



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

CELEBRATING 50 YEARS

50

— **1965-2015** —

NO PAIN, NO GAIN

Restructuring Student Services at the University of Newcastle



**STUDENT
CENTRAL**

Bree Slater
Senior Manager, Admissions

Bridene Doherty
Senior Manager, Student Processes

Lauren Shield
Manager, Student Advice and Hubs

Overview

The UON context and need for change



The birth of Student Central

A new Strategy and Vision



The Restructure Process

Facing the expected and the unexpected



Transition to a new structure

Newcastle and the Central Coast



Newcastle

- 2nd most populated area in NSW
- 1804 – Charles Menzies founded a convict punishment centre which became the city of Newcastle

Central Coast

- A network of towns including the largest population centre, Gosford
- The local Guringai and Darkinjung people were some of the first Aboriginal people to come in to contact with British settlers

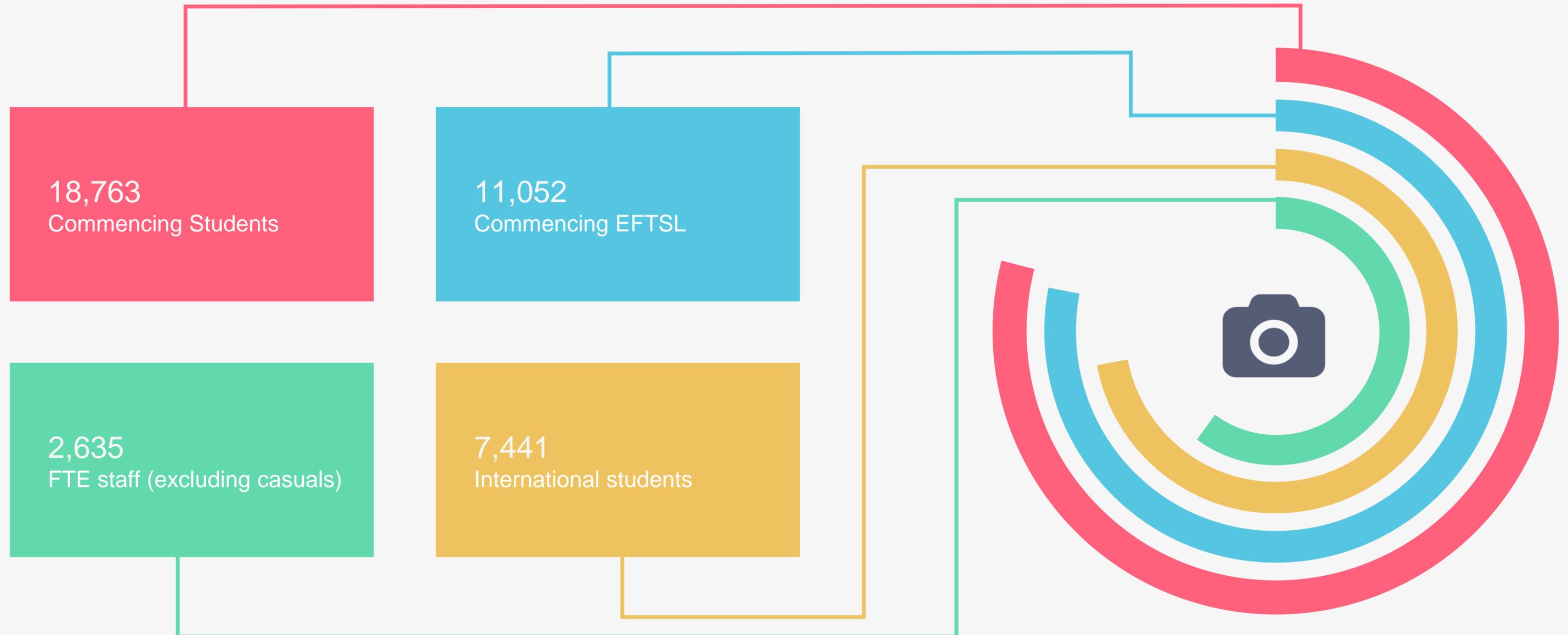
UON: A snapshot @ 50

Five faculties – Four divisions



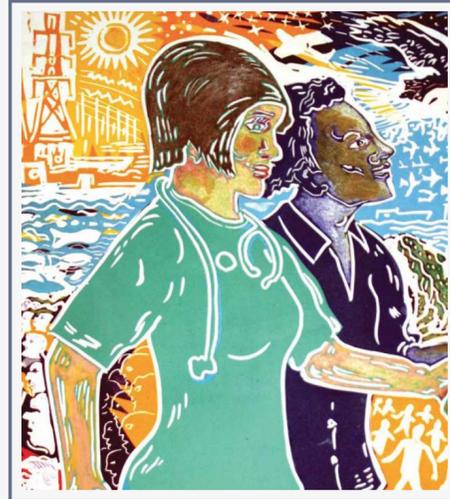
40,206 students
26,097 EFTSL

UON: A Snapshot @ 50



UON: A snapshot @ 50

Start



2013 - 2015

NeW Directions Strategic Plan

2015 - 2025

New Futures Strategic Plan

- Repositioning in more competitive market
- Building on commitment to access and excellence



