

## **Service Improvement and Innovation** in Universities Conference

**11-12 August 2016**

Pullman Hotel  
King George Square  
Brisbane

### **Program Agenda**



# About the Conference

Following last year's very well received event in Melbourne, the LH Martin Institute is hosting its second Service Improvement and Innovation in Universities conference in Brisbane on 11 and 12 August 2016. With the guidance and support of a steering group made up of senior university leaders, the broad aim of building capability and boosting overall performance of universities, and ensuring low cost for participants, we continue our practise of keeping this conference **by the sector, for the sector.**

## CONFERENCE FEATURES

- Presentations and case studies from leaders within and beyond the sector will offer insights into service improvement and innovation, organisational redesign challenges, as well as potentially transformative or disruptive projects.
- An interactive format which includes three streams, several key note speakers and workshops led by practitioners with opportunities for peer-to-peer learning.
- A two-day conference with a networking dinner provided on the first night.
- A modest fee to cover costs rather than to make profits, with discounts for group bookings.

## CONFERENCE THEMES

### 1 Future landscape for universities

This is the theme where there are no boundaries. Speakers will inspire us and challenge you and the status quo. Topics may include the university of the future, new providers, programs of the future, the future student experience, community engagement in the future, the role of industry collaborations, research innovations or how technology, social media or science may shape the future.

### 2 Deciding what to change

In this theme we attempt to uncover the different approaches used by organisations, business areas or leadership groups to decide what to change and what to keep; what works, what doesn't and why.

### 3 Delivering change

Speakers within this theme will walk through the processes, obstacles, tactics, lessons learnt and benefits realised in implementing service improvement or innovation. Presentations may vary from ICT projects through to program reviews, establishing a new research institution, closing a department or letting people go.

## BENEFITS OF ATTENDING

- Gain valuable insights from leaders and peers in the sector who have successfully carried out transformational change, big and small.
- Opportunities to discuss key issues affecting your institution and the sector as a whole.
- Bring back ideas on how to establish a service improvement initiative in your institution or extract more value from a current one.

- Learn how to think outside the square, create focus on people and culture and translate these into results for your institution.
- Enhance your institution's chances of future success through an increase in service quality.
- Opportunities to network with peers and participate in interactive group sessions that will capture new thinking and better practices.

# Conference Details

## BY THE SECTOR, FOR THE SECTOR

This conference is organised by the LH Martin Institute and led by a steering committee comprising:

### Ms Janet Beard

Senior Honorary Fellow, LH Martin Institute,  
University of Melbourne

### Professor Leo Geodegebuure

Director, Fellow LH Martin Institute,  
University of Melbourne

### Ms Karen Hill

Chief Information Officer, The Australian  
National University

### Dr Stephen Weller

Chief Operating Officer, Australian Catholic  
University and Past President, Association  
for Tertiary Education Management.

### Mr Mark Williams

Strategic Projects Director,  
University of South Australia

## DATES AND VENUE

**Conference opens (registrations):**  
8.30am, Thursday, 11 August 2016.

**Conference closes:**  
3.30pm, Friday, 12 August 2016.

### Venue:

Pullman Hotel, King George Square,  
Brisbane.

### Dinner venue:

Fix Restaurant @ Port Office Hotel  
Cnr Edward and Margaret Streets,  
Brisbane CBD

## MORE INFORMATION

For general queries regarding this  
conference, please contact Melissa  
Hendicott at:

**E:** [hendicott.m@unimelb.edu.au](mailto:hendicott.m@unimelb.edu.au)

**T:** +61 3 9035 6429.

## TESTIMONIALS FROM 2015 PARTICIPANTS

“The presentations from speakers outside the higher education sector were of more interest and value to me. They are far ahead of us on service excellence in the digital age.”

“The choice of keynote speakers was really good, generally great to hear about instances in other industries and not just our own since we are all working in that environment.”

“An excellent event, the best and most useful conference I’ve been to in a long time.”



