REVIEW OF ACTIVITIES

5. Building an **agile, responsive and efficient** university operation

UQ is committed to ensuring that our operations and professional services are responsive to the needs of the University, built on a One UQ approach that drives service improvements and creates efficiencies—particularly in the student administration area. Streamlining and automating business processes, and building professional, advisory and technical skills in our workforce are key priorities.

5.1 Proactively build the capacity and capability of our workforce to achieve our strategic goals.

UQ2U
UQ2U aims to support the development of high-quality online and high-value on-campus active blended learning experiences that meet the needs of students.

In 2018, a team of specialists in course design and development, including those with experience in UQx, was established to begin the UQ2U program of work. A schedule for implementation across a number of courses in late 2018 and throughout 2019 has been established.

The UQ2U program will benefit academic staff by providing support for course renewal, increased flexibility in the modes and timing of teaching activities, and

KEY PERFORMANCE INDICATORS

AGILE OPERATIONS

Improved internal collaboration

Proportion of staff who agree there is good communication across all sections of UQ[1]		
	2011	2015
Per cent	32.0	30.0

Proportion of staff who agree there is cooperation between different sections of UQ[1]		
	2011	2015
Per cent	39.0	37.0

[1] Source: *The Voice* survey, which is conducted periodically. Not measured in 2018. The next iteration is currently planned for 2019.

will provide staff with the opportunity to demonstrate leadership in education innovation and research, together with the opportunity to work in partnership with students.

▶ Related initiatives for 5.1	
1.1 Siemens software grant	pg 17
1.3 Blended learning	pg 18
2.1 Research infrastructure model	pg 21

5.2 Enhance IT governance to ensure that UQ's information technology aligns with the University's strategy and priorities, appropriately considers risk and provides maximum value.

IT governance
During the year, Information Technology (IT) governance at UQ was enhanced through:
– developing an updated IT Project Management Framework to enable a transparent, efficient and consistent approach to the management of IT projects, while still facilitating flexibility in delivery methods
– implementing a project reporting system to provide greater oversight of projects and initiatives within the Chief Operating Officer's portfolio, designed to improve reporting capabilities and promote transparency of investment initiatives at UQ
– developing a Benefits Framework and Register to effectively measure the benefits delivered by projects following completion

– developing a Cyber Risk Management Framework and Cyber Risk Register to record, monitor and manage mitigation strategies to protect UQ's critical assets
– revising all information and communications technology (ICT) policies and procedures—significantly improving the clarity of expectations, processes and responsibilities, with the development and publishing of seven new procedures
– developing an ICT Procurement Framework to standardise ICT procurement and contracts across the University: this includes rolling out UQeMarket to ICT suppliers to create a faster, more seamless purchasing experience for the UQ community
– developing the Cloud, Application Rationalisation, Integration and Information Management strategies to establish clear roadmaps and future goals for IT across UQ
– composing the Application Portfolio mapping of all known software applications to UQ's business capabilities
– developing multiple local operation procedures (e.g. Change Management, Incident Management, System Patching Management and Cyber Incident Management) to standardise processes for IT staff across UQ, providing greater oversight and governance of IT.

▶ Related initiatives for 5.2	
1.3 IT capital investment	pg 18
3.4 CX implementation	pg 26

5.3 Simplify, streamline, standardise and automate administrative process and work flows across the University.

UniForm
In 2018 UQ was recognised as a stand-out performer in the annual UniForum benchmarking exercise, with the biggest improvement in the sector for the year. UniForum conducts a deep and extensive operational efficiency benchmarking exercise annually—covering universities in Australia, New Zealand, and the Russell Group in the UK—to exchange data, insights and best practices in a moderated forum setting. UniForum advised that UQ's result was the most impressive observed in recent history. Most of the improvements came from UQ's corporate services areas and align closely with the areas the University has been focusing on.

