



# Student Operations Plan

May 2017 to December 2018

**Admissions, Enrolments, Student Systems & Business Improvement**



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## 1 PORTFOLIO OVERVIEW

The Student Operations portfolio provides high quality, customer-focussed administrative services for student lifecycle processes within the University, from admissions through to graduations.

Student Operations encompasses:

- [Admissions & Enrolments](#)
- [Fees & Compliance](#)
- [Academic Scheduling](#)
- [Scholarships & Prizes](#)
- [Student Systems & Business Improvement](#)

Student Operations work closely with the [Student Experience](#) portfolio to ensure consistent delivery of an extensive range of student lifecycle activities that are responsive to the specific needs of a diverse student cohort, and to initiate, continuously improve and evaluate relevant activities to enhance the student experience.

## 2 UNIVERSITY OF TASMANIA VISION AND MISSION

The Vision Statement in the University of Tasmania's *Open to Talent: Strategic Plan 2012-Onwards* provides the foundation for the Student Operations Plan. The University of Tasmania's Vision is to be ranked among the top echelon of research-led universities in Australia. The University will be a world leader in its specialist, thematic areas and will be recognised for its contribution to state, national and international development. The University of Tasmania will be characterised by its high-quality academic community, its unique island setting and its distinctive student experience. University of Tasmania graduates will be prepared for life and careers in the globalised society of the twenty-first century.

Further, the University's Mission asserts that the University of Tasmania continues a long tradition of excellence and commitment to free inquiry in the creation, preservation, communication and application of knowledge, and to scholarship that is global in scope, distinctive in its specialisations and that reflects our Tasmanian character. The University will provide leadership within its community, thereby contributing to the cultural, economic and social development of Tasmania<sup>1</sup>.

## 3 UNIVERSITY OF TASMANIA VALUES

The University of Tasmania's Statement of Values are summarised as subscribing to the fundamental values of honesty, integrity, responsibility, trust and trustworthiness, respect and self-respect, and fairness and justice. Values are brought to life by individual and collective commitment to:

- Creating and serving shared purpose
- Nurturing a vital and sustainable community
- Focusing on opportunity
- Working from the strength diversity brings
- Collaborating in ways that helps us be the best we can be<sup>2</sup>.

The Student Operations portfolio subscribes to and seeks to uphold these values.

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<sup>1</sup> University of Tasmania, 2012 *Open to Talent: Strategic Plan 2012-Onwards*, Hobart. Available at: <http://www.utas.edu.au/vc/strategic-plan>

<sup>2</sup> University of Tasmania, *Statement of Values*, Hobart. Available at: <https://secure.utas.edu.au/our-values/utas-statement-of-values>

## 4 STUDENT OPERATIONS VISION AND MISSION

The vision of the Student Operations portfolio is:

***“To be renowned in the sector for quality, seamless student administration lifecycle services.”***

The mission is:

***“Providing quality, timely administrative services and driving improvements to continually enhance the student lifecycle.”***

## 5 KEY RELATIONSHIPS

The Student Operations leaders work closely with the following areas of the University in executing this strategy:

- Prospective and Current Students
- Student Experience portfolio, in particular the Student Service Business partners, Graduations and Progressions and Examinations and Results
- Colleges, Faculties, Schools and Institutes
- Information Technology Services
- Events and Protocol
- Office of the DVCS&E
- Office of the DVC Global
- Office of Marketing & Communications
- Academic Committees
  - Academic Senate
  - University Learning and Teaching Committee (ULTC)
  - University Academic Quality Standards Committee (UQSC)
  - University Course and Unit Proposal Committee (UCUPC)
- Academic Staff
  - Deans and Principals
  - Associate Deans Learning and Teaching

