

CONFERENCE

Service Improvement and Innovation in Universities

15-16 October 2015, Melbourne



Establish successful service improvement, drive innovation and enhance your customer experience



Keynote Presenters

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 Center 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.

Mr Ian Callahan

Vice President, Corporate Services, Curtin University



Ian is a chartered accountant, a member of the Australian Institute of Company Directors and a Fellow of FINSIA, the Financial Services Institute of Australasia.

Ian has been a member of the Curtin Senior Executive for 5 years and is responsible for finance, human resources, IT services, properties and facilities, legal services, risk management, health and safety, organisational development and the University secretariat. In the previous 5 years Ian was Deputy Vice Chancellor, Corporate for Murdoch University with a similar portfolio.

Ian is Chairman of Bright People Technologies Pty Ltd, a start-up company in 2002, providing web based people logistics services to the resources industry. Turnover has now reached over \$15m pa and the group employs around 50 staff. Ian is also a director of FiFo Pty Ltd, a start-up in 2012 that is providing web based people movement/travel/accommodation solutions to FIFO workforces initially across Australia but with expansion opportunities currently being pursued in international markets.

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.

Sharone Ciancio

Portfolio Manager, Office of the Chief Operating Officer, Australian Catholic University



Sharone Ciancio has worked in the tertiary education sector for over 20 years in a range of leadership and management roles, which up until recently had focused on the student experience.

Since 2013, her focus has broadened to corporate services, when she joined Australian Catholic University to undertake the role of Portfolio Manager for Corporate Services. Sharone is currently leading a major university program focussed on implementing a university-wide service improvement framework within the context of pursuing service excellence. Sharone holds a Bachelor of Behavioural Sciences, a post Graduate Diploma in Educational Counselling and is currently undertaking the Master of Tertiary Education Management. She is also a registered psychologist with a keen interest in organisational and cultural change whilst engaging staff through the experience.

Darren Menachemson

Director, Global Labs, ThinkPlace



Darren is a director at Australia's leading public design consultancy, ThinkPlace. ThinkPlace applies design thinking to

the most complex, systemic challenges of societies, economies and the environment. He is also Executive Director of ThinkPlace's international development arm, the ThinkPlace Foundation, which works with international NGOs to design programs and services in developing country contexts.

Darren works with government agencies and public goods institutions to design strategies, services and human experiences. He has worked in senior roles on many of Australia's largest public programs and initiatives, in the areas of healthcare, human services, education, international development, taxation, law enforcement and governance.

Professor Andrew J. Szeri

Vice Provost for Strategic Academic and Facilities Planning and Operational Excellence Program Faculty Head, University of California, Berkeley



Andrew J. Szeri serves as the Vice Provost for Strategic Academic and Facilities Planning, as the Operational Excellence Program Faculty

Head, and as a professor conducting biomedical engineering research at UC Berkeley. Prof. Szeri received his Ph.D. in Theoretical and Applied Mechanics at Cornell University. He has been a faculty member since 1991.

In his administrative appointments, Vice Provost Szeri coordinates campus-level strategic planning in the academic and facilities domains. He oversees academic review of all departments and schools at Berkeley. For the Operational Excellence Program he oversees a program of one-time investments of up to \$75M in new administrative processes and tools, with the goal of generating at least \$75M in annual savings on administrative costs. The program also supports initiatives aimed at new revenue.

Among his external appointments have been service as the Board Chair of the GRE Program of the Educational Testing Service, service as a reviewer of Institutional Strategies of German universities for the Excellence Initiative on behalf of the German Science and Humanities Council, and service as a member of the Research Grants Council—which oversees research expenditures and policy matters for the major research universities of Hong Kong.

Ms Frances Valintine

Founder, The Mind Lab by Unitec



Frances Valintine is an Education Futurist committed to shifting education practice and policy to contextualise it within a contemporary global environment. She is the founder of The Mind Lab by Unitec and the Chairperson of the Board.

The Mind Lab by Unitec is a private/public partnership with New Zealand's largest technical institute. Since the facility was launched in late 2013 over 850 teachers

have commenced their post-graduate studies in digital and collaborative learning at one of The Mind Lab's four regional locations.

