Context

The *Blueprint* outlines the University’s changing operating environment, characterised by Federal reforms, shifts in student demand and increasing student expectations.

The Division of Administrative Services (DAS) makes a key contribution in support of the University’s vision for learning, research and partnerships through its expertise and leadership in the provision of management and support services. This support is critical to the achievement of QUT goals of:

- Building research capacity
- Quality learning and teaching
- Real world positioning
- Information and communications technology, and
- Scholarship.

Critical response is required from DAS for the management of:

- Service delivery
- QUT’s reputation, brand and student demand
- Higher Education reforms (governance, administrative and industrial relations)
- Legislative and regulatory requirements
- Activities and services to support student expectations and debt
- Workforce capability
- Financial and environmental sustainability
- Diversity and social justice
- Administrative systems to support current and future business activity.

The Division:

- works in partnership with internal and external stakeholders to provide quality management and support services that foster a positive student and staff experience, strong demand for QUT programs and an enhanced reputation for the University
- aligns its capabilities and influences the University’s capabilities for a changing operating environment
- provides the governance framework for the University, including responsibility for the policy framework and compliance program.

Aim

DAS will work with faculties, other divisions and external organisations to ensure QUT has the appropriate services, governance and capability to support the achievement of *Blueprint* goals.
Objective 1  Services

1.1 Work with partners to provide leadership in innovative and client-focused service delivery by

1.1.1 Progressing the Business Service Improvement (BSI) project ‘Service Improvement and the Student Experience’, to drive real end-to-end changes to business processes in faculties and divisions (one to three year timeframe) incorporating a high level of service culture, provision of clear client contact points and a reduction in administrative complexity

- Conceptual model and principles developed by mid 2008
- Each stage applied to the student lifecycle by 2009

1.1.2 Work with Finance and Resource Planning and Deans on load management and fee management issues

1.1.3 Encourage the creative use of information technology to enhance service delivery by

- Managing the SAMS project within scope and budget and go live by end 2008
  - Enhance domestic and international student recruitment capability through implementation of online admission and packaged offer functionality
  - Contribute to streamlining curriculum management and academic advisement capability through implementation of Student Study Plans
  - Support improvement of faculty academic and administrative services through deployment of e-forms/workflow; automated class allocation management; early graduation functionality; advanced standing precedent list
  - Enhance user self-service through deployment of e-student and e-academic online interfaces

I- Implementing developments in the University’s records management system (Erip) in all key areas

- Collaborating with the Division of Finance and Resource Planning to develop a space forecasting system

- Rewriting the parking system to provide a more efficient interface with Oracle Financials; improve general functionality for administrative purposes and to respond to client feedback by end 2008

1.1.4 Realign the staffing structure of the Division to improve the customer interface and provide higher level strategic advice

- Implement SBS Change Management Proposal with focus on structural and service integration
- Implement BSI(HR) Stage II
- Departments to consolidate administrative functions

1.1.5 Develop clear lines of communication and intelligence sharing in the coordinated delivery of the strategic international plan by:

- Collaboration with the Division of International and Development to achieve targets for international students
- DAS involvement in admission training for missions (ongoing)
- DAS representation on key admission missions (ongoing)
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- Providing ‘offer training’ to faculty staff
- Developing and implementing on-line admission and packaged offer modules in SAMS
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1.2 Contribute to a quality experience for staff and students.

For staff :

1.2.1 Conduct Staff Climate Survey 4 and assist areas in responding to survey

1.2.2 Improve current levels of support mechanisms (Ref People and Culture Plan 3.1)
- Staff Climate Survey data
- Staff leave balances
- Staff retention
- Exit surveys
- Provide Employee Assistance Program
- Provide support during change processes

For students:

1.2.3 Enhance the student experience through developing innovative, responsive programs for all students, such as first year, targeted support programs, employment preparation, and in the post VSU environment take over responsibility for part time employment, accommodation and health and welfare assistance (one to three year timeframe).
- Student experience surveys (eg FYES, MYES and EYES)
- Graduate Destination Survey
- Course Experience Questionnaire
- Feedback through TellQUT system

