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 HKQAC 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.

**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® (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.
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.

Helen Gray  
Head of National Product & Service Delivery, Qantas Domestic

Helen joined Qantas in 1998 and has led diverse portfolios during her tenure. Reporting to the Executive Manager Customer Experience, Helen is heads up product and service delivery for the domestic airline including 2,500 domestic cabin crew, domestic airline lounges, service and performance management, learning and development and onboard dining.

Phil Capps  
Head of Customer Product & Service Development, Qantas International

Phil joined Qantas in 1997 and has held various roles in customer operations and strategy across the airline. Reporting jointly to the Chief Executive Officer Qantas International and Executive Manager Domestic Customer Experience, Phil’s role encompasses customer strategy across the entire journey experience from flight preparation through to baggage collection.
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 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 for 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.
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<tr>
<th>Time</th>
<th>Session 1A</th>
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<td>Welcome</td>
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<td>16:15</td>
<td>Close of Day 1</td>
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<td>18:00</td>
<td>Conference Dinner Commences</td>
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<td>22:00</td>
<td>Conference Dinner Concludes</td>
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**Friday 16 October**

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<tr>
<td>08:45</td>
<td>TEA AND COFFEE ON ARRIVAL</td>
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<td>09:15</td>
<td>WELCOME, RECAP OF DAY 1</td>
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<td>Ms Janet Beard - Senior Honorary, Fellow LH Martin Institute, University of Melbourne</td>
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<tr>
<td>09:30</td>
<td>A WORD FROM OUR SPONSORS</td>
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<td>09:45</td>
<td>KEYNOTE SPEAKER</td>
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<td>Mr Tamati Shepherd - Acting Programme Executive Director, Welfare Payment Infrastructure Transformation (WPIT) Programme, Australian Government Department of Human Services</td>
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<td>Transforming Service Delivery at the Department of Human Services: An outline of the journey to transform the services they deliver to Australians</td>
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<td>Ms Helen Gray - Head of National Product &amp; Service Delivery, Qantas Domestic</td>
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<td>Mr Phil Capps - Head of Customer Product &amp; Service Development, Qantas International</td>
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<td>Embedding a culture of service excellence within an organisation</td>
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<td>11:50</td>
<td>BREAKOUT CHANGEOVER</td>
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<td>Session 3A</td>
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<td>Omer Yezdani</td>
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<td>Director, Planning and Strategic Management, Australian Catholic University</td>
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<td>Co-creation of value to achieve satisfaction for student services and amenities: evidence from Australia</td>
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<td>Paul Veenendaal</td>
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<td>Director, Client Services, Monash University</td>
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<td>Academic Registrar and Executive Director, Student Services, Victoria University</td>
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<td>The Virtuous Circle: Measuring and Improving the Student Service Experience</td>
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<td>Gavin Walsh</td>
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<td>Manager Service Management, Client Services, University Services</td>
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<td>Chris Giannoukos</td>
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<td>Service Management Process Coordinator (Continual Service Improvement), Client Services, Management Services, Infrastructure Services, University of Melbourne</td>
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<td>Continual improvement from the ground up at the University of Melbourne</td>
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<td>12:30</td>
<td>Session 4A</td>
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<td>Mark Williams</td>
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<td>Strategic Projects Director, University of South Australia</td>
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<td>Run the business - Change the business: Three practical tools to drive transformational change</td>
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<td>Fiona Salisbury</td>
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<td>Deputy Director, Learning and Teaching, Library, La Trobe University</td>
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<td>Robyn Shaw,</td>
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<td>Manager, Business Transformation Unit, Student Services and Administration, La Trobe University</td>
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<td>Greater than the sum of the parts: partnering to improve the student experience</td>
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<td>Chair/Moderator: Prof Andrew Szeri</td>
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<td>Tension and Alignment: the Good, the Bad and the Ugly of Separating Strategy and Operations</td>
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<td>CLOSING REMARKS</td>
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<td>Prof Leo Goedegebuure - Director, LH Martin Institute</td>
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<td>15:00</td>
<td>CONFERENCE CLOSES – AFTERNOON TEA AND NETWORKING</td>
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Innovation in Universities Conference 2015 Service Improvement and LH Martin Institute

is diverse, with public universities, public tertiary education. Our sector as a whole

Why? There is no single answer for Education Providers (TEPs) no exception.

60% of change efforts fail, with Tertiary Anderson, 2011) shows that around

Research (Anderson & Ackerman

Head, Strategy and Planning,
Senior Fellow, LH Martin Institute

derivation 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 impenetrable 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 soothe 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?
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 focuses 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.
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 Tija
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.
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.

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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