2015

Celebrating our 50th Birthday



Ongoing

Extensive organisational change throughout the institution



A world-class university



Top 3%
UNIVERSITIES
IN THE WORLD



No.1
UNIVERSITY IN
AUSTRALIA UNDER
50 YEARS OF AGE



5 Stars
IN HOBSON'S
GOOD UNIVERSITIES
GUIDE

*Times Higher Education World University Rankings 2014 and QS World University Ranking 2014

**Times Higher Education 'Top 100 Under 50' 2014 and QS 'Top 50 under 50' 2014

***Hobsons Good Universities Guide 2015 (socio-economic equity and generic skills)

The UON context and the need for change



Change within Academic Division

Student & Academic Services
previously within Services Division

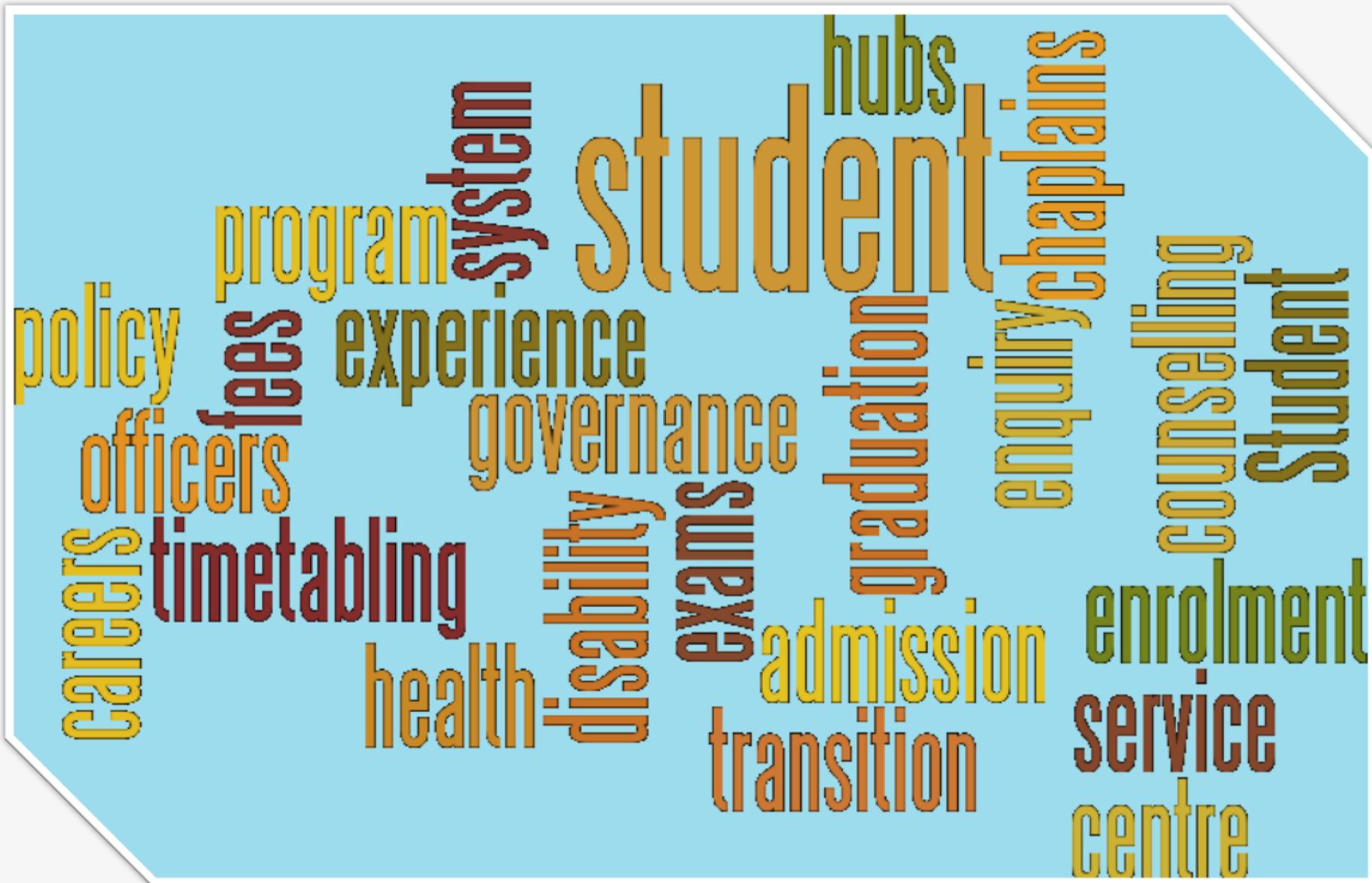
Moved to Academic Division in 2013
Appointment of new DVC(A)

Portfolio wide change
Initiated at the end of 2013

Who we were?

Student and Academic Services included:

- Traditional Student Administration areas
- Academic Administration
- Support Services
- Student Experience and Transition



Why change?



Why change?