1.2.4 Develop and implement an expanded range of support for equity target group students
- Number of equity group students supported
- Relative retention rates of students in equity groups

1.2.5 Further develop and enhance support services for international students including language, learning and academic literacy support, particularly for postgraduate research and scholarship students, careers assistance, personal advice and counselling, encouraging engagement with local students and the community, student association development and support, and enhancing students’ cultural and social experiences

1.3 Provide leadership in building the University’s reputation and image

1.3.1 Develop and deploy the approved QUT brand architecture including standards and resources for visual identity in print and online

1.3.2 Build QUT’s local and national media profile with particular attention to Blueprint priorities for research and engagement

1.3.3 Monitor and report on the University’s reputation in the news media and coordinate communication during issues and crises

1.3.4 Produce key publications including Annual Report, Inside QUT, and QUT Links

1.4 Provide professional marketing and communication services which assist faculties, divisions and institutes to achieve key performance indicators
1.4.1 Provide high quality integrated services for advertising, publications, websites and recruiting events

1.4.2 Provide media training to increase the capabilities of researchers and other staff to communicate successfully with the news media

1.4.3 Provide training to increase the knowledge and skills of staff in advising prospective students

1.5 Provide leadership and advice in enhancing internal communication

1.5.1 For staff:
- raise awareness among managers at all levels of good organisational communication practice, particularly during change
- encourage further utilisation of StaffConnect functionalities

1.5.2 For current students:
- maintain services for students in a single website
- manage general, corporate-level communication with students, with occasional brief, multi-subject e mails from the Registrar as the preferred communication mechanism
- monitor usage of AskQUT, a new web-based FAQ service for prospective and current students, implemented in 2007 and designed to provide users with accurate and reliable information on a 24 x 7 basis. Assess student responsiveness and determine best way to expand the capabilities and content of the system.
- provide students with an open feedback channel (TellQUT) and ensure that QUT analyses and acts on feedback received and that such action is regularly reported back to the student body.

1.6 Provide a physical environment which supports the maintenance and growth of learning, research and partnerships

1.6.1 In conjunction with Finance and Resource Planning, undertake a whole of university master planning exercise to guide future development over the next 20 years

1.6.2 Drawing on advice from the Physical, Learning, Environment Advisory Group plan and implement new and refurbished learning spaces which support best practice in pedagogy

1.6.3 Develop a Business Case for adoption of a Green Star Rating for new and refurbished facilities

1.6.4 Maintain and support the campus environment and activities

1.6.5 Develop an Environmental Management Plan

Objective 2 - Governance

2.1 Articulate and implement the governance framework for the University including
- revision of University Act, Statutes and policy
- revision of academic policy consistent with the requirements of SAMS
- compliance with ESOS National Code
- compliance with HESA 2003 and subsequent amendments
- compliance with National Governance Protocols and HEWRRs
2.1.1 Oversee implementation of governance framework in University through induction and relevant training/orientation programs, including - development of an online induction program for staff.

2.1.2 Enhance a culture of compliance with external requirements and internal policies through training and awareness. - No. of compliance reports returned (maintain at 100%) - No. of high risk/non-compliance cases - Reduction in reportable maladministration incidents - Staff climate survey reporting reduced incidences of discrimination/harassment/bullying

2.1.3 Support integration of the QUT health and safety management system with particular emphasis on teaching and research activities, through advisory support, monitoring and reporting on compliance and practice. - National benchmarking and use of performance indicators - Internal and external audits and reporting - No. of incidents - Evidence of successful risk management as assessed through effective risk control - Safety culture and climate measures

2.2 Integrate quality framework into core activities of DAS

2.2.1 Continue to embed quality framework elements into all organisational areas’ operations - Evidence of process and service improvements based on various feedback mechanisms

2.2.2 Continue contribution to BSI Service Improvement and the Student Experience and other continuous improvement programs/quality outcomes. - No. of continuous improvements reported - No. of agreed audit recommendations implemented (QAO/Internal Audit)

