# Student Experience

## 2024-2025 Operational Plan

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# Branch Purpose

*Together, we **support and empower students** to achieve their academic, personal and professional goals.  We **partner with students and academic staff** to develop and deliver high-quality, engaging learning and social environments.*
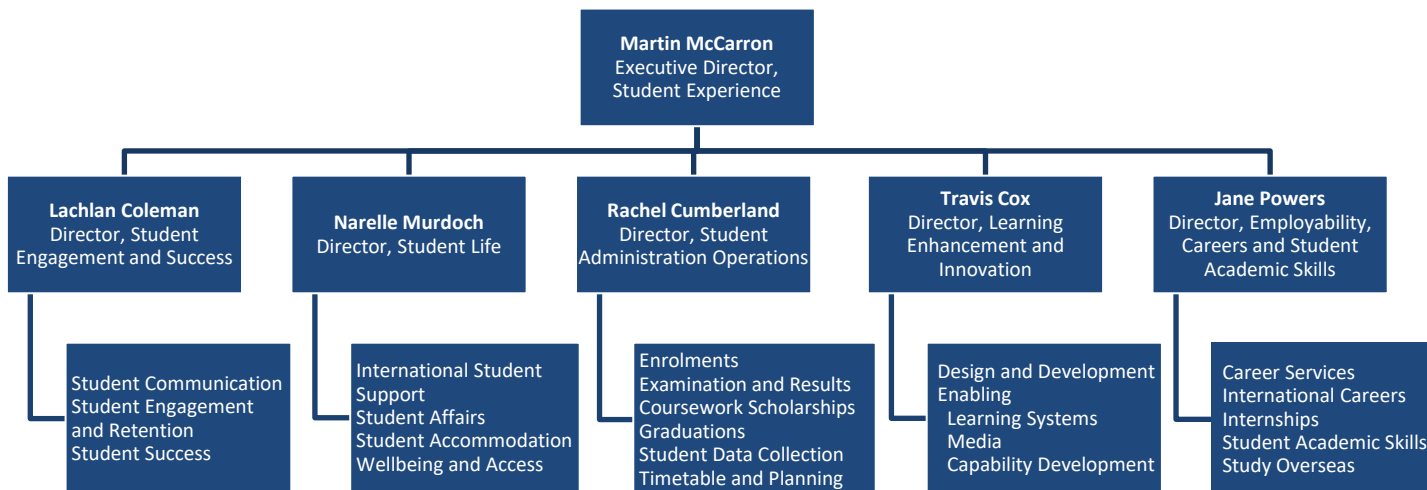
The Student Experience branch is responsible for providing services that deliver an excellent student experience. This includes administrative and support services to students as well as service to, and partnership with, academic staff in the development of a high-quality, engaging and relevant learning environment.

The Student Experience branch is underpinned by two key foundations:
- rich engagement with our student cohorts, clubs and societies to cultivate impactful partnerships; and
- proactive student-centric support across the student lifecycle embedded in the learning and teaching experience to deliver increased student retention and success.

# Branch Leadership - Organisational Chart

The Executive Director, Student Experience is responsible for strategies and initiatives that contribute to the provision of an exceptional student experience, across all campuses and modes. The Student Experience branch comprises Student Engagement and Success, Student Life, Student Administration Operations, Learning Enhancement and Innovation and Employability, Careers and Student Academic Skills.

**Martin McCarron**
Executive Director, Student Experience

**Lachlan Coleman**
Director, Student Engagement and Success

- Student Communication
- Student Engagement and Retention
- Student Success

**Narelle Murdoch**
Director, Student Life

- International Student Support
- Student Affairs
- Student Accommodation
- Wellbeing and Access

**Rachel Cumberland**
Director, Student Administration Operations

- Enrolments
- Examination and Results
- Coursework Scholarships
- Graduations
- Student Data Collection
- Timetable and Planning

**Travis Cox**
Director, Learning Enhancement and Innovation

- Design and Development Enabling
- Learning Systems
- Media
- Capability Development

**Jane Powers**
Director, Employability, Careers and Student Academic Skills

- Career Services
- International Careers
- Internships
- Student Academic Skills
- Study Overseas