Guiding principles for change

01

Deliver services

In ways that are efficient innovative and add value to the student experience

02

Allocate resources

Strategically with appropriate flexibility

03

Clarify roles

Including responsibilities and accountabilities

04

Right mix

Of skills and capabilities

08

Streamline

Streamline business processes with technology/systems support and self-service options

07

Partnerships

Develop stronger service partnerships within Academic Division and across UON

06

Culture

Promote a collaborative, cooperative and vibrant culture

05

Create

Create career opportunities through larger multi-tasked teams



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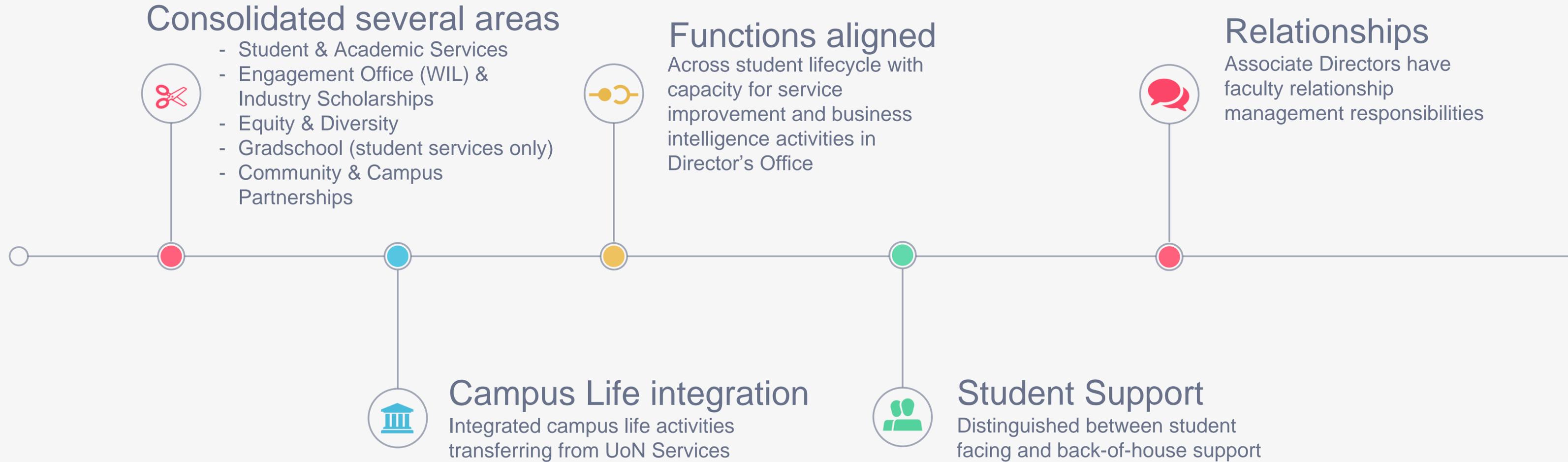
The birth of Student Central