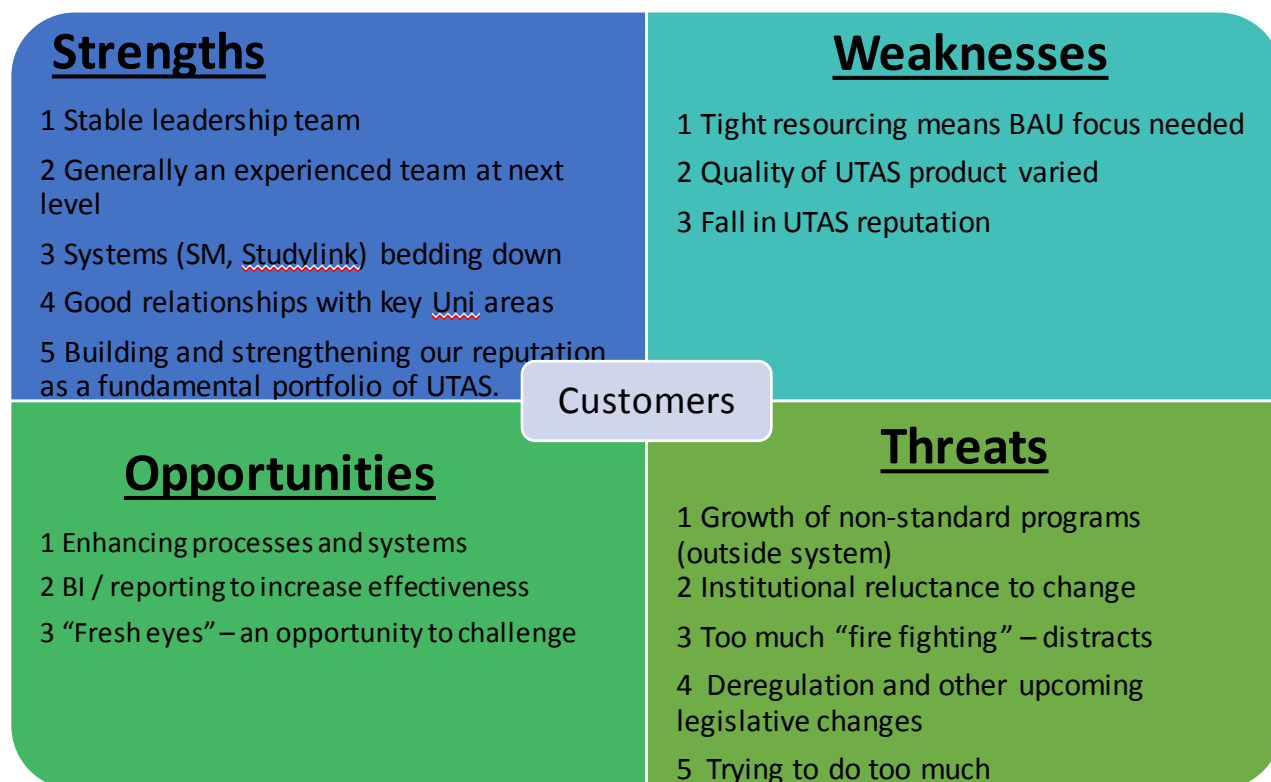
## 6 ENABLERS

The enablers for the Student Operations Portfolio to achieve its vision are:



## 7 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The below chart detailed a SWOT analysis for the Student Operations portfolio



## **8 MONITORING, EVALUATING AND REPORTING**

With overarching responsibility for the implementation and monitoring of the Student Operations Plan, the Executive Director Student Operations will manage and coordinate the setting of milestones and execute the strategy in close communication with key responsible areas and stakeholders. The Executive Director, Student Operations will monitor developments and progress on milestones and ensure changing conditions, new ideas or opportunities are adopted into the strategy.

Where appropriate the PACD objectives of staff reflect the plan or a more generic responsibility. For example all staff have responsibility to contribute to the development of procedures and work instructions and for embedding a continuous improvement culture across Student Operations.

## 9 STUDENT OPERATIONS IMPLEMENTATION PLAN

### Objective 1 - Improving customer service

Strategy	Status	Actions	Accountability <sup>3</sup>	Operational Indicators and Targets	Timeframe
1.1 Reduce application to offer timeframes for international students.		1.1.1 Ensure application to offer rates align with industry standards.	A/H IA	Internal application to offer : all under 5 business days. Faculty application to offer: all under 10 business days.	Ongoing
		1.1.2 Enhance communication with Faculty to ensure faster application turnaround.	A/H IA		
		1.1.3 Ensure consistent processes are used for all Faculties using StudyLink.	A/H IA	Study plans created in StudyLink	October 2017
		1.1.4 Explore the Introduction of an application fee and other ways to reduce poor quality applications.	A/H IA		
		1.1.5 Internal procedure review to achieve simpler processes.	A/H IA	Credit assessment conducted in IA Simpler International Student Application Form	December 2017
		1.1.6 Explore credit assessment in International Admissions	A/H IA		
		1.1.7 Improve application form.	AD SSBI		July 2017
		1.1.8 Enhance process in StudyLink.			
1.2 Enhance overall student Operations customer service ethos		1.2.1 Build the metrics to measure and embed a new customer service ethos.	ED SO	Model for metrics to measure OLG agenda meetings to include Academic Admin items Extend OLG invite to Marketing? Ongoing review by HOS	July 2017
		1.2.2 Enhance stakeholder engagement with Academic Administration.	All HOS		October 2017
		1.2.3 Build on relationships with Global Engagement, domestic and international marketing teams.	All HOS		Ongoing
		1.2.4 Leverage Service Culture Workshop to			