# DAY 1: 11 August

08:30	<b>REGISTRATION</b>	Tea, coffee and breakfast bites on arrival		
09:15	<b>WELCOME</b>	Setting the context Professor Leo Goedegebuure Director, LH Martin Institute (Conference Steering Committee)		
09:30	<b>KEYNOTE SPEAKER</b>	The New Work Order Ms Jan Owen AM Chief Executive Officer, Foundation for Young Australians		
09:55	<b>KEYNOTE SPEAKER</b>	Findings of the Innovation Survey Professor Anthony Arundel Director and Professor of Innovation, University of Tasmania		
10:40	<b>MORNING TEA</b>			
11:00	<b>KEYNOTE SPEAKER</b>	The View from Outside Dr Sallyanne Atkinson AO Former Lord Mayor, Brisbane City and President of Women's College Council, University of Queensland		
11:45	<b>BREAKOUT CHANGEOVER</b>			
	<b>SESSION 1.1</b>	<b>SESSION 1.2</b>	<b>SESSION 1.3</b>	
11:50	<b>Jacyl Shaw</b> Director of Engagement, Carlton Connect, University of Melbourne <i>Building an Innovation District - What kinds of places can drive our much talked-about 'Innovation Nation'?</i> Chair: <b>Ms Janet Beard</b> Senior Honorary Fellow, LH Martin Institute	<b>Michelle Van de Mortel</b> Director, Customer Service, Hunter TAFE <i>The Challenge of a Competitive Framework: TAFE NSW – Hunter Institute's Service Excellence transition to support vocational education and training in a contestable and competitive market</i> Chair: <b>Ms Karen Hill</b> Director, Information Technology Services, Australian National Universities	<b>Andrew Dempster</b> Head of Corporate and Government Affairs, Swinburne University of Technology <i>Responding to the challenges of a competitive tertiary environment: Swinburne as case study</i> Chair: <b>Dr Geoff Sharrock</b> Program Director, LH Martin Institute	
12:20	<b>BREAKOUT CHANGEOVER</b>			
12:25	<b>LUNCH</b>			
13:30	<b>KEYNOTE SPEAKER</b>	Permission to be Audacious Dr Kristin Alford Director - Science, Creativity & Education (Sci.C.Ed) Studio at University of South Australia		
14:15	<b>BREAKOUT CHANGEOVER</b>			
	<b>SESSION 2.1</b>	<b>SESSION 2.2</b>	<b>SESSION 2.3</b>	<b>PRACTICAL TOOLS</b>
14:20	<b>Paul Van Veenendaal</b> Managing Director, CSBA and Isobel Killeen, Contact Centre Manager, Murdoch University <i>Sales is not a dirty word when discussing Student Enrolment</i> Chair: <b>Professor Leo Goedegebuure</b> , Director, LH Martin Institute	<b>Gerald Marion</b> Partner, Strategy and Customer Innovation, Ernst & Young <i>Thinking outside the quad: Insights from non-university service innovation</i> Chair: <b>Dr Heather Davis</b> Program Director Awards, LH Martin Institute	<b>Simon Hall</b> General Manger, College of Arts, Social Sciences sand Commerce, La Trobe University <i>La Trobe 101: A practical orientation program for staff in response to organisational change</i> Chair: <b>Mr Mark Williams</b> Strategic Projects Director, University of South Australia	<b>Margaret Ruwoldt</b> Manager, Service Performance and Planning (Academic Services), University Services and <b>Peter Andrews</b> Service Analyst, Academic Services, University of Melbourne <i>Delivering change: demonstrating success (Part 1) – the theory and practicalities of developing a service evaluation framework'</i>
14:50	<b>BREAKOUT CHANGEOVER</b>			
14:55	<b>AFTERNOON TEA</b>			
15:25	<b>KEYNOTE SPEAKER</b>	Inspiration to Innovate Mr Dorjee Sun Serial Social Entrepreneur and Director, HOME Group (includes brief close from Steering Committee)		
16:15	<b>CLOSE OF DAY 1</b>			
18:00	<b>CONFERENCE DINNER</b>	Fix Restaurant @ Port Office Hotel Cnr Edward and Margaret Streets, Brisbane CBD Pre-Dinner drinks from 6:00pm – Please be seated by 7:00pm		
22:00	<b>CONFERENCE DINNER CONCLUDES</b>			

