft Australia, and has spent his career working within the education ICT industry.

From working with tertiary education organisations at global and national level, Ray brings insights into the rapid pace of change being seen as digital disruption occurs in other industries, and what might happen next in Australia’s universities.

In the past Ray’s been an award-winning writer and columnist for the Times Education.

Ray is a regular speaker at higher education conferences in Australia, including the Universities Australia conference, and a range of conferences on Business Improvement, Business Intelligence, and University Student Retention; and conferences for Library Directors, Business Intelligence Directors and IT Directors.

Opening Keynote: 10am, Thursday 25 October:
Student Satisfaction: Personalising for every student

Professor Belinda Tynan
Deputy Vice – Chancellor, Education and Vice President, RMIT UNIVERSITY

As of May 9th, 2016, Professor Tynan assumed the role of Deputy Vice Chancellor (Education) and Vice President RMIT. In this role she is responsible for the Student journey from enrolment to graduation. She is also a Director of RMIT Online, a subsidiary of RMIT.

The portfolio provides support for students and staff both commercial and noncommercial. With a keen interest in digital technologies Belinda is responsible for a range of digital initiatives and services for students and staff alike. Prior to joining RMIT Belinda was the Pro Vice Chancellor of Learning and Teaching Innovation at The Open University, the UK’s largest University. In that role she provided executive leadership in the areas of learning and teaching innovation. Her previous roles have included Pro-Vice- Chancellor Learning, Teaching and Quality at the University of Southern Queensland, and Director of the research centre DEHub at the University of New England.

She holds a doctorate from the University of Western Australia, a Masters in online learning from the University of Southern Queensland, three Post Graduate Diploma’s in Secondary Education (ACU); Curriculum (UniMelb) and Higher Education (UNSW). Her Bachelor of Arts was completed at the University of Melbourne in history music and drama. Professor Tynan’s research interests are concentrated in the field of educational technologies, academic workload, student voices and academic professional development. She has 70+ refereed publications and is a frequently invited guest and keynote-speak and facilitator. You can find her work on www.researchgate.net
Belinda has more than thirty years of experience in the education sector in Australia, New Zealand, Singapore and the UK. She is a Principal Fellow of the Higher Education Academy and a Fellow of the European Distance Education Network. She has also held a number of International and National Leadership roles. She is on the editorial board of two major International journals, until recently a non-executive director of the Executive Committee of the European Distance Education Network (EDEN) and FutureLearn (UK); she sits on the advisory board of the Menzies Centre at Kings College, London and is the President of the global organisation, the International Council of Open and Distance Education and non-executive Director for Universities Australia. She is a member of the Polytechnic Quality Assurance Framework (PQAF) External Review Panel for the Ministry of Education, Singapore and is a Quality Assessor for the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ).

Keynote Address 3:15pm Thursday 25 October

Councillor Jackie Watts
Knowledge City Portfolio, City of Melbourne

Dr Jackie Watts has been a resident of Melbourne’s inner suburbs for over 35 years and of Carlton for more than 15 years. Jackie holds a Doctorate in Education (RMIT), postgraduate qualifications in Teaching and Librarianship (University of Melbourne) and a Bachelor of Arts (La Trobe University).

Jackie is Chair of the Council Knowledge City Portfolio and Deputy Chair of the People City Portfolio and is a staunch advocate for gender equity in the local government.

Her areas of professional expertise include secondary and tertiary education, librarianship, research, vocational training and professional development, commerce (small and medium enterprises) and community activism. She has experience in both the non-profit and for-profit sectors, on and offshore.

Jackie has a history of community activism, advocating on behalf of residents and ratepayers through her work as Convener with the Carlton Residents Association, CoRBA-Melbourne (Coalition of Resident and Business Associations).

Prior to joining Council in July 2011 Jackie volunteered with the Office of the Public Advocate in the Independent Third Person Program and the Prison Disciplinary Program. In the past Jackie has participated in social empowerment programs such as the Equity Research Centre, Social Inclusion Program, Church of All Nations Carlton, Timor Leste Training Network, Uniting Church Foster Parenting Program and is a long term supporter of Foster Parents’ Plan Australia.

Jackie has many cultural interests including classical music, art and dance. She is an advocate for the preservation of social and architectural heritage and has a particular interest in Myanmar through the Australia Myanmar Institute and is coordinating a heritage preservation project in Yangon in collaboration with the Yangon Heritage Trust.