Accounts payable and receivables
A key strategic focus for UQ's Finance Division is to improve the effectiveness and efficiency of transactional processing, which led to the establishment in 2018 of the Accounts Payable and Accounts Receivable (APARA) project. Its main objective is to standardise and streamline accounts payable and accounts receivable transactional functions, in order to reduce or eliminate manual processing.

Accounts Payable (AP) is focusing on the introduction of an optical character recognition (OCR) system. By providing greater visibility of the AP cycle, the automated system will deliver efficiencies for the AP function, and will also act as an enabler to ensure that new business processes are followed. Accounts Receivable is delivering PeopleSoft (UQ's financial system) enhancements that improve oversight and control, as well automatically generating a request to invoice form, which will support a future state-centralised trade billing model.

UQ staff and students had access to excellent facilities, including the Herston Health Sciences Library.

These initiatives are expected to deliver:
– improved processing time and reduced operating costs
– improved customer service
– improved compliance and increased control and oversight
– reduced overdue trade debt and improved cash flow.

In parallel to the APARA Project, UQ Finance is focused on raising awareness of and educating stakeholders on compliance with existing UQ procedures. As a result of the communication sent to suppliers in July, the number of purchase orders raised after an invoice has been processed has already decreased significantly.

Contract and grants financial management
The design of improved processes for financial management of contracts and grants is substantially complete, in order to achieve the objectives of improved transparency, efficiency, risk management and clarification of roles and responsibilities. Implementation of the new processes will commence in early 2019 and will complement the recent introduction of the MyBalance budget management and financial reporting system for researchers.

MyBalance is a collaborative tool that enables the finance function to work with researchers to budget in the way researchers prefer. It enables Finance to manage research expenditure in a consistent manner, more easily exposing funding agency requirements to the researcher and other staff.

The researcher's project finances are up-to-date, easily visible, and include overheads, margins and collaborative payments in a manner that can be more easily understood.

Financial reporting and forecasting
Under the new operating model for the finance function, UQ established a financial performance review process in 2018, which provides a greater level of assurance regarding financial performance and accountability, and resulted in improved forecast accuracy and financial planning.

HR services and solutions
Following the success of the automated workflow trial for Change of Hours and Days in late 2017, the new system was released to the wider University community in early 2018. The Casual Academic Hire and Payment project, which supports 'Payment-by-Schedule', and which had also been trialled in late 2017, was released across UQ around the same time. In February, the second iteration of the Fixed-term Appointment Expiry workflow was launched, providing easy access to upcoming appointment expiry and enabling school managers to lead the renewal process online.

ExCom business transfer from UniQuest to UQ
UniQuest's Expertise Commercialisation (ExCom) unit was transferred to UQ in September 2018. The transfer created a simplified pathway for UQ research consulting and contract research, streamlining the process for researchers, collaborators and industry partners. The unit was renamed Consulting and Research Expertise and offers the same services as ExCom but as an internal UQ organisational unit.

UQ eSpace
In 2018, the Library redesigned the UQ eSpace system, developing a new interface for UQ researchers, higher degree by research (HDR) students, and public users. For researchers and HDR students, this interface offers a fresh user experience that simplifies the task of maintaining a complete profile for research outputs. This includes improved open access reporting and thesis submission, streamlined publication harvesting from external sources, and improved researcher identifier integration for UQ authors.

Non-Traditional Research Outputs (NTROs) Collection Development
The NTRO Collection Development project recommended enhancements to the institutional repository, UQ eSpace, which will result in a more comprehensive collection of UQ's non-traditional research outputs. This will benefit the academic portfolios of UQ researchers and will ultimately feed into their internal and external profiles. Collection of NTROs in this ongoing way allows for advanced organisational planning and institutional reporting and allows UQ to promote the full breadth of its diverse research activities.

Research Management Business Transformation (RMBT) Program
The Research Management Business Transformation Program is an interconnected set of initiatives required for UQ to retain and build on its competitive positioning in research and research training into the next decade. This is a long-term initiative spanning eight major business functions—higher degree by research (HDR) training, research partnerships, research funding management, research ethics and compliance, research integrity, research infrastructure, research data management, and research performance monitoring.