# Overview of Branch Structure

| Student Engagement and Success | Student Life | Student Administration Operations | Learning Enhancement and Innovation | Employability, Careers and Student Academic Skills |
|---|---|---|---|---|
| Student Engagement and Success ensures a rich student experience through delivery of proactive initiatives that amplify the student voice, support student sense of belonging and engagement, retention and success during their time at the University. The unit works in partnership with students and is responsible for student communications, orientation and onboarding, all front-facing student advice (including program advice), academic progress and proactive interventions that support and maximise student retention and completion. | Student Life deliver an extensive range of personal support services which enhance student experience through all stages of their journey. Direct personal advice, practical resources and one to one confidential support are provided through Accommodation Service, Counselling & Disability Support, Elite Athlete Support, International Student Support and Student Affairs. Support is augmented by a suite of engagement activities targeted to enhance student health and wellbeing and foster a sense of community and safety to provide the foundation for students to thrive. | Student Administration Operations is responsible for the administrative support of students throughout the student lifecycle. Administrative activities include enrolment and maintenance of student records; timetabling; scholarships; examinations; grades and results; data collection and reporting; student business systems support and development; conferral and graduation ceremonies. | Learning Enhancement and Innovation (LEI) facilitate, collaborate, design and create engaging and flexible student-centric blended and online learning experiences. In partnership, LEI empower academics to teach and students to learn by providing expertise into design and development of innovative pedagogically-driven practices and learning technologies. | Employability, Careers & Student Academic Skills (ECSAS) deliver curriculum embedded, co and extra-curricular employability services and initiatives to<br>- enable students to succeed in their academic studies, careers and beyond;<br>- provide opportunities for students to develop their employability through career-development-learning, work-integrated-learning, internships and mobility initiatives; and<br>- connect students with industry and industry with students to support graduate employment outcomes. |

# Key Success Indicators

All of the teams within the Student Experience portfolio are focused on delivering high quality, responsive support and services to our stakeholders.  Team performance measures are aligned with the enhancement of the student experience overall and key institutional metrics outlined below:

- **Quality Indicators for Learning and Teaching (QILT)**

    - **Student Experience Survey (SES):** Through dedicated student experience initiatives and communication plan, we aim to deliver a ranking of 14th for overall Student Experience.

    - **Graduate Outcomes Survey (GOS):** Through targeted employment initiatives and communications plan, we aim to increase the overall employment range (domestic, 3-year aggregate) to above the SA average.

- **International Student Barometer:** Through targeted initiatives and communications plan, we aim to increase the overall ISB result, especially as relates to the coursework student experience.

- **University Culture Survey:** The University's Culture Survey data specific to DASE will be used to measure and enhance staff satisfaction within the portfolio. The Student Experience portfolio seeks to improve participation and satisfaction year on year.

# Action Plan for Student Experience

The 2024-2025 Student Experience Action Plan outlines new or continuing initiatives developed in line with the Division's strategic priorities and wider University Strategic Plan.

## Ensuring Effective Operations

| Number | Initiative | Initiative Description | Completion Timeframe | Accountable Manager | Deliverables/Success Measures | Dependencies (where applicable) |
|---|---|---|---|---|---|---|
| 1 | **Student Experience and Administration Transformation (SEAT) Benchmarking** | SEAT has a primary focus on enhancing key enablers of the student experience.  This includes people, policies, processes, and data management, and advancing the overall maturity of the student experience. This initiative includes:<br><br>• Develop and implement appropriate service level principles across teams to support sustainable service provision for our stakeholders and staff.<br>• Define responsibilities and key performance indicators (KPIs) for each functional area.<br>• Identify and develop reporting capabilities to measure performance<br>• Identify immediate opportunities for improvement and creating actionable plans to uplift the student experience.<br>• Giving priority to continuous evaluation, analysis of feedback, and monitoring of improvement strategies.<br>• Assessing technology gaps against expectations to ensure we deliver on the best student outcomes. | By Quarter | Student Experience Leaders | • Defined Service Principles in place<br>• Agreed KPIs by area<br>• Robust Service reporting in place<br>• Clear enhancement roadmap by area<br>• Service uplift | Division of Academic and Student Engagement |
| 2 | **High impact event delivery for Student Experience** | Ensure successful delivery of high profile, high engagement and high-risk events within Student Experience including:<br>• Orientation<br>• Careers Expo and Grow your Career Week<br>• Exams and<br>• Graduations. | By Quarter | Manager, Career Education and Industry Engagement<br><br>Associate Director, Student Administration Operations<br><br>Manager, Student Engagement and Retention | • Appropriate risk management undertaken prior to event<br>• Successful communication with key stakeholders<br>• Successful delivery of event for all stakeholders | Division of Academic and Student Engagement<br>Division of External Engagement<br>Faculties<br>Security |