She has been an education leader for the past 20 years with a focus on creativity and innovation and the alignment between education and industry. Prior to establishing The Mind Lab, Frances was the CEO of Media Design School.

In 2014 Frances won the best social enterprise award in the Asia Pacific judged by Sir Richard Branson and Steve Wozniak. The Mind Lab by Unitec has been recognised by multiple awards for its contribution to education and teaching.

Frances sits on the Education New Zealand board, the NZ Tech board and leads the New Zealand 'Women in Technology' initiatives.

Ms Carol Harding

Deputy Director, Australian Innovation Research Centre, University of Tasmania



Carol Harding is Deputy Director of the Australian Innovation Research Centre (AIRC) at the University of Tasmania. Her areas of interest are organisational innovation in the public and tertiary education sectors, creative and design thinking, and development of organisation-wide innovation programs. Carol has delivered workshops, conference presentations and keynotes on innovation to the tertiary education sector both nationally and internationally. She is also the chair of the judging panel for the ATEM/Campus Review national tertiary education awards for Excellence in Innovation. In collaboration with the LH Martin Institute at the University of Melbourne Carol is currently working on a feasibility study exploring the possibility of establishing a national innovation lab for the sector.

Ms Stephanie Wade

Director, Innovation Lab@OPM (Office of Personnel Management), US Federal Government



As the Director of the Lab, Stephanie is responsible for leading the strategy, business, operational management, staff development, and design projects of the Lab. Prior to her role here, Stephanie worked domestically and internationally applying human-centered design to help businesses and social enterprises grow. She served on the leadership team for Design Thinking:DC to help grow the practice in the metro area and beyond, and also worked as a strategy and management expert at Booz Allen Hamilton where she helped stand up and build a Design Thinking practice. She has worked at the Government Accountability Office, the Museum of Fine Arts, Boston and in many roles at the State and National level in public policy, politics and campaigns. She holds a Master's Degree in Public Policy from Harvard University's Kennedy School of Government, a Design Thinking, Coaching and Facilitation Practitioner's Certificate from the Austin Center for Design, and a Bachelor's Degree from Boston College with a concentration in Sociology and Studio Arts. In her spare time Stephanie teaches muay thai kickboxing, is an experimental photographer, avid traveler, classic oil painter, skier, and overall adventurer/soaker-upper of life.

Keynote Presenters

Mr Tamati Shepherd

Acting Programme Executive Director, Welfare Payment Infrastructure Transformation (WPIT) Programme, Australian Government Department of Human Services



In his role Tam has responsibility for leading the Department of Human Services' WPIT Programme in delivering the replacement of the ageing Centrelink ICT System.

His background in transformation agendas covers commonwealth and state governments, private industry and boards of professional bodies. During his career Tam has held senior positions in the New Zealand, Australian and Queensland governments driving transformation agendas in the welfare and health areas.

In the private sector Tam had a lead role at Cisco helping clients like Australia Post, ANZ bank, Victorian and Queensland Governments develop their digital agendas.

Before joining Human Services he was the CEO of a healthcare company in Brisbane. Tam's varied work experience enables him to bring a holistic perspective to issues and decision making processes.

He currently holds the following positions:

- Member of Health Informatics Society of Australia Board
- Member of the Australian eHealth Research Centre Research Investment Advisory Committee

Tam has an academic background in law and political science.

Mr Paul Duldig

Head, University Services, University of Melbourne



Paul Duldig joined the University of Melbourne as Head of University Services in June 2014. Previously, Paul was Vice President

Services and Resources at the University of Adelaide.

As Head of University Services, Paul leads a new team with a vital institution-wide role delivering services to faculties and graduate schools and the Chancellery. University Services will work closely with colleagues across campus to support research; industry and commercialisation; external relations and recruitment; academic services; finance and employee services; procurement services; infrastructure operations; systems and project delivery; legal, governance and risk; and business intelligence and reporting.

Paul brings to the University of Melbourne an extensive awareness of the opportunities and challenges offered by deregulation in the digital age. At the University of Adelaide he led major work to match the institution's student services offerings with student demand and expectations. He also brings a rounded education background with a Masters in Economics and Professional Certificate in Art History.