In 2018, a number of significant milestones were reached. The ORCID project was fully operationalised, integrating a researcher's unique identifier across UQ systems and providing opportunities to re-use data throughout the research lifecycle. The Library continues to support this activity with workshops and other resources to

increase ORCID uptake by HDR candidates and academic staff.

Progressing towards conclusion, the HDR Candidate Management System project made candidate requests fully automated and online. This resulted in HDR candidates and advisers having greater visibility over requests, applications, approvals, milestones and submissions, and with accelerated timeframes for administrative processing.

The UQ-designed Research Data Manager is an integrated data management system providing accessible, secure, collaborative data storage, designed to support the entire research data lifecycle. Following a thorough stakeholder engagement process, the Research Data Manager system had strong uptake by researchers in 2018, resulting in more than 3000 active users. Work continued on other RMBT projects, with timelines staggered to ensure appropriate resourcing, including investigations relating to the Research Management System, Research Infrastructure Management System, and Digital Research Notebooks.

▶ Related initiative for 5.3	
3.3 Brand refresh	pg 26

5.4 Review our delivery model for student services and administration to maximise effectiveness and efficiency and enhance the student experience.

Student administration
A collaboration between central administration, schools and faculties, this project aims to improve the student experience and reduce staff effort by digitising a number of paper-based forms and processes around student administration. Following a delayed start midway through 2017, progress accelerated in 2018 with additional strategic funding provided. To date, 13 student administration processes have been digitised and are available to students, with more than 22,000 student submissions lodged through the system. User feedback has been largely positive and processing times have decreased. The current focus is on enhancing integration with other university systems such as SI-net and the data warehouse in order to further automate some aspects of some processes and to develop reporting tools. This will further decrease processing times for the benefit of students and will provide UQ policymakers with useful data.

Implement change to HDR administration
In 2018, a 'whole of institution' approach to research training was adopted at UQ. This transformation was driven by the desire to provide high-quality and consistent support to all higher degree by research (HDR) students and their advisers across the University. Clear and consistent roles for staff were introduced to improve efficiency and deliver best practice in HDR administration, and HDR Liaison Officers were created. Along with the reorganisation of administrative staff into portfolio teams, a stronger focus on student support and efficiency gains was enabled, with a partnered approach to administration and advisory functions.

These changes have positioned UQ as a leader in the sector for research training. Its professional and coordinated approach to HDR administration enables effective facilitation of candidate development and industry engagement, as well as the ability to respond to changing national expectations.

Website updates
Workflow automation and consolidating siloed websites into two primary digital assets—the my.UQ and Current Staff web portals—provided tangible outcomes, while aligning with UQ's principles of Accessible Value, Personalisation and Context.

2018 delivered new and upgraded core UQ websites—including Future Students, Starting at UQ, and Teaching and Learning—to support accessibility, and make best use of the newly designed information architecture and visual style.

UQ's Information Technology Section continued to partner with the Human Resources, School Administration, Finance and Student Administration units to apply a systems approach across all identified student and staff-related processes. The workflow automation program delivered major upgrades and integrations for 30 existing processes and delivered 17 new processes. Unitask processed 38,000 requests in 2018.

Overhauling legacy web content also continued throughout 2018 to make the University's online services clear, accessible and well maintained. Content from legacy web pages was updated and migrated into the my.UQ and Current Staff websites, and the Customer Relationship Management (CRM) system was used to provide contextual support information on these new pages. The CRM was also used to manage page-level enquiries; students and staff can now submit questions to the most relevant service queue directly from the relevant content page. The consolidation of service information with support information and inquiry management

pointers provides a clear pathway for users to find the information they need and will improve the user experience.