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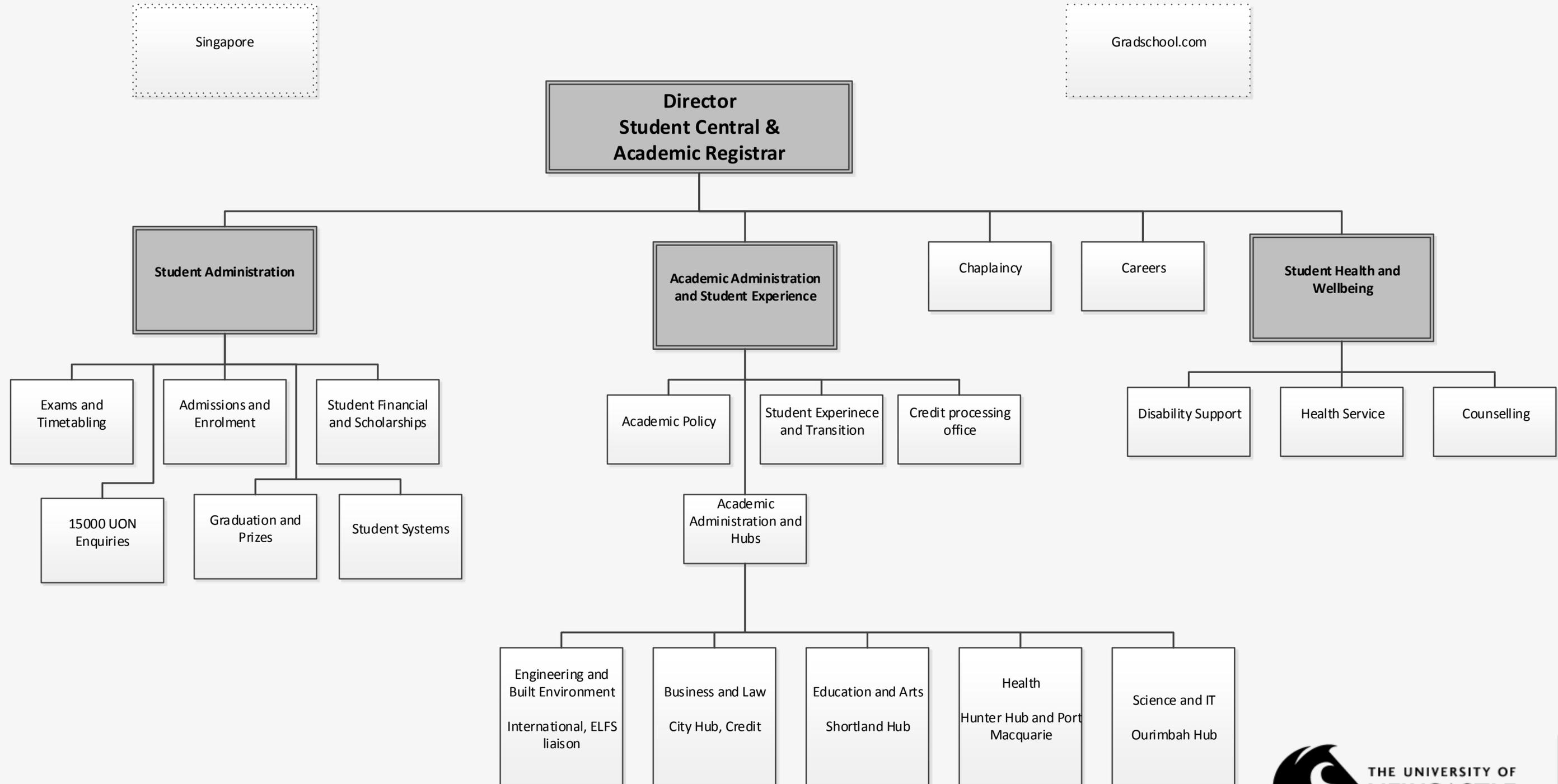
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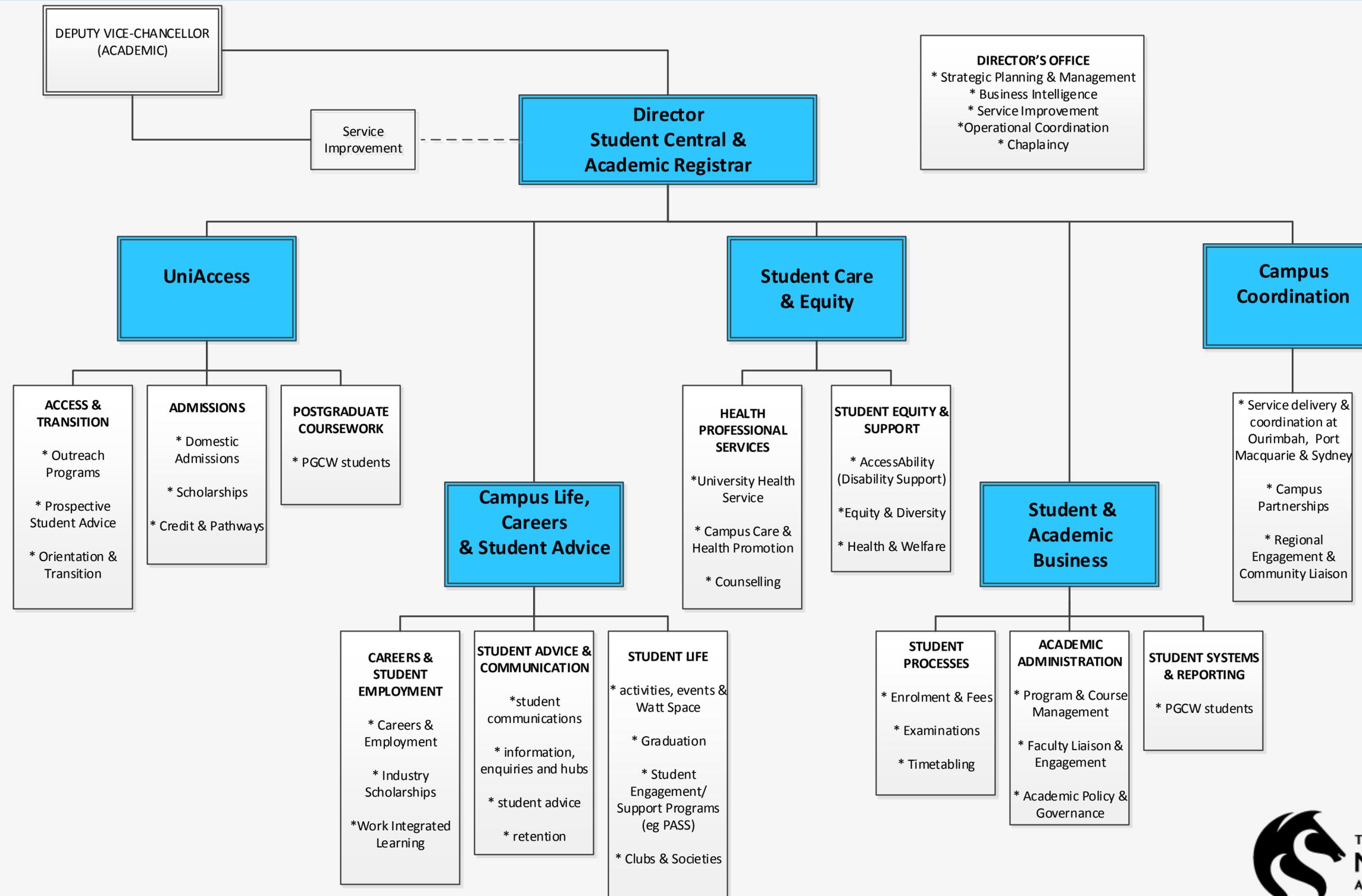
The birth of Student Central