Mr Andrew Williamson
Executive Director of the Victorian TAFE Association

Andrew Williamson is Executive Director of the Victorian TAFE Association, the peak body for Victoria’s public VET sector, TAFE institutes and dual sector universities. He has worked in executive and leadership roles in Victorian TAFE, dual sector university, technical college and government. Andrew is a passionate advocate for the public VET sector.

Andrew has degree qualifications in Philosophy (Bachelor) and Vocational Education & Training (Masters) and is qualified as a VET teacher and chef.
WORKSHOPS
THURSDAY 25 OCTOBER, 11:30AM – 1PM

STUDENT SATISFACTION: CHANGE IS EVERYWHERE, IT’S JUST UNEVENLY DISTRIBUTED.

The challenge for many University leaders is that they want to see, and make change, but are often hamstrung by the fact that they can’t get momentum going. And it won’t surprise you to learn that’s the same in other large organisations. In this workshop, Ray Fleming from Microsoft Australia, will shares stories and 3 key themes of change from Microsoft’s recent journey (changing culture, changing decision making, and changing product offerings); discuss how each of them relate to change in universities; and help participants workshop their own change-maker role within their own organisation.

You’ll leave the workshop with some ‘one-mouse-click’ ideas to make change, some ideas for creating agile change by bringing colleagues on board, and some stories, from inside and outside the sector, of how others are making change with and through technology.

Facilitator:
Mr Ray Fleming
Higher Education Director,
Microsoft Australia

NEW BUSINESS MODELS IN THE THRIVING EDUCATION START-UP SECTOR

University delivery of education has not changed significantly in its 800-year existence. That was until the turn of our century. Over the last 15 years, technology has had a significant impact not only in how courses are designed and delivered, but also in how students are attracted, enrolled, managed and supported by their university. At the same time, consideration of new business models has grown exponentially, with a myriad of education technology startups being funded by private investors or education providers themselves. Following leads in other sectors where technology has transformed the customer experience such as financial services and telecommunications, higher education can learn many lessons on how new business models are delivering the needs of customers in very different ways.

Learning objectives
In this workshop we will briefly discuss some of the learnings for higher education from other sectors and then develop a number of new business models that could impact on service delivery in universities.

1. Understand the impact of technology and new business models on customer experience in other sectors
2. Develop and understand techniques for thinking about new business models as well as the usefulness of a number of common tools used in their development
3. Apply an understanding of new business models to the higher education sector and in turn develop your own business model canvas.

Dr David Bowser
CEO, Curio

David combines his strong analytical capacity, innate curiosity and enthusiasm to develop insights that can be embraced by organisations and readily implemented by staff. He advises clients in highly regulated sectors including education, financial services and healthcare specialising in strategy, marketing, product development, and organisational change engagements.

David is currently CEO and Founder of Curio, a collective of creatively inspired, intellectually curious advisors, educators and product developers. Working across education, health and financial service sectors, Curio seek opportunities to solve problems and help organizations make better decisions and design better client experiences.

THE FUTURE ECOSYSTEM OF EDUCATION AND LEARNING TO INNOVATE (AND COLLABORATE)

Learn how a small TAFE developed a suite of collaborative research and outreach programs with two Go8 Universities and leading industry bodies. The workshop will focus on how William Angliss Institute (WAI) established a structure, strategic agenda, and operating framework to drive its transformation from a vocational college to an active and engaged member of higher education by playing to its key strengths, seeking collaboration with larger partners, and aggressively driving staff capability and capacity development via an active program of scholarly practice and industry focussed research. WAI in Melbourne is the state specialist centre for foods, tourism, hospitality and events. It is a TAFE with an 80-year history as a trades school but is also a dual sector institution with more than 700 students in undergraduate and postgraduate programs. WAI is the only TAFE in the country with a research-based masters, and the only non-university with a masters by praxis and exegesis.