Review of student disciplinary proceedings
At the request of UQ's Senate, a review of student disciplinary proceedings was undertaken in June 2018, with an expert panel comprising senior academic and professional staff (external to UQ), a representative of the Administrative Appeals Tribunal Brisbane Registry, and a UQ student representative. The report of the review panel is under consideration.

Academic Integrity and Grievance Management System
Replacement of the current, obsolete system commenced in 2017, with the aim of supporting a critical part of the University's quality assurance. The new system and database was introduced in three phases, with Releases 1 and 2 focusing on student grievances and appeals, and Release 3 focusing on student misconduct. Release 1 became available from July and requires central processes to check and test basic configuration of forms, and the initial process-flows to decision-makers. Release 2 became available in mid-November, and Release 3 is due early 2019.

Strategic Program Office (SPO)
The Strategic Program Office was established in 2018 with enhanced capability to deliver a fit-for-purpose framework to identify, maximise and safeguard value for strategic programs within SPO's portfolio. Key programs currently within its scope include feasibility of the Student Residence Program, Student Hub, Fitness and Wellness Centre, and Human Capital Management System programs. The primary aim of the value framework is to evaluate opportunities and ensure their effective implementation.

Stewardship through a structured stage-gate process clearly defines the value, cost and benefits of initiatives and ensures that investments made are aligned with the University's long-term strategic goals.

Significant progress has been made with all programs and will continue to progress to final business cases and approval in 2019.

▶ Related initiatives for 5.4	
1.7 Program Architecture Review	pg 20
3.4 CX implementation	pg 26
4.2 Childcare	pg 29

6. **Diversifying our income streams** and managing our resources to establish a **sustainable financial base**

Competing in a world market where government funding is declining in relative terms, UQ needs to achieve a more sustainable financial base to pursue our strategic agenda. We are doing this by opening up more places for international students, increasing non-government research funding from industry and international sources, boosting income from philanthropy, and improving our management of costs with a stable financial budget.

International students comprised 33.7 per cent of the University's student population in 2018, with the three top source countries being China, Malaysia and Singapore.

6.1 Increase our international student revenue.

Lead acquisition for diversity
A digital strategy aimed at improving UQ's acquisition of prospective international students through targeted digital marketing campaigns progressed through its first year of implementation in 2018. This three-year strategy will see increased campaign activity in key diversity markets and is aimed at raising brand awareness of UQ and its programs. It also aims to generate prospective student leads for nurturing through to enrolment. India was the first campaign to launch, followed by Canada and Singapore. The campaigns also promoted a diverse range of programs to spread the international student enrolment base across different study areas.

International students
In September, a historic agreement was signed with The Indian Institute of Technology–Delhi (IIT-D) to launch their first international joint PhD program through the establishment of The Academy of Research (UQIDAR).

A four-member strong, India-based team was recruited to enhance UQ's on-ground representation that delivers recruitment and marketing activities in India, supported by a Brisbane-based India-focused development role.

Market research was undertaken to understand program demand and inform future program development for the Indian market. The research provided insights into top programs of interest for Indian students, taking into account industry employment trends and government priority areas.

KEY PERFORMANCE INDICATORS

SUSTAINABLE FINANCES

An improvement in source country diversity among our international students

Proportion of international students from a single source country						
	2013	2014	2015	2016	2017	2018[1]
Per cent	29.1	29.4	30.9	36.1	42.5	49.2

Growth in philanthropic income to $500 million

Philanthropic income 2013–2020, aligned with *Not if, when* campaign						
	2013	2014	2015	2016	2017	2018
Cumulative philanthropic income ($million)	61	121	210	256	325	379

Sustainable financial performance in line with our strategic ambitions

Financial performance						
	2013	2014	2015	2016	2017	2018
Underlying EBITDA as a percentage of underlying revenue	8.3%	7.8%	8.1%	7.4%	11.4%	9.8%
Statutory accounting result ($million)	116.285	42.646	35.550	-12.124	51.318	74.500

[1] Figures for 2018 are preliminary. Data will be finalised in mid-2019.