Objective 3 – Capability

3.1 Continue to work towards preferred student/staff profile (Refer People and Culture 5.2) (one to three year timeframe)

3.1.1 Establish and maintain partnerships and strategies to:
   a) develop educational aspiration in groups who may be otherwise disengaged, in particular young people, Indigenous and low-income groups
   b) effectively respond to government and University priorities for the recruitment and retention of students in equity target groups, in particular
   - Attainment of kpi for enrolments
   - Participation and retention figures as per annual report on student equity target groups

3.1.2 Develop and maintain partnerships and strategies to maximise student capability in target areas and improve the capabilities of at risk students, particularly those in equity target groups

3.1.3 Assist the University to embed workplace learning experiences into the curriculum and practice
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- Increase the number of courses in which workplace learning experiences are embedded
- Positive outcomes of CEQ and TellQUT

3.1.4 To assist in meeting student expectations in relation to workplace learning experiences better promote workplace learning experience in our marketing and promotion activities
- Positive outcomes of CEQ and TellQUT

3.1.5 Continue to administer Commonwealth and University Scholarship schemes for students incorporating government and continuous improvement reforms
- Scholarship program completed on time each year and meeting audit requirements

3.1.6 Consolidate and expand incentive based student recruitment/attraction program including merit scholarships.
- percentage of OP1 and 2 and equivalent Year 12 entrants

3.2 By 2010 strengthen existing staff capability and build new capability, including leadership

3.2.1 Continue to strengthen early career academic recruitment and development program and mid career academic development program
- Achievement of University kpi

3.2.2 Continue to strengthen the Indigenous strategy, in particular academic staff percentage of Indigenous staff
- Achievement of University kpi

3.2.3 Maintain support and development activities for participants in the Youth Employment Strategy and female staff
- Achievement of performance indicators

3.2.4 Make a staff ePortfolio available to professional staff in 2008

3.2.5 Align QUT development programs with top level plans
- Staff Development Network to develop integrated approach

3.2.6 Continue to implement programs and policies to assist in the recruitment and retention of staff by
a) finalising and implementing the work/life balance policy
b) implementing appropriate support programs to increase flexibility
c) enhancing opportunities for workplace learning
- appropriate support program options identified by end 2008
- workplace learning embedded in QUT practice by 2010

3.2.7 Enable the University to respond to critical areas of reform by providing areas requiring specialist expertise with appropriate support in the areas of

- workforce planning, with emphasis on capacity building and proactively managing an ageing workforce
- change management, including workplace cultural change
- recruitment – proactive sourcing of candidates, primarily via the internet and particularly for hard to fill roles
- staff development – more emphasis on consulting and advisory services to help identify needs and gaps in relation to strategic priorities
- increased self help for managers and staff via on-line systems
3.2.8  Implement recommended enhancements following review of reward and recognition programs for staff.
-  number of recommendations implemented
-  improvement in relevant responses to Staff Climate Survey
-  review implementation by end 2008

3.3  Build business capacity in key administrative areas

3.3.1  Continue to develop business cases and secure funding for selected opportunities, leading to improved forecasting
-  key business process mix identified and aligned to needs

3.3.2  Investigate mechanisms to streamline business processes by utilising appropriate technologies
-  further expand capabilities and content of AskQUT
-  collaborate on implementation of CorBIS; Assessment Management System’ on-line customer payment interface project (in line with SAMS)

3.4  Monitor QUT’s environment (external and internal) and build capacity to implement timely and effective responses

3.4.1  Ensure workplace relations strategies support the changing QUT business environment

3.4.2  Ensure appropriate and timely devolution of responsibility for the implementation of relevant strategies

3.5  Support the growth in off campus facilities, including those co-located with industry partners

3.5.1  Working in collaboration with the Division of Research and Commercialisation and faculties, plan and deliver new facilities to support research at off campus locations

3.5.2  Organise and manage the delivery of Facilities Management support services for off campus facilities.