Participants in the workshop will explore how to:
• critically assess their institution’s competitive and collaborative strengths
• identify other institutions that have complementary strengths
• generate the momentum amongst staff to drive engagement in novel research and outreach projects.
Leonie Lockstone-Binney is Associate Dean (Research) at William Angliss Institute, joining the organisation in June 2015. Previously, Leonie was employed at Victoria University as Associate Professor of Event Management and Discipline Head of Tourism, Hospitality and Events. Building on her PhD study of the management of volunteers and paid staff in the cultural tourism sector, Leonie's main area of research expertise since 2000 relates to volunteering, specifically in event and tourism settings. Consolidating on her reputation in the field, Leonie has published her work in several top-tier journals including the Journal of Travel Research, Leisure Sciences, Tourism Analysis, International Journal of Hospitality Management, International Journal of Tourism Research and Leisure Studies. Leonie continues to collaborate on projects with leading researchers from Australia, the United Kingdom and New Zealand.

Melanie Williams is Associate Dean (Scholarship) in 2016, Associate Professor Melanie Williams was employed as Senior Advisor, Learning & Teaching in the College of Design and Social Context at RMIT University. Previously, she ran a consulting business providing leadership and specialist advice in academic development and scholarship to mixed-sector institutions. She conducted national seminal research into scholarship and scholarly practice in these contexts and has led sectoral discourse in this area. Melanie's doctoral studies investigated worldview transformation through engagement in scenario learning. She continues to build on this work through employing a transformative and futures-oriented approach to academic development and scholarly practice. Originally trained as a secondary teacher, Melanie's career has spanned the school, Adult Community Education, TAFE and Higher Education sectors.

Paul A Whitelaw is Associate Director Higher Education and Quality at William Angliss Institute. Prior to this appointment he was a Senior Lecturer in the College of Business at Victoria University where he lectured in research methods and quantitative and computer-based hospitality management systems on undergraduate and postgraduate programs as well as supervising PhD Scholars. In 2011 Paul was the Acting Head of the School of International Business, and before that he was Foundation Executive Director at VU’s Centre for Hospitality and Tourism Research (1993-1996). Before joining Victoria University in 1991, Paul enjoyed nearly 15 years’ experience in various line and executive positions in the Hospitality Industry.
DIGITAL DISRUPTION: CONSUMER-FIRST THINKING AS A CATALYST FOR CHANGE

In 2017 Victoria University (VU) embarked on one of their most ambitious projects ever to fundamentally change the way students experience their enrolment, onboarding and study. A series of projects were initiated to improve the experience including the Digital Student Experience and The Block Model of learning and teaching.

This session will present the case studies for these two projects and their dependencies that enabled VU to successfully transform the student experience for the 2018 intake – from application to study. Participants will learn the opportunities, challenges and traps that these projects presented and will also have the opportunity to undertake their own consumer-first thinking workshop activity to begin designing an approach to their own unique problem.

Facilitator:
Naomi Dempsey
Pro Vice-Chancellor (Students), Victoria University

About Naomi:
MEd (VicMelb), GradCert Educational Leadership (VicMelb)

Naomi Dempsey is an executive leader with over 20 years of management experience in business development, commercial services, customer engagement, learning and development and stakeholder relations. She has experience across the higher education, vocational education and sport/recreation sectors and is a proud member of the VU Alumni community.

Since joining VU in 2013, Naomi has been passionate about transforming the student experience.

She has been leading VU’s development of a contemporary and agile customer service and engagement framework across multiple service channels.

Gaining a deeper understanding of our customer’s journey has helped to improve services. Focussing on the student experience, at all stages of the lifecycle, and introducing new digital technologies enables VU to improve acquisition, conversion, engagement and retention.

Naomi’s portfolio is responsible for Student Services, which delivers a range of services for domestic and international students studying vocational or higher education at VU.

Co-Facilitator:
Berry Driessen
Director, The Experience Centre, PricewaterhouseCoopers (PWC)
TRANSFORMING THE STUDENT EXPERIENCE

Abstract: Sean Greig, Director of Strativity Group, will outline how universities can truly transform the student experience through combining design, enablement and mindset shift. Strativity will share methods and examples from their work with leading universities in both Australia and the US.

- Leveraging insight to design a brand aligned student experience
- Assessing and improving organisational student centricity
- Balancing experience enhancement with experience innovation
- Shifting beliefs and mindsets to enable real change

Presenter:
Sean Greig
Director Strativity Group

THEY SAID IT COULDN’T BE DONE! UNITING THE LIBRARY AND STUDENT ADMINISTRATION

Abstract: Swinburne has successfully combined its Library and studentHQ areas into a united service across all campuses, located in our libraries. The new model, isn’t a co-location, but a new combined service enabling us to provide students with not only a single service point for all library and student administration needs, but offer extend support for both services matching our currently staffed library hours, offering student administration support an additional 64 hours a week at no extra cost. We are now available 7 days a week and until midnight on weekdays. This has been achieved by reskilling our existing library and studentHQ staff in a new united, innovative model. Combining these highly important, previously separate areas, into one has enabled Swinburne to be truly student centric.