# DAY 2: 12 August

08:45	<b>ARRIVAL</b>			Tea, coffee and breakfast bites on arrival
09:15	<b>WELCOME</b>			Recap of Day 1 Dr Stephen Weller Chief Operating Officer and Deputy Vice-Chancellor, Australian Catholic University (Conference Steering Committee)
09:30	<b>PANEL DISCUSSION</b>			Major Organisational Change – What Works and What Doesn't Moderator: <b>Andrew Dempster</b> Head of Corporate and Government Affairs, Swinburne University of Technology Panel: <b>Associate Professor Ian Marshman</b> Senior Honorary Fellow, Melbourne CSHE, University of Melbourne <b>Professor Dawn Freshwater</b> Senior Deputy Vice Chancellor, University of Western Australia <b>Dr Craig McInnes</b> Director, PhillipsKPA
10:30	<b>MORNING TEA</b>			
11:00	<b>KEYNOTE SPEAKER</b>			Harnessing the Hurricane - How Higher Education Can Ride the Storm <b>Dr Simon Eassom</b> Global Strategy and Solutions Leader, IBM Education Industry
	<b>SESSION 3.1</b>	<b>SESSION 3.2</b>	<b>SESSION 3.3</b>	<b>PRACTICAL TOOLS</b>
11:45	<b>BREAKOUT CHANGEOVER</b>			
11:50	<b>Fiona Margetts</b> Manager (Policy Services), University of Southern Queensland <i>The Policy-project Nexus – Facilitating change in a new Way</i> Chair: <b>Mr Mark Williams</b> Strategic Projects Director, University of South Australia	<b>Jennifer Bremner</b> Business Process Improvement Manager; <b>Valerie Runyan</b> Director, Business Process Improvement Initiative; Macquarie University <i>Embedding Business Process Improvement at MQ</i> Chair: <b>Professor Leo Goedegebuure</b> , Director, LH Martin Institute	<b>Gabrielle Rolan</b> Director, University International, University of South Australia; <b>Aleicia Shekhar</b> Deputy Director, University International, University of South Australia <i>Transforming International – Starting with the Engine Room</i> Chair: <b>Dr Heather Davis</b> Program Director Awards, LH Martin Institute	<b>Margaret Ruwoldt</b> Manager Service Performance and Planning (Academic Services), University Services; <b>Peter Andrews</b> Service Analyst, Academic Services, University of Melbourne <b>Delivering change: demonstrating success (Part 2) - hands-on workshop session where participants work in small groups to develop an evaluation model for a specific service delivery context'</b>
12:20	<b>BREAKOUT CHANGEOVER</b>			
12:25	<b>LUNCH</b>			
13:20	<b>KEYNOTE SPEAKER</b>			Digital strategy and the future of Australian Universities <b>Mr William Confaloneiri</b> Chief Digital Officer, Deakin University
	<b>SESSION 4.1</b>	<b>SESSION 4.2</b>	<b>SESSION 4.3</b>	
14:05	<b>BREAKOUT CHANGEOVER</b>			
14:10	<b>Paul Van Veenendaal</b> Director and Higher Education Specialist, DVE Business Solutions <b>Helen Hume</b> Faculty Manager, Faculty of Science, University of Technology Sydney <i>Learning to Fish – catch some tips for positive change!</i> Chair: <b>Ms Karen Hill</b> Director, Information Technology Services, Australian National Universities	<b>Sean Johnson</b> Executive Director, Applied Inspiration <b>Emma Thomas</b> Executive Director, Applied Inspiration <i>Service Innovation Enablement: The Productivity Offensive</i> Chair: <b>Dr Geoff Sharrock</b> Program Director, LH Martin Institute	<b>Whitney Smith</b> National Manager, AskACU Service Operations <b>Angela Forrester</b> Project Manager, AskACU, Australian Catholic University <i>AskACU: Delivering Change</i> Chair: <b>Ms Janet Beard</b> Senior Honorary Fellow, LH Martin Institute	
14:40	<b>BREAKOUT CHANGEOVER</b>			
14:45	<b>KEYNOTE SPEAKER</b>			<i>How to build a digital mind: the QUT story of creating entire new, rapid improvement capabilities</i> <b>Professor Michael Rosemann</b> Professor, Head of the Information Systems School, Science and Engineering Faculty, Queensland University of Technology (includes brief thank you from Steering Committee)
15:30	<b>CLOSE OF DAY 2</b>			

# About the steering committee

## Ms Karen Hill

**Director, Information Technology Services, Australian National University**



Karen Hill joined the Australian National University (ANU) in 2000, and has since worked across many disciplines and functions such

as mental health, aboriginal economic policy research, music and research. She became Acting CIO in April 2014, and was subsequently confirmed as Director, Information Technology Services (ITS).

ITS delivers IT services to the Service Divisions, Teaching and Learning venues, and some academic Colleges of the ANU. Having developed the ANU IT Strategy 2015-2017, Karen is now working with key stakeholders to transform the provision and delivery of IT Services at the ANU.

Karen has held several management positions across the University, including as inaugural General Manager of the College of Asia and the Pacific; and Director, Service Improvement Group.

Karen holds a Bachelor of Management, Public Policy Analysis and Community Development; a Graduate Certificate in Management, Business Administration and Management; and a Masters Degree of Management, Business Administration and Management.

## 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.

## Mr Mark Williams

**Strategic Projects Director, University of South Australia**



Mark has nearly 20 years' experience within the education sector, and has held senior management roles across ICT, Service Improvement and Project Management.

During this time, Mark has driven significant improvements to services and business spanning administration and academic programs. Mark is currently establishing a One Team Project Framework which will be used to support, guide and deliver successful projects across the university.

Most of all, Mark is passionate about improving the effectiveness and efficiency of business services and increasing customer satisfaction, and he has successfully achieved this at two Universities across countless projects.

Mark also recently reviewed a state government transport department and identified ways to increase the quality of train and tram track maintenance services whilst achieving a 20% efficiency dividend.



## Ms 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.

## 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.

Leo 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.

During the period 1997–1999, Leo spent a 3-year term in institutional administration as deputy to the Rector Magnificus at the University of Twente, the Netherlands, with primary responsibility for the teaching & learning portfolio. In this capacity he restructured the university's education programs. This experience not only furthered his overall management skills, it also equipped him with the project management skills to successfully direct complex institutional change processes.

Over his career, Leo has published some 15 books (both monographs and edited volumes) and over 100 articles, book chapters and papers on higher education policy, mergers, quality assessment, evaluation research, differentiation, system dynamics, engineering education, institutional management and comparative research.



# About the keynote speakers

## IN ORDER OF APPEARANCE

### Ms Jan Owen AM

**Chief Executive Officer, Foundation For Young Australians**



A pioneer of the youth sector in Australia, Jan has dedicated most of her working life to social change and encouraging young

people to give back and invest their talents in their communities and things they are passionate about.