Dr Julie Wells

Vice-Principal, Policy and Projects, University of Melbourne



Julie Wells is the Vice-Principal Policy and Projects at the University of Melbourne.

Reporting to the Vice-Chancellor, Dr Wells leads the Policy and Projects portfolio within the Chancellery comprising five teams: University Governance, Academic Board Secretariat, Strategy, Planning and Performance, Chancellery Projects and Policy and Government Relations.

The Portfolio is responsible for University wide strategy, coordination of planning, performance reporting, governance, strategic risk, development and monitoring of major projects and progressing the influence and impact of the University governance and other stakeholders.

Julie has extensive experience as a senior administrator, lobbyist, adviser and policy analyst in the tertiary education sector. Julie has worked as a teacher, as an academic and in government. At RMIT University, Julie was University Secretary and Vice-President, with responsibility for the delivery of integrated governance, assurance and planning services across the university. She also led the Policy and Research team in the national office of the National Tertiary Education Union between 1996 and 2002.

Steering Committee

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



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.

Mr Ian Callahan

Vice President, Corporate Services, Curtin University



In addition to Ian's role within Curtin University, he is also a member of the Board of ToyBox, a children's charity based in Perth.

Ian's previous roles include Managing Director and CEO of Endeavour Healthcare Limited, a public company that operated healthcare businesses across Australia before its takeover by Sonic Healthcare Ltd.

Ian has also served as Chief Financial Officer (CFO) International for Kaiser Engineers, and CFO Asia Pacific for Hatch Engineers, Companies with engineering businesses and projects around the world, as well as CFO of Australian Medical Enterprises Ltd, a public company operating Healthcare business across Australia.

Ms Karen Hill

Director of Information Technology Services, The 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.

Thursday 15 October Program

08:30	REGISTRATION, TEA AND COFFEE ON ARRIVAL		
09:00	WELCOME Prof Leo Goedegebuure - Director, LH Martin Institute		
09:10	KEYNOTE SPEAKER Mr Ian Callahan - Vice President, Corporate Services, Curtin University <i>Twin Peaks: Climbing the productivity/efficiency and service excellence mountains. A look backwards and forwards</i>		
09:30	KEYNOTE SPEAKER Dr Stephen Weller - Chief Operating Officer and Deputy Vice-Chancellor, Australian Catholic University <i>The Pursuit of service excellence in tertiary education – is it possible and how will we know when we get there?</i>		
10:15	MORNING TEA		
10:45	KEYNOTE SPEAKER Mr Darren Menachemson - Director, Global Labs, ThinkPlace <i>Experience-led, participation-driven: how design thinking reinvents services</i>		
11:20	KEYNOTE SPEAKER Prof. Andrew Szeri - Vice Provost for Strategic Academic and Facilities Planning and Operational Excellence Program Faculty Head, University of California, Berkeley <i>Design and implementation of an Operational Excellence Program</i>		
12:10	BREAKOUT CHANGEOVER		
12:15	Session 1A Sean Johnson Director, Student Success, University of Melbourne <i>Methodology and Case Study: Driving service innovation through a conflict resolution approach: A student success transformation case study</i>	Session 1B Vernon Crew Senior Fellow, LH Martin Institute Suzanne Crew Head, Strategy and Planning, University of New England <i>'Change in all things is sweet'- Aristotle. Why then, do many find it a bitter pill to swallow? An understanding of change capability in tertiary education.</i>	Session 1C Elizabeth Cashen Manager, Student Information, Academic Services, The University of Melbourne <i>Healing the lame bison: how to empower operational staff to deliver outstanding outcomes for students</i>
12:45	LUNCH		
13:30	KEYNOTE SPEAKER Ms Frances Valintine - Founder, The Mind Lab by Unitec <i>Next Generation Education</i>		
14:15	BREAKOUT CHANGEOVER		
14:25	Session 2A Robert Westerink Manager, Scholarships & Bursaries, University of Melbourne Anthony Manahan Senior Service Analyst, Service Performance and Planning, University of Melbourne <i>"Quick, I need a solution!" Case study on the use of rapid development of software applications to improve student services and administration, and how to sooth the tension between the tactical and enterprise solutions</i>	Session 2B Michael Nelson Director, Service Improvement Group, Office of the Vice-Chancellor, Australian National University <i>Process and form digital transformation as a platform for service improvement</i>	Session 2C Jodi Clyde-Smith Executive Director (Research Operations), Office of Research Services, Research Division, University of Tasmania <i>Understanding continuous service improvement and optimisation</i>
14:55	BREAKOUT CHANGEOVER		
15:00	AFTERNOON TEA		
15:30	KEYNOTE SPEAKER Ms Carol Harding - Deputy Director, Australian Innovation Research Centre, University of Tasmania Ms Stephanie Wade - Director, Innovation Lab@OPM (Office of Personnel Management), US Federal Government <i>Innovation in Service Delivery: What universities can learn from other public institutions</i>		
16:15	CLOSE OF DAY 1		
18:00	CONFERENCE DINNER COMMENCES Pre-Dinner Drinks and Canapés from 6:00pm Please be seated by 7:00pm		
22:00	CONFERENCE DINNER CONCLUDES		