Presenters:
Michelle Gillespie
Director Student Administration and Library Services, University of Melbourne
Tony Davies
Deputy Director Library Services, Swinburne University of Technology

BUILDING A COHESIVE COURSE QUALITY SYSTEM: A CASE STUDY

Abstract: Supporting innovation through an institutional course quality management system (CQM) requires a shift in focus, from management to improvement through innovation (Ewell, 2002). This study presents how this shift is developing through an approach to quality enhancement across a full course lifecycle. From 2019, La Trobe University will be adopting a new course quality system that attempts to harness an array of sound learning and teaching practices developed over time to enhance courses where additional improvement is still needed. The cornerstone of the system is an annual monitoring process (ACM), a reflective, action-based approach that can power constructive conversations about improvements for students reflected in activity linked to standards. In this presentation, we preview the tools designed for this process, and consider how a shift to this system may contribute to the creation of an innovative, learning organisation.

Presenters:
Amanda Carr
Associate Director, Academic Quality, Quality and Standards Office, La Trobe University
Noha Khalef
Senior Coordinator, Academic Quality, Quality and Standards, La Trobe University

DEVELOPING A CHOICE ARCHITECTURE TO MAXIMISE CONVERSIONS FROM APPLICATION TO OFFER TO ENROLMENT

Abstract: This breakout session explores emergent changes in the behaviour of prospective students during the conversion phase (application to enrolment) within the university sector in Australia and the applicability of a behavioural science approach (nudges) to addressing these changes. The supposition of ‘nudging’ is that small and apparently insignificant details can have a major impact on people’s choice behaviours and that understanding how to harness or ameliorate these details can transform the actions of individuals. It is used throughout the session to gain an understanding of the environment in which prospective students are choosing to convert their offer of a place into an enrolment, and to ultimately develop a framework to guide tertiary education management practice in the design of a positive conversion choice architecture.

An actionable framework or ‘Choice Architecture Model’ based on known cognitive biases in decision-making will be presented. It provides a theoretical base on which any tertiary education provider could build individualised conversion strategies that respond to the specifics of their particular student catchment and demographic.

The presenter will discuss how a variant of this model is being rolled out in one tertiary education provider and the initial positive impacts.

Presenter:
Suzanne Crew
CEO, UNE Partnerships
STUDENT SUCCESS: ENGAGE-SUCCEED-PROGRESS-COMPLETE

Abstract:
Whilst student retention and success in higher education is well researched, the principal aim of this project was to determine whether we could identify any additional factors particular toUNE students, UNE's academic delivery or UNE's policy, process and systems that may be impacting on students. The secondary aim was to identify and develop a framework, methodology, and internal capacity for analysing multiple unstructured datasets to inform the quality improvement cycle.

Existing unstructured data collected by UNE was analysed at three levels to reflect the:
- contextual environment (Macro Level);
- course environment (Meso Level); and
- unit environment (Micro Level).

Insights were identified at each level that, although not all unique to UNE, appear to impact on success, retention and overall satisfaction. A number of new reports which have become a part of standard reporting as well as a number of ad hoc reports based on specific issues were developed.

Presenter:
Peta Ryan
Data Analyst, Corporate Planning and Analytics, The University of New England

TRANSFORMING RESEARCH SUPPORT AT LA TROBE UNIVERSITY

Abstract:
La Trobe University’s research performance has dramatically increased since 2013, fulfilling a strategic reorientation. To support the increase in the quantity and quality of research, the University has transformed its Research Office within budget envelope. Through a series of restructures, the introduction of a customer-focussed operating model, cultural change, capability development, and effective partnering across academic disciplines and functional services, the service has moved from one of the lowest rated services in the University to one of the highest and is benchmarked at top-quartile performance at 70% of expected cost. The transformation is continuing, with a new activity-based work organisation supported by agile workspaces, and a university-wide project to develop a relationship-oriented approach to managing the research life-cycle. This presentation will discuss the approach to the transformation, the critical success factors of the change, ongoing challenges, and the mechanisms the University is employing to identify, share and implement best practices.