In March 2014 Jan received the degree of Doctor of Letters (honoris causa) from the University of Sydney, in recognition of her significant contribution to young people and policy in Australia. In 2012, Jan was named the inaugural Australian Financial Review & Westpac Group 'Woman of Influence 2012'. In 2000 she was awarded membership of the Order of Australia for services to children and young people and in 1999 received a fellowship for leadership and innovation to the Peter Drucker Foundation in the US. Jan is the author of *Every Childhood Lasts a Lifetime* (1996) and *The Future Chasers* (2014).

Before joining FYA, Jan was Executive Director of Social Ventures Australia, which aims to increase the impact of the Australian social sector. Prior to this, Jan founded the CREATE Foundation, the national consumer body for children and young people in out of home care.

Jan has contributed to the establishment of many social change organisations in Australia and served on a wide range of Boards. She is currently Member, RMIT College of Business Industry Advisory Board; Chair, Melbourne Social Equity Institute (University of Melbourne) Advisory Board; Member, Malthouse Theatre Board; a Fellow of the Royal Society for the encouragement of the Arts, Manufacturers and Commerce (RSA) and Patron of Vanish and Children's Ground.

### Mr Anthony Arundel

**Vice President, Corporate Services, Curtin University**



Anthony Arundel is a Professor of Innovation at the Australian Innovation Research Centre (AIRC) at the University of Tasmania

and concurrently a Professorial Fellow at UNU-MERIT, a joint research institute of the United Nations University and the University of Maastricht in the Netherlands. His research interests include the innovative activities of firms and public administrative agencies, including university administrations. He has been involved in the design and statistical analysis of several large-scale questionnaire surveys including the Community Innovation Survey (CIS) in Europe, several European Innobarometer surveys, the Canadian SIBS survey, the Australian Public Sector Innovation Indicators (APSI) survey, the Tasmanian Innovation Census and a recent survey of management and service innovations in Australian and New Zealand universities.

### Dr Sallyanne Atkinson AO

**President of the Council of Women's College at the University of Queensland and former Lord Mayor, Brisbane City**



Sallyanne Atkinson is a business strategist and corporate advisor using her extensive experience in business, government,

politics, management, arts and the community.

As a Director of Atkinson Solutions, she mentors and advises companies and individuals within them. Her business career has included directorships of seven public companies. She is currently a non-executive director of APN News and Media Ltd.

A non-executive company director since 1991, she is a former Lord Mayor of Brisbane and former Senior Trade Commissioner to Paris, Chair of Queensland Tourism and Special Representative for Queensland in South East Asia. She is currently an active mentor to businesses large and small, and is currently President of the Council of Women's College at the University of Queensland. Sallyanne is also currently Chair of the Advisory Board of the Queensland Brain Institute at UQ and holds Honorary Doctorates from three universities.

At the Sydney Olympics she was Deputy Mayor of the Athletes Village. She was a member of the inaugural committee to organise the Sydney Games, and had been a member of the Bid Teams for Sydney, Melbourne and Brisbane which she led.



### **Dr Kristin Alford**

**Director - Science Creativity & Education (Sci.C.Ed) Studio, University of South Australia**



Kristin is a futurist and the inaugural Director of the Science Creativity Education (Sci.C.Ed) Studio. This new cultural institution at the

University of South Australia aims to inspire young adults about the potential of science in creating futures.

Prior to this role, Kristin was the founding director of foresight agency Bridge8, facilitating futures and engagement on water sustainability, nanotechnology, health, advanced manufacturing, clean technologies and climate futures for clients including Federal Government, State Government of South Australia and local councils, as well as corporates, arts organisations and not-for-profits. She holds a PhD in process engineering and a Masters of Management in Strategic Foresight.

### **Mr Dorjee Sun**

**Serial Social Entrepreneur**



Dorjee is a serial social entrepreneur who has founded 15 companies ranging from education, software, social media,

animation, conservation, sustainability, agriculture, google glass and philanthropy amongst others. Dorjee is a founder and director of the Home Group which owns equity in companies that work in the areas of conservation, agriculture, philanthropy, technology and financial innovation. Dorjee is also a founder and director of Carbon Conservation which owns equity in large scale sustainability and carbon conservation projects globally.

At UNSW Dorjee taught a class of 80 students. The goal was to hack a start-up in 16 days and in the process generate learning outcomes around building a class culture of sharing and cooperation, connectedness and social proximate learning, student led co-creating, social capital building, collaborative participatory learning by doing and self-interest based discovery learning. The outcome was 750 sign ups and over 500 hours of User generated content.

Dorjee has also been named one of TIME Magazine's Heroes of the Environment, a World Economic Forum Global Leaders of Tomorrow, and one of the Young Leaders by The Australian newspaper. He has won the Asialink Leaders Program Alumni Award, is the Chairman Nexus Youth Philanthropy Singapore Conference (Singapore and Australia), and his work has been covered in Wall Street Journal, TIME, ABC, BBC, Discovery, Sydney Morning Herald, The Australian and other media outlets.