Student and Academic Services previous structure



Student Central structure





The restructure process



The restructure process



155 FTE positions



Around 50 FTE staff placed – direct correlation of positions. Other staff formally detached.



Director appointed. Recruitment processes for remaining 105 FTE positions.
Top down by HEW Level – Associate Directors, Senior Managers & Managers, HEW 7 to 3



9 months from announcement to finalisation of recruitment processes.
Majority completed mid August to December 2014



Options for unsuccessful staff – VSP, redeployment and redundancies

Transition to a new structure



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Communication – technique and challenges



- Change Paper

- Staff Forums



- Emails

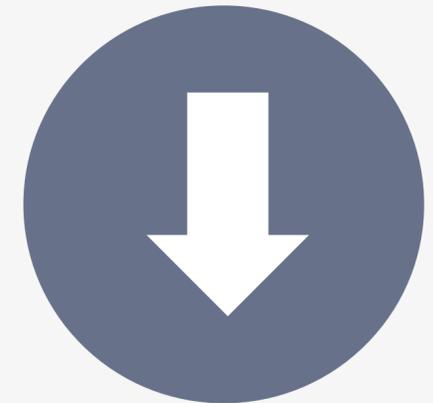
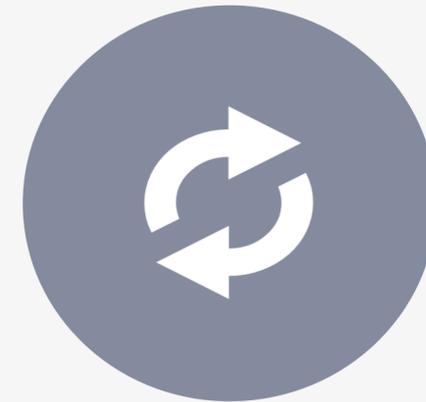
- HR delivered letters



- Yammer

The not so nice bits

- External vs internal advertising
- Multiple job applications – full selection criteria
- Interview process
- Management involvement limited in new team development
- Some areas impacted greater than others in terms of numbers
- Staff privacy and confidentiality concerns



Approaching the journey

- Fish Philosophy
- Open and transparent discussion and support
- Social engagement



Completing the process



OFFICIALLY ESTABLISHED FROM JANUARY 2015

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CENTRAL**

'SOFT' GO LIVE TO MANAGE STAFF TRANSITION



STRUCTURE ON PAPER V WORKING IN PRACTICE

STAFF SURVEY



CHANGING CULTURE AND WORKING PRACTICES, BUILDING MORALE



Facing the Expected and the Unexpected



Challenges faced – the ones we expected

Staff not coping with change

Taking time to transition from one team to another

Stress and uncertainty

Staff movements during the first 6 months of implementation

Challenges faced – the ones we should have expected

Transition taking longer than anticipated

Physical space requirements

Redistribution of some tasks to other divisions
hasn't occurred as planned

Other change processes occurring University
wide

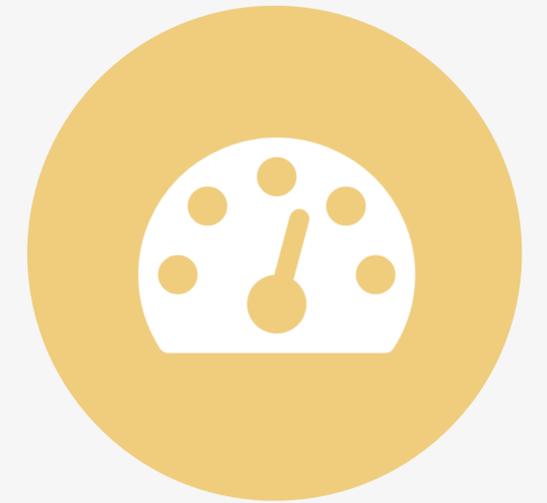
Where are we now?

- Almost all new teams have now formed – some exceptions
- Roles and responsibilities still being explored and defined
- Facing the challenges of relationship management
- Leadership and Management challenges
- Competitiveness – who ‘owns’ what and when?



What's next?