<sup>3</sup> IA – International Admissions; DA – Domestic Admissions; HOS – Heads of Service; H – Head; F&C – Fees and Compliance; GRAPE – Graduations, Results, Exams and Academic Progress and Scheduling; S&P – Scholarships and Prizes; EO – Executive Officer; SO – Student Operations; SSBI – Student Systems and Business Improvement

# STUDENT OPERATIONS PLAN

Strategy	Status	Actions	Accountability <sup>3</sup>	Operational Indicators and Targets	Timeframe
		include ongoing and new initiatives/projects.	All HOS	Initiatives/projects implemented across the various teams.	

## Objective 2 - Improving processes and systems

Strategy	Status	Actions	Accountability	Operational Indicators and Targets	Timeframe
2.1 Review critical institutional processes		2.1.1 Review and assess Curriculum Renewal requirements and impact on Student Operations.	All HOS	Referred to Kylie Kapeller for consideration within academic calendar review part of Curriculum Renewal. All SLIMS Business Processes are reviewed and identified/prioritised to review Plans implemented	May 2017
		2.1.2 Review of Academic Calendar for 2019.	All HOS		May 2017
		2.1.3 Business Process Re-engineering.	AD SSBI		
		2.1.4 Business Resumption Plan	All HOS		
		2.1.5 Enrolment Policy.	Head, DA & Enrolments	Policy implemented	December 2017
		2.1.6 Review delegations to demonstrate rigour in high risk areas – including academic integrity and funds.	AD, SSBI H, S&P, F & C	Delegations reviewed and appropriate controls put in place.	September 2017
		2.1.7 Review Admissions Policy	AH IA, H DA	Reviewed and out to Policy Network.	July 2017
2.2 Continuous process and system improvement		2.2.1 Maintain roadmap of system and process improvement initiatives.	AD, SSBI	Quarterly review of roadmap with HOS and other stakeholders.	Quarterly
		2.2.2 Deliver system and process improvements identified on	AD SSBI		Ongoing



**STUDENT OPERATIONS PLAN**

Strategy	Status	Actions	Accountability	Operational Indicators and Targets	Timeframe
		2.2.3 roadmap Explore revised approach to timetable construction. 2.2.4 Explore capacity to student view timetable in conjunction with ITS	H, S&P H, S&P	Roll-out of improved system functionality and completion of roadmap items. Work with IT	September 2017
2.3 Review critical institutional rules.		2.2.1 Review Rules 2 and 3.	ED SO / EO SO	Review completed Socialisation / internal review completed Rules passed by Council	September 2017
2.4 Review implementation of internal policies and procedures		2.4.1 Implementation of comprehensive documentation of procedures across all teams 2.4.2 Develop risk register for Fee functions including applying scholarship waivers. 2.4.3 In conjunction with ITS develop governance policy on data ownership. 2.4.4 Identify priority areas for policy/procedure development.	All HOS H F&C AD SBBI All HOS	All procedures documented and accessible to staff. Risks identified and mitigation strategies implemented. Policy completed and disseminated to staff. Ongoing by all HOS	December 2017
2.5 Enhancement of systems and reporting.		2.5.1 Integration of Student Management with Scholarships Database. 2.5.2 Student Operations teams to participate in testing of SM upgrades. 2.5.3 Explore alternative systems with the view to replace Scholarships database 2.5.4 Report stocktake, user guide style	AD SSBI / H S&P All HOS H S&P AD SSBI	In progress Schedule of testing identified. New database sourced and business plans underway. Stocktake undertaken and schedule of reports documented for development.	December 2018

**STUDENT OPERATIONS PLAN**

Strategy	Status	Actions	Accountability	Operational Indicators and Targets	Timeframe
2.6 Improve student interface with systems and processes		2.6.1 Introduction of online e-forms in applying for refunds and remissions.	H F&C	Forms developed and rolled-out Due Jan 2017	Oct 2016 April 2017
		2.6.2 CiA Applications process - NTAP students	SSBI / Enrolments	One program successfully launched	1H 2017
		2.6.3 CiA Student Portal	SSBI	Proof of concept, insurance that the software is ready	1 Quarter 2018
		2.6.4 Student and Staff facing forms	SSBI / HOS	Identification of forms that could be CiA-transformed within software possibilities	2Q 2017

**Objective 3 - Improving access to quality information**

Strategy	Status	Actions	Accountability	Operational Indicators and Targets	Timeframe
3.1 Enhancing access to student information for staff		3.1.1 My Academic – Easy access to student data for in - frequent users	AD SSBI	Implementation completed	June 2017
		3.1.2 Student Data Directory – provide institutional access to student data from multiple sources, BI, external sources. ServiceNow requests.	AD SSBI	Implementation completed	
		3.1.3 Provide support for Faculty Assessors at the beginning of each semester.	H DA	Training and procedures provided to staff.	