Presenters:
Alistair Duncan
Deputy Director, Rankings and Performance, Research Office, La Trobe University

Suzie Benson
Manager, Robotic Processes, University of Melbourne

Shiv Chandra
RPA Lead Developer, University of Melbourne

RAISING THE BAR – CLOSING THE GAP FROM ADMISSION TO OFFER FOR THE MELBOURNE LAW SCHOOL

Abstract:
Join us in exploring the journey undertaken to close the gap from admission to offer in the Melbourne Law School. We will showcase the innovative ways of using Lean Six Sigma and Robotic Process Automation to improve, automate processes, service delivery and embed a continuous improvement operating rhythm including capability uplift within the Faculty.

Presenters:
Mr Matty Kapadia
Continuous Improvement Specialist, University of Melbourne

Suzie Benson
Manager, Robotic Processes, University of Melbourne

Shiv Chandra
RPA Lead Developer, University of Melbourne
IN INVOLVING STUDENTS AS CHANGE CHAMPIONS TO INNOVATE AND IMPROVE CUSTOMER EXPERIENCE

**Abstract:**
Service improvement at the Australian National University involves using new and bolder techniques to engage students and staff in a customer-led design process. Through various methodologies such as Rapid Improvement Events, customer journey mapping, co-design blue sky thinking, and digital transformation, we are working to transform the experience for our customers. Our unique model—embedding student interns across all projects—creates champions of change in our service improvement program. These interns bring the digital native perspective and real-world experience into our analysis, design, innovation and creation processes, consequently adding a future flavour to all new ideas and products to solve student, user, and customer issues. Our methodologies paired with the deep involvement of students in our processes not only innovate, but help build organisational skills in innovation itself.

**Presenters:**
- Lakshmi West
  Director - Service Improvement Group, Australian National University
- Jessica Thompson
  Business Analyst – Intelledox Digital Transformation Centre, Service Improvement Group, Australian National University

THREATS AND OPPORTUNITIES: EXPLORING AND CONTRASTING THE VIEWS OF LEADERS FROM ACROSS AUSTRALIAN HIGHER EDUCATION

**Abstract:**
Despite wide agreement that universities face a growing threat to established business models and will need to innovate, there is less consensus on causes, trajectories and severity. Success in embracing new models, technologies and approaches will be different for universities of varying mission. Examining the perspectives of university leadership from across Australian higher education, helps all universities better understand avenues for effective innovation.

This paper examines data from 117 interviews with Australian university, academic and government leaders. During these interviews sector leaders were asked to assess the major challenges for universities both in the immediate future and over a longer horizon, as well as the reflect on the opportunities. To explore threats and possibilities in embracing new models, and compare differences between university and government leaders, this paper presents data from a survey completed by each participant alongside their interview.

**Presenter:**
Dr Gwilym Croucher
Senior Lecturer in Higher Education, University of Melbourne

MEDICAL TRAINING IN REGIONAL VICTORIA: A COLLABORATION BETWEEN THE UNIVERSITY OF MELBOURNE AND LA TROBE UNIVERSITY

**Abstract:**
The University of Melbourne and La Trobe University, with support from the Commonwealth Government, are working together to increase the medical workforce in regional Australia. On completing the La Trobe Bachelor of Biomedical Science (Medical) course eligible regional students will enter the University of Melbourne Doctor of Medicine course at Shepparton. Locating the both the undergraduate program and the MD course in regional Victoria will increase the likelihood that the medical graduates will practice in regional Australia. The Bachelor of Biomedical Science (Medical) course will be offered at the Bendigo or Albury/Wodonga campuses of La Trobe University, commencing in 2019. The La Trobe course has been designed to prepare the students to meet the admission criteria for the University of Melbourne MD. Because the selection into the La Trobe undergraduate course is effectively selection into the University of Melbourne MD, subject to continued high performance, the two universities have worked closely together to establish the admission criteria and the selection process for the La Trobe Bachelor of Biomedical Science (Medical).

**Presenter:**
Anthony T. Baker
College of Science, Health and Engineering, La Trobe University and the LH Martin Institute, University of Melbourne.
Find out more

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