Student Experience

| Number | Initiative | Initiative Description | Completion Timeframe | Accountable Manager | • Deliverables/Sucsess Measures | Dependencies (where applicable) |
|---|---|---|---|---|---|---|
| 3 | **BAPS Project: Centralisation of prizes** | Complete transfer of endowed prizes to CSO via BAPS project | Q4 | Coursework Scholarships and Prizes Coordinator | • All endowed prizes in place to be awarded by CSO for 2024 | ITDS support for PS configuration / support from Faculties & Schools to revise prize rules |
| 4 | **Exams updated approach to deferred examinations** | To review and update deferral policy and processes to ensure consistent university approach and increased clarity to staff and students on what a deferral examination is and when they can be utilised. | Q2 | Examinations and Results Coordinator | • Updated deferral policy / updated processes communicated to faculties / fewer deferral examinations | Education Quality Office / Faculty buy-in |
| 5 | **Make Academic Progress sustainable** | To review the Academic Progress and to realign processes, enhance the overall student experience, and delineate responsibilities more distinctly to enhance outcomes. Additionally, this review should encompass proactive measures that can be integrated to intervene during earlier stages of the academic lifecycle. | Q4, 2024 | Associate Director, Student Success | • Reduction of no. Students receiving Risk notices<br>• Reduction of no. Students reaching UAP | Faculties |
| 6 | **Implementation of Student Mental Health and Wellbeing Strategy** | Develop the student mental and wellbeing strategy implementation plan for 2024-2025 and governance committee to oversee the strategic development of the strategy | Q2 | Director, Student Life<br>Student Wellbeing Project Officer | • Essential to continue the whole of university approach to student wellbeing. Also important for the SFS policy considerations. | Student Life Faculties UniSA |
| 7 | **Implementation of Disability Inclusion Action Plan** | Develop the Disability Inclusion Action Implementation Plan into 2024-2025, including reporting on actions arising from the steering committee, in readiness for Adelaide University. | Q4, 2024 | Director, Student Life<br>Manager, Disability Service | • This action plan will be important moving into merger as UniSA do not have an equivalent document. | Student Life Faculties Human Resources UniSA |

**Student Experience**

## Enhance Student Experience (Create a compelling Student Experience)

| Number | Initiative | Initiative Description | Completion Timeframe | Accountable Manager | Deliverables/Success Measures | Dependencies (where applicable) |
|---|---|---|---|---|---|---|
| 8 | **Uplift in key Student Experiences surveys and reputational rankings** | Through targeted initiatives and communications plans uplift measures in key surveys and reputational rankings including:<br>• Student Experience Survey (SES)<br>• Graduate Outcomes Survey (GoS)<br>• Various Employer Surveys (including QS)<br>• National Priorities & Industry Linkage Fund (NPILF) | By quarter | Director, Student Engagement and Success<br>Director, Student Employability, Careers and Student Academic Skills<br>Manager, Career Education and Industry Engagement<br>Manager, International Development and Partner<br>DASE Communications Manager | • Develop and implement plan to uplift specific measures in key surveys and rankings<br>• Develop comms plan with key stakeholders | Division of Academic and Student Engagement<br>Division of External Engagement<br>Planning and Analytics |
| 9 | **Support for Student Policy implementation** | Support for Students Policy implementation across the coursework student lifecycle, including processes to track and report on proactive student engagement | Q2 | Manager, Student Engagement and Retention | • Policy compliance<br>• Reporting framework (in concert with SEAT) to demonstrate<br>• Retention increase | Faculties<br>Student Engagement and Success<br>Education Quality and Compliance |
| 10 | **Students as Partners** | Implementation of Students as Partners Framework to embed this within BAU | Q4 | Manager, Student Engagement and Retention<br>Student as Partners Manager | • Utilisation of framework<br>• Consistent onboarding and recruitment for student leaders<br>• Completion rate of MyUni course | Faculties<br>Students |
| 11 | **Campus Culture** | Continue to activate the campus to make it 'sticky' - working in partnership with YouX, clubs, etc.<br>Explore collaboration with Student Life and Student Experience and success for activations specifically relating to student mental health and wellbeing or international student activations and events. | Q4 | Director, Student Life<br>Director, Student Engagement and Success<br>Manager, Student Engagement and Retention | • QILT/SES uplift<br>• Student feedback<br>• Retention increase<br>• Removal of double up<br>• Sharing of expertise | YouX<br>Clubs |
| 12 | **Student Communications Uplift** | Continue to uplift student communications to a contemporary/best practice deployment across all channels to drive student engagement, experience and, ultimately, retention | Q4 | DASE Communications manager | • QILT SES uplift<br>• Student engagement measures (likes, posts, click rates, downloads)<br>• Retention increase | Division of External Engagement<br>Faculties |