Friday 16 October Program

08:45	TEA AND COFFEE ON ARRIVAL		
09:15	WELCOME, RECAP OF DAY 1 Ms Janet Beard - Senior Honorary, Fellow LH Martin Institute, University of Melbourne		
09:30	A WORD FROM OUR SPONSORS		
09:45	KEYNOTE SPEAKER Mr Tarnati Shepherd - Acting Programme Executive Director, Welfare Payment Infrastructure Transformation (WPIT) Programme, Australian Government Department of Human Services <i>Transforming Service Delivery at the Department of Human Services: An outline of the journey to transform the services they deliver to Australians</i>		
10:30	MORNING TEA		
11:00	KEYNOTE SPEAKER Ms Helen Gray - Head of National Product & Service Delivery, Qantas Domestic Mr Phil Capps - Head of Customer Product & Service Development, Qantas International <i>Embedding a culture of service excellence within an organisation</i>		
11:40	BREAKOUT CHANGEOVER		
11:50	Session 3A Omer Yezdani Director, Planning and Strategic Management, Australian Catholic University <i>Co-creation of value to achieve satisfaction for student services and amenities: evidence from Australia</i>	Session 3B Paul Veenendaal Managing Director, CSBA Ashley Keleher Director, Client Services, Monash University Teresa Tjia Academic Registrar and Executive Director, Student Services, Victoria University <i>The Virtuous Circle: Measuring and Improving the Student Service Experience</i>	Session 3C Gavin Walsh Manager Service Management, Client Services, Infrastructure Services, University Services Chris Giannoukos Service Management Process Coordinator (Continual Service Improvement), Client Services, Service Management, Infrastructure Services, University of Melbourne <i>Continual improvement from the ground up at the University of Melbourne</i>
12:20	BREAKOUT CHANGEOVER		
12:30	Session 4A Mark Williams Strategic Projects Director, University of South Australia <i>Run the business - Change the business: Three practical tools to drive transformational change</i>	Session 4B Fiona Salisbury Deputy Director, Learning and Teaching, Library, La Trobe University Robyn Shaw, Manager, Business Transformation Unit, Student Services and Administration, La Trobe University <i>Greater than the sum of the parts: partnering to improve the student experience</i>	Session 4C Michelle Gillespie Deputy Registrar, Student Client Services, Student Administration, Swinburne University of Technology <i>What are the most important motivations, attitudes, perceptions and skills of staff that influence improved service outcomes in Student Administration staff at one university?</i>
13:00	LUNCH		
14:00	KEYNOTE SPEAKER Mr Paul Duldig - Head, University Services, University of Melbourne Dr Julie Wells - Vice-Principal, Policy and Projects, University of Melbourne Chair/Moderator: Prof Andrew Szeri <i>Tension and Alignment: the Good, the Bad and the Ugly of Separating Strategy and Operations</i>		
14:45	CLOSING REMARKS Prof Leo Goedegebuure - Director, LH Martin Institute		
15:00	CONFERENCE CLOSES - AFTERNOON TEA AND NETWORKING		

Thursday 15 October Break Out Sessions

BREAKOUT SESSION 1A

Title:

Driving service innovation through a conflict resolution approach: A student success transformation case study

Presenter:

Sean Johnson

Director, Student Success, University of Melbourne

This paper presents an approach to service transformation through the application of a conflict analysis and resolution methodology. The application of a diagnosis-prognosis-implementation trajectory exposes the "conflicts" between competing stakeholders and provides structure for innovation and ultimately resolution. The approach interrogates both the underlying structural and the human capability contexts to focus on causation rather than just remediation of symptoms. In the case presented the prognostic phase leveraged the knowledge generated in the diagnostic phase, and using both traditional methods and an online innovation ideas management platform to drive innovation and creation towards the "reconciliation" of the conflicting issues. The approach seeks to leverage the diversity of the stakeholders, and through reframing the problem, releasing the value embed in the engagement between the parties. The focus is explicitly on value creation and impact, rather than just cost reduction, and opens the way to shift emphasis from inputs (staff time, dollars allocated, etc.) to outputs and outcomes.

BREAKOUT SESSION 1B

Title:

'Change in all things is sweet'- Aristotle. Why then, do many find it a bitter pill to swallow? An understanding of change capability in tertiary education.

Presenters:

Vernon Crew

Senior Fellow, LH Martin Institute

Suzanne Crew

Head, Strategy and Planning,
University of New England

Research (Anderson & Ackerman Anderson, 2011) shows that around 60% of change efforts fail, with Tertiary Education Providers (TEPs) no exception. Why? There is no single answer for tertiary education. Our sector as a whole is diverse, with public universities, public

further education providers and private providers of both higher education and vocational training varying widely in culture, mission, authority structures, policy and processes. However, analysis of some of the commonalities, combined with case studies, provides a guide for the way forward.

The authors begin with a general introduction to change and change capability, move on to consider briefly theories of change in tertiary education, thence to a practically based section exploring the four common principles that need to be followed whether seeking to build change capability or manage change, concluding with targeted advice for building change capability.

BREAKOUT SESSION 1C

Title:

Healing the lame bison: how to empower operational staff to deliver outstanding outcomes for students

Presenter:

Elizabeth Cashen

Manager, Student Information, Academic Services,
The University of Melbourne

Universities have been historically defined by a culture of top-down decision making with almost impermeable boundaries between the decision makers (university leadership) and the implementers (staff who work with students).

How do we, as university leaders, know we are getting it right? How do we verify that our service innovations are hitting the mark with the people that matter – the students in the chemistry labs, tutorials, libraries and student centres?

We need to stop solving problems and start asking more questions.

This presentation will draw on a case study from the University of Melbourne, in which junior staff within the student centre and call centre were engaged to help identify – and ameliorate – major trends in student enquiries. The project was a great success; staff identified core problems much more quickly than management and devised solutions that were more effective and cost less.

Not only did the project result in a significant decline in student enquiries, by empowering staff as local experts,

it worked to dissolve the boundaries between university leadership and operational staff.

With universities under increasing pressure to deliver more creative solutions at lower costs, now is the time to start shifting the paradigm of top-down decision making. By solving fewer problems and asking more questions, university leaders have a huge opportunity to untap the potential of staff – at all levels - to be problem solvers, innovators and agents of change.

BREAKOUT SESSION 2A

Title:

"Quick, I need a solution!": Case study on the use of rapid development of software applications to improve student services and administration, and how to sooth the tension between the tactical and enterprise solutions.

Presenters:

Robert Westerink

Manager, Scholarships & Bursaries, University of Melbourne

Anthony Manahan

Senior Service Analyst, Service Performance and Planning, University of Melbourne

Part 1 - Scholarship offers: a local initiative

Taking the perspective of the user, this case study presents the design journey of a local software solution allowing students to receive and respond to offers online and staff to manage workflow in a systematic manner. This application was developed in Oracle APEX without extensive specifications and planning. Instead, the project focussed on speed and flexibility, trial and error, and continuous improvement.

Part 2 – Smart form: University use

This section will focus on the challenges and opportunities faced and presented when trying to deliver tactical solutions that align with the enterprise strategy and the inherent tensions. The focus is on student and academic services but applies equally to all facets of the institution from research management to HR and finance. Key questions are: how much effort should go in a tactical solution and how do you ensure methodology is a help rather than a hindrance?