### **Associate Professor Ian Marshman**

**Honorary Principal Fellow, Melbourne Centre for the Study of Higher Education and former Senior Vice-Principal, The University of Melbourne.**



Ian Marshman joined the University of Melbourne in 1990 and was appointed Senior Vice-Principal ('Chief Operating Officer')

in March 1999. In that role he was accountable to the Vice-Chancellor and Council for the overall administration and operational management of the University. Ian's specific responsibilities included coordinating the management of the University's financial and physical resources, its staff programs, and University compliance, planning and quality assurance activities. Ian has played major roles in reform of the University's administration, the implementation of new administrative systems and processes, budgetary and planning reform, the development of the Melbourne Scholarships program and student-facing aspects of the Melbourne Model, the planning and implementation of major University projects and the management of University's quality assurance and improvement activities. Ian retired from that role in July 2015 and now serves as an Honorary Principal Fellow at the Melbourne Centre for the Study of Higher Education.

# About the keynote speakers

## IN ORDER OF APPEARANCE

### Professor Dawn Freshwater

Senior Deputy Vice Chancellor, University of Western Australia



Dawn Freshwater is Senior Deputy Vice Chancellor at the University of Western Australia and Professor of Mental Health. She began her career as a health professional in the NHS (UK) in 1980. Following a period of developing and leading strategic change at the University of Leeds in the Faculty of Medicine and Health, she took up post as Pro-Vice Chancellor for Organisational Effectiveness. Having a research track record in working with marginalised groups, including offenders and those experiencing severe and enduring mental health problems, Dawn has developed creative and imaginative approaches to inclusivity and to understanding how large organizations use social systems as defence mechanisms as a proxy for managing uncertainty and anxiety.

Leading the recruitment of 50 leadership Chairs, Dawn has implemented a zoning approach to professorial careers, has been responsible for the successful achievement of a University Athena Swan award and for creating a strategy for equality and inclusion. She is an active researcher, editing the Journal Mixed Methods Research, and supervising a number of HDR students. She has published 15 textbooks and over 70 academic papers.

### Dr Craig McInnes

Director, PhillipsKPA



Dr Craig McInnes is a Director of PhillipsKPA. Prior to joining PhillipsKPA in 2004 Craig was Professorial Fellow at the University of Melbourne (2006-2007), Professor of Education (2000-2006), and at the Centre for the Study of Higher Education for almost 15 years, including six years as Director (1998-2004). He has led many high-profile policy projects and initiatives promoting national and institutional change for government and universities across all Australian jurisdictions, as well as internationally. Craig has more than 80 publications in education including landmark national policy and research reports on the first year student experience, academic work roles, the impact of part-time work on student outcomes, and non-completion in vocational and higher education. His most recent publications concerned with leading and managing change in universities include a Handbook for Leadership for Excellence in Learning and Teaching in Australian Universities (2012), and a Handbook for Executive Leadership of Research Development (2014) co-authored with Paul Ramsden and Don Maconachie. Craig's consultancies at PhillipsKPA cover a wide range of higher education policy and organisational issues and include program evaluations, strategic reviews of universities and faculties, and due diligence assessments of institutional performance.

### Dr Simon Eassom

Global Manager of Education Solutions, IBM Smarter Cities



Dr Simon Eassom is IBM's Global Solutions and Sales Leader for Higher Education. He joined IBM in 2005 directly from 22 years' service in the education sector as an awarded Teacher Fellow, researcher and senior administrator covering several portfolios including student experience, research ethics, and learning and teaching. Within IBM, Simon has worked to integrate a full range of services and solutions for the Education sector – from business strategy development and IT operations to resource productivity; from cost reduction and organizational restructuring to driving innovation and change through the adoption of digital technologies – that combine the best of IBM's class-leading technologies into comprehensive solutions that help educational institutions succeed in a changing environment and global marketplace. In particular, he advises on the strategies and requirements for the sector to identify and combat disruption from inside and outside as well as take the necessary steps to change operations and take a lead role in the digital transformation of the education industry.



### Mr William Confaloneiri

Chief Digital Officer, Deakin University



William Confaloneiri is Chief Digital Officer and Vice-President with Deakin University Australia, originally being appointed first Deakin's

Chief Information Officer (CIO). William has been awarded Australian Chief Information Officer of the Year by ITNews at the Australian CIO Strategy Summit and is Advisor to the Victorian Government – Victorian Public Sector Commission.

William is representative of the new breed of Digital Leaders who are focused on digitally driven enterprise strategy, with special emphasis on creating competitive advantage through the orchestration of digital ecosystems and organisational change to deliver premium experiences to stakeholders.

He has a blend of public and private sector experience, strong technical and business skills, experience in managing large dispersed teams in different countries and cultures, and a track record of large scale transformations.

Having passion for the application of emerging technologies, he believes that digital innovations and changes in technological paradigms will substantially transform organisations and industries over the next few years, with the evolving expectations on rich digital experiences being the enablers of that transformation.

### Dr Michael Rosemann

Professor, Head of the Information Systems School, Science and Engineering Faculty, Queensland University of Technology



Dr Michael Rosemann is Professor and Head of the Information Systems School at Queensland University of Technology,

where he established three Innovation Chairs funded by Woolworths, PricewaterhouseCoopers and Brisbane Airport. Dr Rosemann is a disruptive thinker with a passion for foresight innovation, process design and research management. His work is focused on creating exciting future worlds with today's possibilities making current practices obsolete.