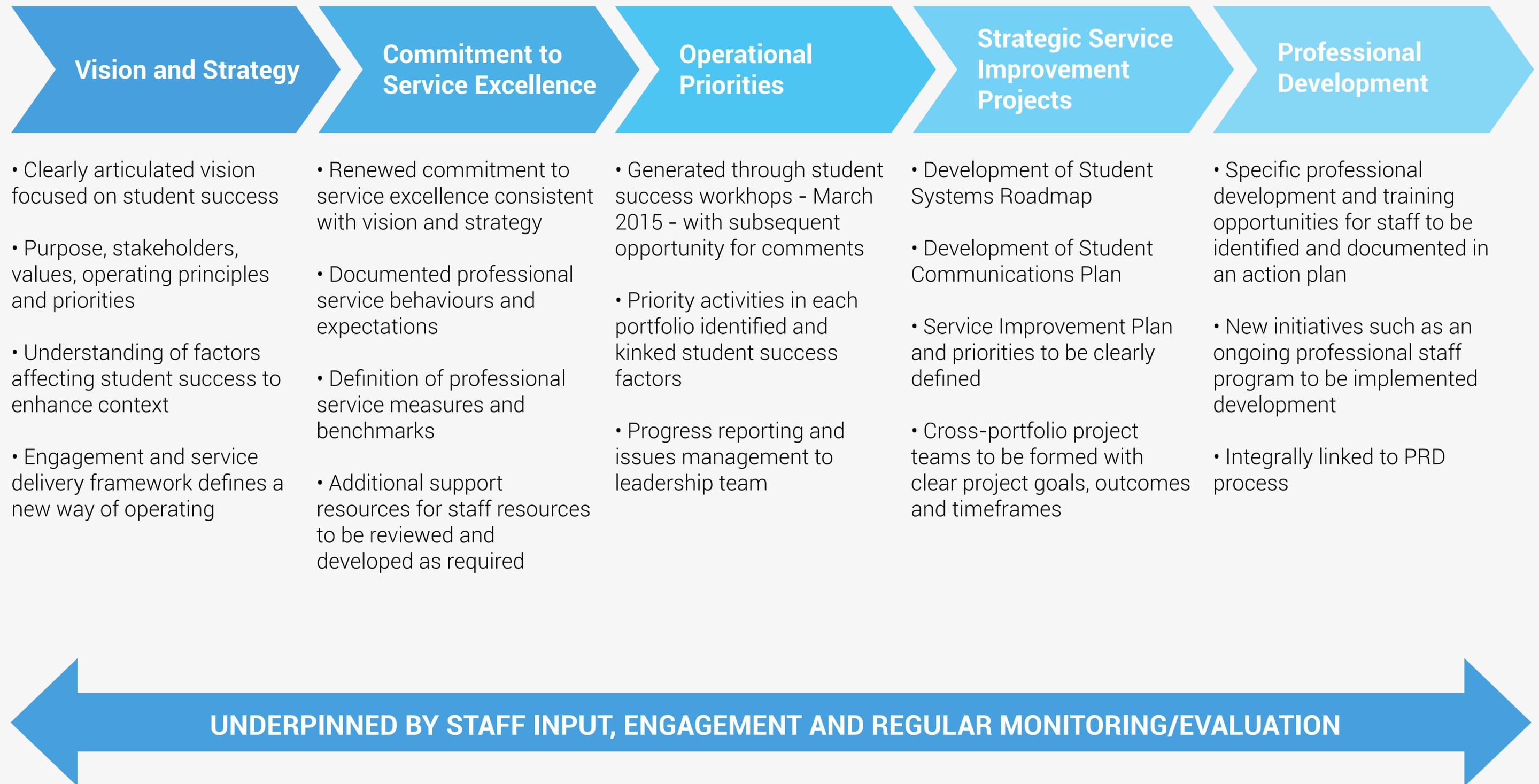
- Time to move forward and challenge new ways of working
- Teams to start working towards KPIs
- Delivering new initiatives
- Improving communication and collaboration
- Relationship building and trust
- Proactive efforts from the management group to engage and promote
- Planning, Strategy and Vision