# STUDENT OPERATIONS PLAN

3.2 Enhancing access to information for students		3.2.1 Review Student Operations websites for consistency and appropriateness of content.	EO SO	Review completed	July 2017
		3.2.2 Build process to ensure up to date content	EO SO	Process completed	July 2017
3.3 Internal access to information improved		3.3.1 Easy for staff to access information on procedures and knowledge (via team wiki)	EO SO	Staff have easy access to all necessary information	July 2017
		3.3.2 Build an annual timetable for dissemination of SM data across the institution.	SSBI/HOS	Timetable complete with data distributed	June 2017

## Objective 4 – Protecting / enhancing the University reputation

Strategy	Status	Actions	Accountability	Operational Indicators and Targets	Timeframe
4.1 Protecting integrity of institutional results		4.1.1 Participate and development of National Digital Student Data Project outcomes in relation to digitalising transcripts and AHEGS.	ED SO / AD SSBI	First pilot site completed	Dec 2017
				UTAS completed Not piloting.	Dec 2017
4.2 Reduce instances of non-compliance		4.2.1 Reporting information and data and trends for compliance with policy and legislation.	H F&C	Detailed plan for proactive assessment of compliance risks across FFPOS and domestic cohort. Timely action.	Ongoing
		4.2.2 Proactive compliance monitoring and follow up.	H F&C		Ongoing
		4.2.3 Implementation of full time enrolment policy for ESOS students.	H F&C	Policy approved and implemented	May 2017
			A/H IA		Ongoing

**STUDENT OPERATIONS PLAN**

Strategy	Status	Actions	Accountability	Operational Indicators and Targets	Timeframe
		4.2.4 Maintain Assessment Level Education Provider Status	A/H IA	Monthly review of DIBP Risk Rating and develop of action plans as needed  Continued AL1 provider status	
4.3 Reduction of errors in student correspondence		4.3.1 Conduct quality assurance. 4.3.2 All relevant stakeholders to QA content before final templates for correspondence are approved.	All HOS AD SSBI (DA) & A/H IA	Complete a plan for regular audit  Commence program of audits  A quality assurances/s has been completed, QA is to commence when resourcing is available.	31/5/16  June 2016
4.4 Grow potential applicants for scholarships and enhance scholarship recipient engagement.		4.4.1 Build the program of regular engagement with G50 to form an elite group of aspiring leaders. 4.4.2 Increase numbers of applications for scholarships 4.4.3 Explore scholarship opportunities for current international students.	H S&P  H S&P	Agreed engagement plan Hold 3-4 functions by year end  Increase applications for scholarships by 15% YOY by end 2018	Ongoing  Ongoing  Oct 2017

**Objective 5 – Improving capability and culture**

Strategy	Status	Actions	Accountability	Operational Indicators and Targets	Timeframe
5.1 Improve cross skilling both within and across teams within the Portfolio.		5.1.1 Complete Cycle Mapping/Heat Map exercise to identify peaks and troughs in workflows. 5.1.2 Identify skills matching opportunities. 5.1.3 Identify specialist/generalist tasks across teams. 5.1.4 Identify and conduct training on common system functions and applications. 5.1.5 Include common goal for PACDs	All HOS  All HOS All HOS  AD, SSBI  All HOS All HOS	Completed cycle mapping  Plan for staff swapping based on skills matching  Skill matrix completed  Training sessions conducted. Goal included in PACD for all staff	June 2017  July 2017 ongoing
5.2 Identify opportunities to celebrate successes		5.2.1 Consult with teams to identify candidates. 5.2.2 Social Club to remain active	All HOS  Social Club committee	Ongoing review by HOS  Include charities	Ongoing  Ongoing
5.3 Enhance overall Student Operations communication		5.3.1 Develop overall Communications Plan for portfolio	EO SO	Completed and approved Communications Plan Plan implementation commenced	July 2017
5.4 Finalise operational planning approach.		5.4.1 Finalise and regularly review portfolio operating plan (Wrike).	All HOS	Regular review of operating plan at team level and portfolio level	Ongoing
5.5 Effective governance of projects within SO		5.5.1 Ensure overall governance of this plan and all other project initiatives detailed herein	All HOS	Auditable governance arrangements evidenced and regular meetings	Ongoing