As part of QUT's REAL difference project, Rosemann headed the development of a rapid process redesign capability for QUT.

Dr Rosemann is the author/editor of seven books, more than 250 refereed papers; Editorial Board member of ten international journals and co-inventor of US patents. His publications have been translated into Russian, Mandarin, German and Portuguese. His research projects received funding from industry partners such as Accenture, Australia Post, Infosys, Rio Tinto, SAP, Suncorp and Woolworths. Michael is a frequent, global keynote speaker (Gartner, Cisco, etc.) and provides advice to organisations from diverse industries such as telecommunication, finance, insurance, utility, retail, public sector, logistics and the film industry.



# About the breakout sessions

## SESSION 1.1

**Case Study: Building an Innovation District - What kinds of places can drive our much talked-about "Innovation Nation"?**

### Jacyl Shaw

**Director of Engagement, Carlton Connect, University of Melbourne**

The University of Melbourne acquired the former site of the Royal Women's Hospital from the State Government in 2013, and is now in the process of redeveloping it to become the heart of a globally-recognised innovation precinct. This precinct project, known as The Carlton Connect Initiative is positioning world-class talent with 21st century technologies in the heart of Melbourne to drive global economic and social transformations. Jacyl will give an overview of the project, and discuss the role that innovation hotspots such as this can play in underpinning our future prosperity. She will also share lessons learned from other well performing innovation precincts around the world and provide examples of good practice for other practitioners to consider as they consider fresh ways to partner, design, and deliver curriculum and entrepreneurial based programs that with industry, government and the start-up communities will build and drive the innovation led knowledge economies of nations.

## SESSION 1.2

**The Challenge of a Competitive Framework: TAFE NSW – Hunter Institute's Service Excellence transition to support vocational education and training in a contestable and competitive market**

### Michelle Van de Mortel

**Director, Customer Service, TAFE NSW – Hunter Institute**

TAFE is recognised as the vocational education trainer of choice in NSW and yet, in the period 2014 to 2015, the traditional TAFE training and services delivery model was challenged by the introduction of a new student system and new State and Federal policy settings. These external drivers created a new vocational education paradigm that included innovative and nimble private providers offering a multitude of training alternatives.

Describing Hunter TAFE's strategic response to this external imperative for change; this presentation will explore how a 120 year old training establishment has, over an 18 month period, been able to transform, re-invigorate and refocus its commitment to service delivery excellence, ensuring that it is well placed to embrace the challenges of the new model of training delivery.

The paper is based on a case study and describes the drivers for change; Hunter TAFE's project-based response and examines the strategies to:

- Establish a renewed commitment to service excellence;
- Find new ways of working to enable more effective use of resources;
- Introduce new technologies that underpin sustainable business;
- Deliver change through process improvements which maximise business growth potential and build staff capability,
- Influence emerging cultural shifts; and
- Limit the need for large-scale change management.

The paper concludes with reflections on lessons learnt and identification of further opportunities for collaboration to support educational delivery beyond the traditional classroom.

## SESSION 1.3:

**Responding to the challenges of a competitive tertiary environment: Swinburne as case study**

### Andrew Dempster

**Head of Corporate and Government Affairs, Swinburne University of Technology**

Since 2012, Swinburne University of Technology has been moving through a process of significant change in response to new competitive pressures in both higher education and vocational education. Few aspects of the university's operations have been untouched.

Change has encompassed new models of service delivery, the introduction of new technology to manage student administration, new models for the allocation of academic work as well as the controversial decision to cease delivery at two campuses.

In this presentation, Swinburne's Head of Corporate and Government Affairs Andrew Dempster will discuss the challenges faced by the university in implementing a multi-year, large scale change program in a university context.

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## SESSION 2.1

### Sales is not a dirty word when discussing Student Enrolment

#### Paul van Veenendaal

Managing Director, CSBA and Isobel Killeen, Student Sales Centre Manager, Murdoch University

Ever since Eric Hoover published his controversial article "5 Dirty Words Admissions Offices should embrace" (July 2014 Chronical of Higher Education) the debate has raged about the fine line between Admissions=Sales vs Admissions=Guidance Counselling. Meanwhile, the tertiary funding landscape has continued to change; all institutions are facing increasing competitive pressure, a drop off in international students and a structural change in the economy leading to altered demand patterns for higher education.

Murdoch University was seeking to undertake a major program of transformation, with Student Acquisition as the centre piece. The drive for this change program came from the senior leadership team who recognised that through engaging prospective students at a deeper level the University could yield a significant return on investment. CSBA was engaged to develop and launch an Accelerated Sales Program maximising the conversion of prospective student enquiries to enrolments

It was identified that establishment of a dedicated Student Sales Call Centre would be key to the achievement of a significant increase in Student Acquisition.