Thursday 15th October **Break Out Sessions**

BREAKOUT SESSION 2B

Title:

Process and form digital transformation as a platform for service improvement

Presenter:

Michael Nelson

Director, Service Improvement Group, Office of the Vice-Chancellor, Australian National University (ANU)

ANU embarked on an extensive process and form digital transformation at the beginning of 2015, with the establishment of the Intelledox Digital Transformation Centre (IDTC). The IDTC focusses on transforming one area of the University at a time, looking at process and form digitisation that will provide maximum benefit. IDTC projects implement full integrated solutions that bring together data and systems from multiple functional areas, such as HR, Finance and Student Administration, with a by-product being access to previously absent data analytics. The way the IDTC has been set up means that it can be used again, and again. It is a platform for long-term service improvement. This session will talk about the activities of the IDTC to date, and discuss the way it has been set up for ongoing benefit to ANU.

BREAKOUT SESSION 2C

Title:

Understanding continuous service improvement and optimisation

Presenter:

Jodi Clyde-Smith

Executive Director (Research Operations), Office of Research Services, Research Division, University of Tasmania

The University of Tasmania introduced a new Administrative Operating Model to the institution in 2013. The model proposed that professional services for HR, ITR, Finance, Commercial Services, Marketing and Communication, Students Support and Research Support become co-ordinated centrally and delivered locally through a geographic hub in order to improve Faculty/Institute functional decision-making by working more closely with hub clients. This model aspired to enable informed strategy development for the Centre, through the connection to the University via the hubs, and to support consistent quality service delivery by the central Divisions. At the time of implementation, there was almost no research support operating in Faculties/ Institutes. This presentation details how research service delivery was developed, the process of change, service delivery and refinement and, after two years of service delivery, analyses the return on investment to the University for the development and implementation of research service delivery through the Hub model.



Friday 16 October **Break Out Sessions**

BREAKOUT SESSION 3A

Title:

Co-creation of value to achieve satisfaction for student services and amenities: evidence from Australia

Presenter:

Omer Yezdani

Director, Planning and Strategic Management, Australian Catholic University

In two decades, Australian university students have accumulated over \$25 billion in debt, a figure which is expected to increase dramatically over the next few years. Despite being a substantial portion of this figure, previous literature has rarely considered students' attitudes toward non-academic services and amenities fees. This case study explores the attitudes and concerns of students with regard to compulsory non-academic services and amenities fees, levied at an Australian university. Using a concept analysis and mapping technique, this case study highlights significant concerns among students regarding the benefit of services and amenities, and low involvement in the co-creation of value. Drawing on service co-creation topologies, the study identifies the potential for further reforms that facilitate a more sustainable, responsive and dynamic service delivery environment, in the context of the Australian and international higher education sector.

BREAKOUT SESSION 3B

Title:

The Virtuous Circle: Measuring and Improving the Student Service Experience

Presenters:

Paul Veenendaal

Managing Director, Customer Service Benchmarking Australia (CSBA)

Ashley Keleher

Director, Client Services, Monash University

Teresa Tjia

Academic Registrar and Executive Director, Student Services, Victoria University

A student service measurement and improvement case study from Monash University and Victoria University with Customer Service Benchmarking Australia (CSBA)

To be successful in the digital era and meet changing student expectations for real time feedback and service improvements, universities need to better understand these expectations and find ways to measure them effectively. Recognising the student experience is made up of a complex set of relationships and expectations, Victoria University, Monash University and other universities are looking at developing an industry standard framework for soliciting feedback from students on their ease of doing business with our institutions, measure whether expectations are being met, and embed student feedback in continuous service improvement.

Victoria and Monash Universities have worked together with Customer Service Benchmarking Australia to develop a student customer experience index across common processes, including the Net Promoter Score (NPS). In this case study we will compare and contrast the relevance of using the index, NPS, and other service and benchmark measurement tools across common processes, such as enrolment and generally in higher education.