A student-centred powerhouse Strategy and Vision



Student Central's Planning Framework



Student Central's Strategy

Two key principles – student success and service excellence

Simple, clear language



Student Central staff as navigators



Highly efficient transactions



Understanding student success factors

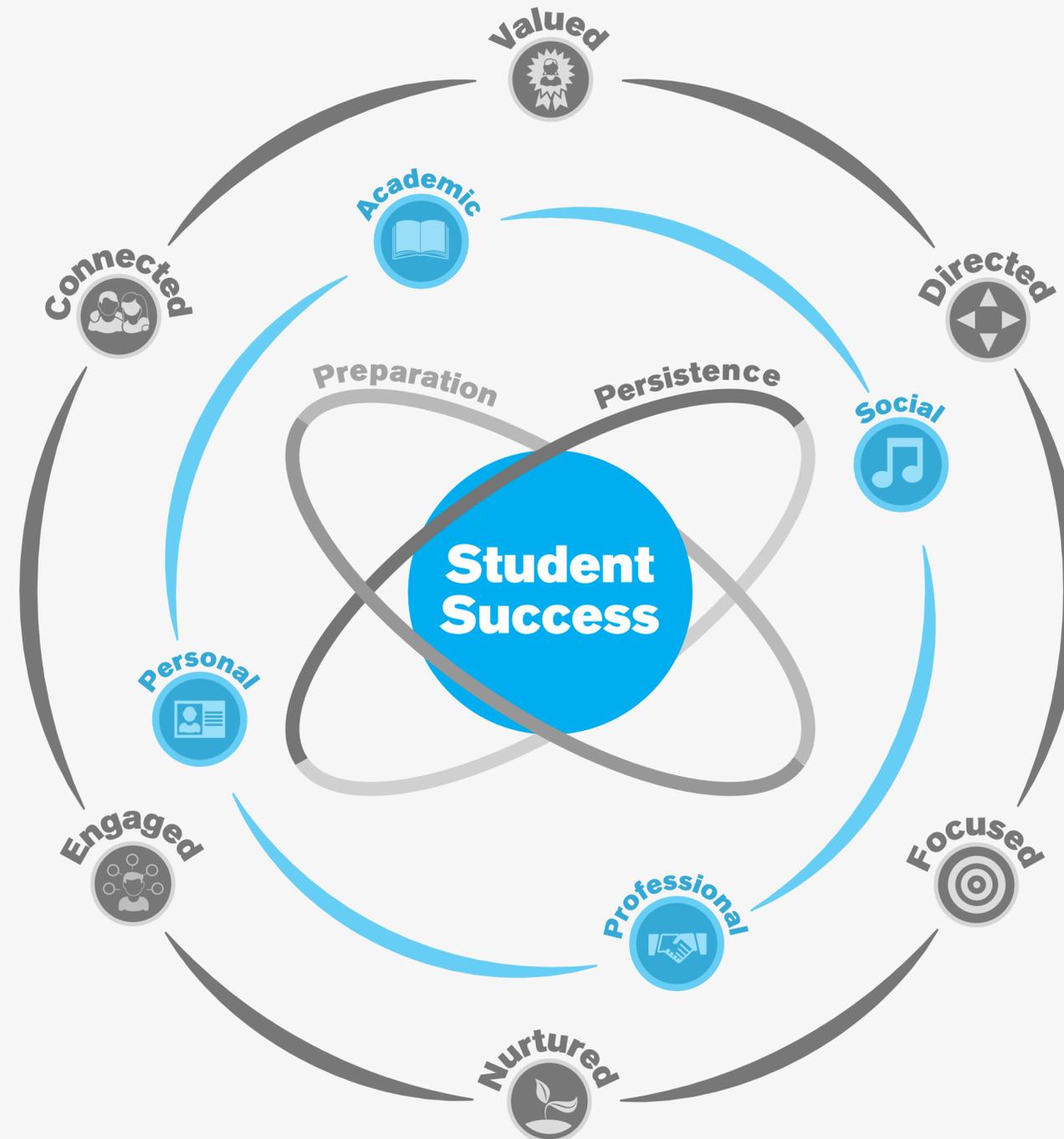


Proactive, timely, targeted student communications



Collaborating across organisational boundaries

What contributes to student success?



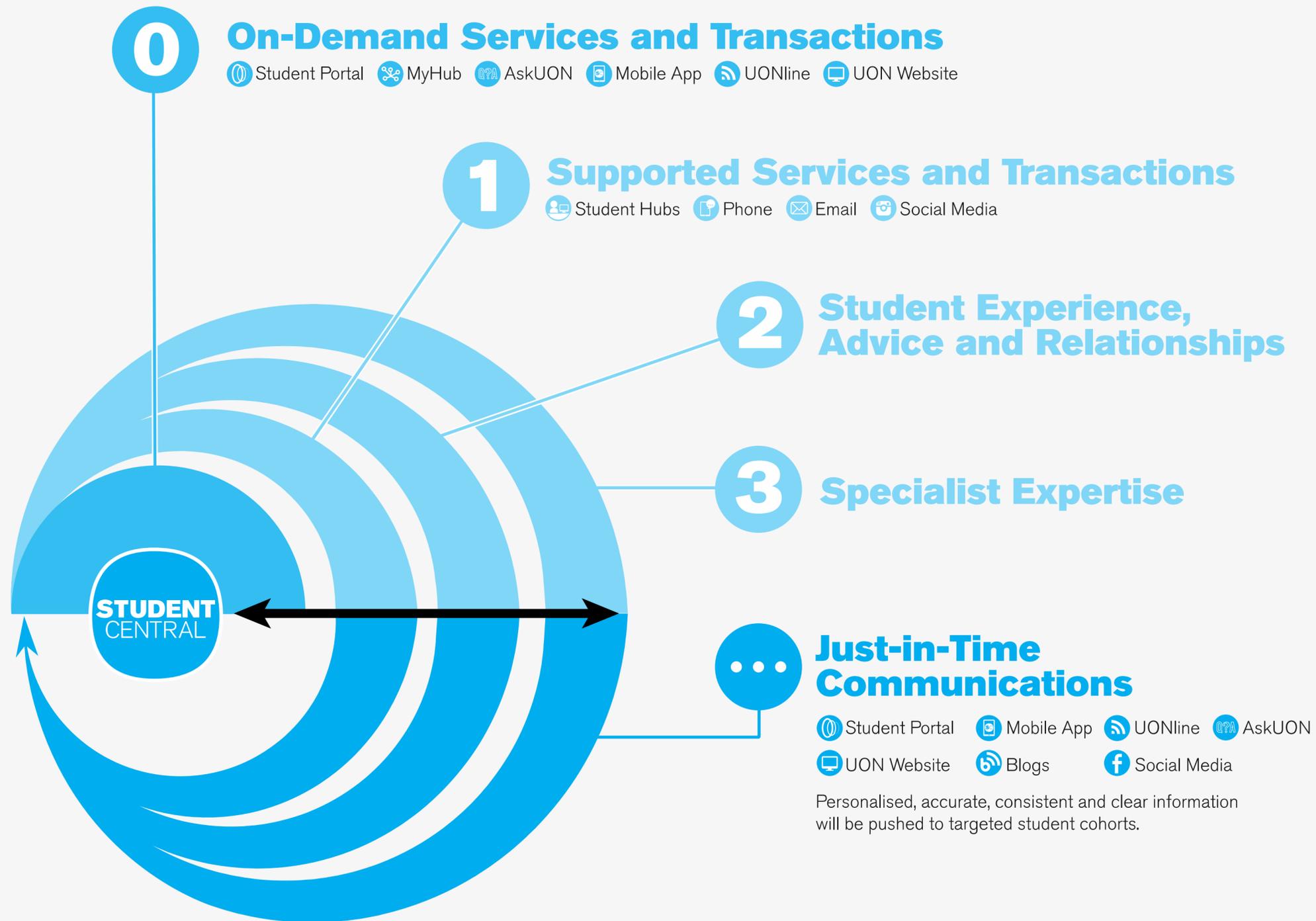
Students succeed at higher education when they are:

- Directed** Having a goal and knowing how to achieve it
- Focused** Staying on track and showing persistence
- Nurtured** Feeling others want and will help them succeed
- Engaged** Actively participating in academic and extra-curricular activities
- Connected** Feeling like they belong to the UON community
- Valued** Being recognised for their skills, talents experience and abilities and having opportunities to contribute to the UON experience

The primary role of Student Central staff is to act as navigators for students throughout their higher education journey. Part of being a “good navigator” is having due consideration for the relevant factors affecting student success in everything we do.

(Adapted from the Student Support (Re)defined project conducted by RP Group, 2011-2014)

Student Engagement and Service Framework



Principles

- 1 Students will increasingly be able to access services and information on-demand (anywhere, anytime) according to their needs and preferences.
- 2 Student matters will be effectively escalated through the engagement/service levels as needed.
- 3 Student needs will be anticipated and met by content experts pushing just-in-time communications back to the on-demand service options.
- 4 On-demand and transactional services will be delivered as efficiently as possible to allow resources to be directed towards supporting students in ways that add more value to their experience.
- 5 Emphasis will be placed on establishing engaged student relationships to gain knowledge and leverage insights about their behaviours, needs and expectations.

Student Central's ongoing challenges



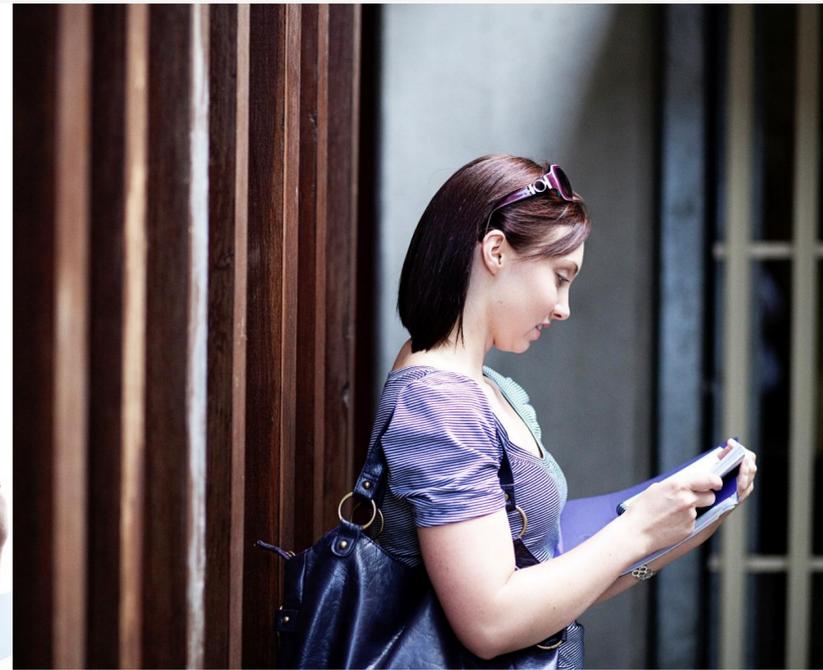
Time, resources and energy to innovate

Breaking down Organisational boundaries



Setting and managing stakeholder expectations

Building trust and collaborative partnerships



Defining and measuring service excellence

Rewarding, recognising and investing in staff



Putting students first

Questions