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## SESSION 2.2

### Thinking outside the quad: Insights from non-university service innovation

#### Gerald Marion

Partner, Strategy and Customer Innovation, Ernst & Young

A university's ability to overcome disruptive challenges can be limited if its innovation process is bounded by the direct experience of those deciding what to change and how to change it. An ideation process bounded by current higher education practice is unlikely to yield transformative results.

Understanding leading approaches to service innovation, regardless of industry, brings to university leaders fresh perspectives and an expanded range of possibilities to consider for service delivery solutions. This more expansive ideation process increases the likelihood that a university can craft a course of action to embrace, and even lead, the disruption of higher education.

This paper discusses case studies of service innovation in organisations outside the education sector, highlighting the service challenges faced and the innovative responses to those challenges. These non-university experiences are presented not as a series of "Universities must..." commandments, but as stimuli for thought-provoking "How might we...?" discussions in universities.

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## SESSION 2.3

### La Trobe 101: A practical orientation program for staff in response to organisational change

#### Simon Hall

General Manger, College of Arts, Social Sciences sand Commerce, La Trobe University

Essential to delivering La Trobe's strategy is the new College model implemented in 2015. We had the opportunity to strengthen our service offering, improve ways of working and find innovative ways to support staff post-restructure. With many professional staff in new roles or in different teams, academic and professional staff found themselves on unfamiliar ground; their previous knowledge of who did what and who they could call for assistance was now out-of-date.

Staff juggled supporting the transition to the College model, whilst continuing business as usual. Huge effort was put in to ensuring smooth operations and considerable work continues to improve our systems and processes.

We had the opportunity to rethink how we could prepare all staff – new and old – for Semester 1 2016. *La Trobe 101* was conceptualised to launch ahead of the semester. It is a practical orientation program for staff, focusing on key systems, processes and teams. It includes an online resource hub accompanied by events across our five campuses.

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## PRACTICAL TOOLS SESSION

### Delivering change: demonstrating success (Part 1)

#### Margaret Ruwoldt

Manager, Service Performance and Planning (Academic Services), University Services , University of Melbourne

#### Peter Andrews

Service Analyst, Academic Services, University of Melbourne

The theory and practicalities of developing a service evaluation framework. Although we plan service improvement projects with the best of intentions, the final 'monitor and evaluate' phase often doesn't quite get put into practice. This flipped classroom discussion will explore the barriers that discourage regular analysis and reporting of service performance data; the difference between analytics and evaluation; and why analysts need to remove themselves from the management decision-making process.

# About the breakout sessions

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## SESSION 3.1

### The Policy-project Nexus – Facilitating change in a new Way

#### Fiona Margetts

Manager (Policy Services), University of Southern Queensland

The policies of a university establish the standards of governance, academic quality and management that enable it to function in its increasingly dynamic, competitive and regulated environment.

At the University of Southern Queensland (USQ) a three-year policy refresh project established a flexible and sustainable framework for the management of policy and was the catalyst for and means by which organisational-wide change and process improvement continue to be achieved.

This paper will reflect upon the project objectives and deliverables, challenges and lessons learned in the delivery of those objectives, and provides an analysis of the critical success factors and benefits realised.

The outcomes of this project continue to impact the change agenda at USQ. Findings from this project and its subsequent embedding into organisational practice have and will continue to inform change, research and efficiency agendas and have the potential to impact similarly across the sector.

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## SESSION 3.2

### Service Innovation Enablement: The Productivity Offensive"

#### Sean Johnson

Executive Director, Applied Inspiration

#### Emma Thomas

Executive Director, Applied Inspiration

Clearly the development of innovative service reform requires resource capacity. The pursuit of productivity and efficacy improvement can unlock these resources.

We showcase a staff-engaged model for unpacking staff workloads and addressing the issues of productivity which are often held hostage by claims of "overwork" and process complexity as grounds for irreplaceability. At the stage time we unlock the concept of role design for value creation. This model gets in the trenches with the staff to get a real understanding, a process many mid-level managers appear to avoid or have no tools to help them. The transformational agenda balances top-down change drivers with empowered staff engage in job and process redesign with a clear connection to the strategic agenda.

We will provide case studies which have seen bankable efficiency "dividends", and in some cases reinvested in growth or further efficiency gains. The model makes explicit the link between staff engagement, and output and outcome achievement, building a deeper understanding of alignment of roles to support value contribution.

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## SESSION 3.3

### International Admission Project

#### Gabrielle Rolan

Director

#### Aleicia Shekhar

Deputy Director, University International, University of South Australia

In this presentation, Gabrielle and Aleicia will share how they transformed international admissions at UniSA within their first 12 months at the University. This is a story that spans the conference themes of deciding what to change then delivering on it. This very recent case study combines improved business processes, structural change both centrally and in the faculties and a new admissions system together with clarity of performance reporting and accountability.

Within their first month at the University, Gabrielle and Aleicia were asked by the VC to "improve international recruitment outcomes". With international admissions being the 'engine room' of international recruitment, it was the logical place to start and one of the key challenges to overcome. Their starting point is probably very close to many of your hearts; inefficient and manual processes, poor accountability and a system that was not enabling effective results. Add to this the complexity of internal stakeholders all with their own needs including Program Directors, Student and Academic Services, IT and Executives.