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| Number | Initiative | Initiative Description (If required) | Completion Timeframe | Accountable Manager | Deliverables/Success Measures | Dependencies (where applicable) |
|---|---|---|---|---|---|---|
| 13 | **Leverage AI tools to improve study skills offering and outcomes for students** | Embed and pilot Studiosity Writing Feedback + tool to enhance writing support offered to students | By Semester | Manager, Student Academic Skills | • Identify target cohorts for Writing Feedback + pilot<br>• Embed Writing Feedback + for relevant cohorts through faculties<br>• Identify success measures | Division of Academic and Student Engagement Faculties Studiosity |
| 14 | **Embed coordinated approach to Industry Engagement throughout ECSAS** | Further embed industry partner engagement work in ECSAS including:<br>• Delivery of the annual Early Careers Industry Partnership Breakfast<br>• Delivery of 2-3 annual initiatives supporting the development of employability skills in our learners and employer/student connections with our industry partners<br>• Pilot an ongoing industry offering for students and industry to connect and understand employment opportunities across a variety of sectors. | Q4 | Manager, Career Education and Industry Engagement<br><br>Manager, Internships<br><br>Manager, International Development and Partner | • Successful delivery of various events for key stakeholders<br>• Identify success measures for partnership management | Employability, Careers and Student Academic Skills Corporate Relations |
| 15 | **Implementation of Accommodation Strategy** | Develop an expanded and comprehensive accommodation strategy offering all students who require it appropriate accommodation for them. This includes emergency, subsidized, university operated, affiliated residential colleges and commercial property student accommodation offerings. | Q3 | Director, Accommodation Services | • A vital component in the building of the new university, including the offering of a guaranteed accommodation spot for new international students | UniSA |
| 16 | **EQuals: Education Verification Implementation** | Implementation of sector standard online education verification system as provided by eQuals for graduates, employers and wider sector queries | Q4 / Q1 2025 | Associate Director, Student Administration Operations<br><br>Enrolments and Timetable Systems Coordinator | • All education verification requests completed through online, automated portal | ITDS support for system configuration / eQuals support for implementation |

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| Number | Initiative | Initiative Description | Completion Timeframe | Accountable Manager | Deliverables/Success Measures | Dependencies (where applicable) |
|---|---|---|---|---|---|---|
| 17 | **Open Universities Australia** | Development of 2 x OUA programs: the Bachelor of International Business and the Bachelor of Health Service Management. | Q4 2024 | Portfolio Manager | • Completion of program development within schedule and budget. | Academic availability Alignment with AU curriculum development (courses and people) |
| 18 | **BMD Year 4-6 rescope** | The postgraduate component of the BMD program emphasises clinical work, necessitating additional learning support in conjunction with placements. BMD Yr 4-6 approach will use optimised cross-team resource allocation, not specific individuals, for specific work packets. | Q4 2025 | Portfolio Manager | • Revised scope agreed with HMS. <br> • Delivery of curriculum support / development to agreed scope. | Faculty of Health and Medical Sciences Alignment with AU curriculum development (courses and people) |
| 19 | **Academic Capability** | Establishment and delivery of Academic Capability program by LEI and TE. Academic uplift program is planned throughout the year to enable quality learning experiences for students. | Q4 2025 | Capability Development Manager | • Centralisation of academic capability development in partnership with Teaching Excellence. | Alignment with ADEPT program offerings. |
| 20 | **Continuous Course Improvement (enhancements)** | Course Continuous Improvement Process (CCIP) is a course uplift pathway. CCIP has previously included full Transformation or targeted Enhancement uplift, identified via a nomination process initiated in Faculty/School (DDLTs/representatives). <br> The revised scope will continue Course Enhancement pathway only. Course transformation will occur as part of AU curriculum development. | Q4 2025 | Portfolio Manager | • Course enhancements delivered for prioritised courses | Alignment with AU curriculum development (courses and people) |

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## Empowering People and Teams

| Number | Initiative | Initiative Description | Completion Timeframe | Accountable Manager | Deliverables/Success Measures | Dependencies (where applicable) |
|---|---|---|---|---|---|---|
| **21** | **Investing in our People and Culture** | Develop a cohesive program to build capability, leadership and community across the SE portfolio in support of purpose and agreed priorities through 4 key areas:<br>• Workforce Planning<br>• Learning & Development<br>• Leadership capability<br>• Culture | Ongoing | Senior Executive Officer SE Leadership | • Staff at all levels engage in targeted professional development opportunity in preparation for merger | Student Experience Portfolio |
| **22** | **Coaching development and quality assurance** | Establish a framework aimed at sustaining high service levels and superior quality transactions for our students. This framework should encompass service expectations, skills enhancement, consistency service delivery, and continual performance oversight, providing opportunity to continuous performance assessment. This framework should also incorporate ongoing improvement efforts through benchmarking against industry and sector standards, alongside diligent monitoring, and measurement. | Q2, 2024 | Associate Director, Student Success<br><br>Manager, Student Engagement and Retention | • Clearly defined KPIs<br>• Improved Student Satisfaction<br>• Reduction in escalations/complaints<br>• Reduction in follow up enquiries | Student Engagement and Success<br>Student Engagement and Retention |

## Further enquiries

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