BREAKOUT SESSION 3C

Title:

Continual improvement from the ground up at the University of Melbourne

Presenters:

Gavin Walsh

Manager Service Management, Client Services, Infrastructure Services, University Services

Chris Giannoukos

Service Management Process Coordinator (Continual Service Improvement), Client Services, Service Management, Infrastructure Services, University of Melbourne

Organisations are increasingly seeing the value in implementing systematic Continual Service Improvement (CSI) in order to improve the delivery and consumption of services and the value they provide to an organisations mission. Whilst sounding easy, all too often CSI targets the big ideas that usually require significant investment and time, are overly ambiguous or worst of all, intangible and

therefore immeasurable. CSI can be agile and promote relentless and incremental improvements that are driven from the ground up rather than be left to big budget initiatives taking years and costing millions.

Infrastructure Services within the University of Melbourne has developed an agile CSI model that accommodates improvement ideas from any source and provides guidance to making them a reality. After many attempts at introducing CSI, a very pragmatic and incremental approach has been adopted. By promoting CSI to the people on the ground and coupled with a never say no approach to governance, a simple, functional and successful program has been implemented.

BREAKOUT SESSION 4A

Title:

Run the business – Change the business: Three practical tools to drive transformational change

Presenter:

Mark Williams

Strategic Projects Director, University of South Australia

Knowing what to improve and when to improve it is critical in order to extract maximum value from change investments whilst minimising business as usual impacts. But, how many of us have established processes that enable informed decisions at a university wide level as to the balance, scale and timing of change projects? How many of your projects are successful, and are you confident that your staff work as one team?

In this session, Mark will share his experiences around the use of Portfolio Management, Business Improvement tools and Productivity Modelling to identify what needs to be improved, when, and how UniSA is adopting a one team approach to project management.

Friday 16 October **Break Out Sessions**

BREAKOUT SESSION 4B

Title:

Greater than the sum of the parts: partnering to improve the student experience

Presenters:

Fiona Salisbury

Deputy Director, Learning and Teaching, Library, La Trobe University

Robyn Shaw

Manager, Business Transformation Unit, Student Services and Administration, La Trobe University

A university-wide restructure at La Trobe University provided the impetus to think differently about providing services for students. Our starting point for thinking differently was a seemingly unusual partnership between the Library and Student Services. In joining forces to plan this new service, our aim was to make access to services easier for students, and increase opportunities for improving the student experience. This has resulted in benefits for the students and the staff involved in delivering these services. The relationship which underpins the service partnership has taken time and effort to build. The development of a shared service culture, a robust governance model and effective communication has been an iterative process; without these, innovation and service improvements would not have occurred. We now have a dynamic service environment, constantly changing and improving and proving that, when providing student services, the whole can be greater than the sum of the parts.

BREAKOUT SESSION 4C

Title:

What are the most important motivations, attitudes, perceptions and skills of staff that influence improved service outcomes in Student Administration staff at one university?

Presenter:

Michelle Gillespie

Deputy Registrar, Student Client Services, Student Administration, Swinburne University of Technology

Higher Education providers, in particular Universities are large, complex organisations that rely on the many strands to work together to ensure that the experience of the student is a positive and successful one. Student Administration is an important contributor to the overall student experience but little is known about the attitudes, motivations, perceptions and skills of people who perform these roles or how they specifically contribute to the student experience.

The paper will provide an update on the findings from the capstone subject as part of the Masters of Tertiary Education Management, investigating how achievement of more customer centric service outcomes may be attained in student administration roles given the high risk, rule driven environment staff operate in where high levels of compliance exist.

This paper will explore this question at one Australian university, where staff currently working in student administration roles will be invited to complete a short online questionnaire to collect data about their current role, their knowledge of service standards, their professional interactions with students making enquiries, and their attitudes, perceptions and motivations towards customer service.



ABOUT THE LH MARTIN INSTITUTE

The LH Martin Institute for Tertiary Education Leadership and Management was established in 2008 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.



W: www.lhmartininstitute.edu.au

T: +61 3 8344 0756

E: martin-institute@unimelb.edu.au

LinkedIn

Join the LH Martin Institute for Tertiary Education Leadership and Management discussion group.

Twitter

twitter.com/lhmartininst

Facebook

facebook.com/lhmartininstitute

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.



W: www.cshe.unimelb.edu.au

T: +61 3 8344 4605

E: melbourne-cshe@unimelb.edu.au

SPONSORED BY