Come along to learn about how they tackled this challenge and delivered successful major change within 9 months while delivering improved performance even before the new system went live.

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## PRACTICAL TOOLS SESSION

### Delivering change: demonstrating success (Part 2)

#### Margaret Ruwoldt

Manager, Service Performance and Planning (Academic Services), University Services, University of Melbourne

#### Peter Andrews

Service Analyst, Academic Services, University of Melbourne

Hands-on workshop session where participants work in small groups to develop an evaluation model for a specific service delivery context.

## SESSION 4.1

**Learning to Fish – catch some tips for positive change!**

### **Dianne van Eck**

**Director and Higher Education Specialist, DVE Business Solutions**

### **Helen Hume**

**Faculty Manager, Faculty of Science University of Technology Sydney**

Change in universities is usually difficult for staff. It often results in a loss of good people, unclear roles for the remainder, inefficient processes and unwieldy structures. Despite best efforts, change projects often achieve little more than expensive and futile structural reorganisation.

This presentation focuses on a case study in the Faculty of Science, UTS - its 3-year collaborative change program. Commencing with a 'bottom up' review of processes and staff roles, the Faculty improved its processes, realigned staff responsibilities creating a structure to enable more efficient and effective service to staff and students.

Outsourcing the project management allowed the Faculty to focus on its core activities. It met its key objectives while enabling Faculty staff to learn how to continually improve processes and project manage more effectively.

The final result? A logical and effective structure, continuous process improvement, greater clarity of staff roles and staff who have now 'learnt how to fish'.

## SESSION 4.2

**Embedding Business Process Improvement at MQ**

### **Valerie Runyan**

**Director, Business Process Improvement Initiative**

### **Jennifer Bremner**

**Business Process Improvement Manager, Macquarie University**

Macquarie University conducted a highly consultative process to establish a long-term strategic framework in 2013 Our University a Framing of Futures.

It was identified that Macquarie University needed to re-focus the organisation's core activities of teaching and research around a concept of a university of service and engagement. To seek at all times to simplify and clarify business processes to free up academic and professional staff time, minimise unproductive duplication and lack of integration.

This case study will demonstrate the partnership that was built between the Macquarie University Business Process Improvement Initiative (BPII), the business unit established by the university to set the framework and methodology to address strategic process improvement and Macquarie University Library.

The case study will illustrate how the collaboration between the Library's Business Process Management project and the Business Process Improvement Initiative's approach, priorities and methodology enabled a productive partnership with embedded Library staff and facilitated the seamless roll out of the Lean methodology.

Following the first year of the implementation the library received the Vice-Chancellor's Excellence Award for Professional Staff in the Innovation and Process Improvement category. The BPII team will now use this model to deliver training across the university to ensure Lean is considered the way we do business process improvement around here.

## SESSION 4.3

**AskACU: Delivering Change**

### **Whitney Smith**

**National Manager, AskACU Service Operations**

### **Angela Forrester**

**Project Manager, AskACU, Australian Catholic University**

Australian Catholic University (ACU) has implemented a new and innovative national service delivery model that puts ACU at the forefront of enhancing the student experience, providing complete, end-to-end enquiry management by restructuring and redefining how and where service is delivered.

In the space of 12 months, ACU has successfully scoped, planned and implemented the AskACU service model, and in doing so it has:

- established an omni-channel contact centre, giving customers the flexibility and freedom to choose how, when and where they engage - phone, email, SMS, chat or self-service;
- launched consistent, dynamic and highly visible branding of all AskACU touchpoints;
- established new, inviting, purpose designed student-centric spaces for services on campus, breaking old fashioned protocols and customer service traditions to create functional environments;
- provided a roaming service to students on campus, through the use of innovative software and hardware;
- implemented sophisticated Enquiry Management software providing a one-stop-shop solution underpinned by a comprehensive knowledgebase to support both students and staff; and
- restructured the customer service team to provide a national, consistent support model across six campuses.

This paper will step through the process followed to achieve these outcomes, including the staff change plan and restructure, software procurement process, design of physical spaces and overall project governance.

## ABOUT THE LH MARTIN INSTITUTE

The LH Martin Institute for Tertiary Education Leadership and Management was established in 2007 with the vision to create a nationally and internationally recognised hub of teaching and research on tertiary education leadership and management. Our mission is to develop more effective governance as well as leadership and management

capacity in tertiary sector institutions so that they may fulfill their missions more successfully. We do this by providing an integrated set of research, programs, events and projects tailored to the needs of the sector's academic and professional leaders. The LH Martin Institute is based at the Melbourne Centre for the Study of Higher Education.

**LH Martin Institute**

For Tertiary Education Leadership and Management

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## ABOUT THE MELBOURNE CENTRE FOR THE STUDY OF HIGHER EDUCATION

The Melbourne Centre for the Study of Higher Education, or Melbourne CSHE, conducts research and development in the fields of higher education teaching and learning, research, engagement and leadership and management.

We aim to deliver quality and innovation in each of these fields through our signature research themes, distinctive projects, practical professional development programs and special events. The Centre is part of The University of Melbourne.



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