Review of Student Service Processes

Project Objective

The objective of the proposed review of Student Services is to provide an integrated, aligned student service process for Macquarie University.

In 2007, a Macquarie University review of Student Support Services defined the role of Student Services as ‘The role of Student Services within universities is to provide an integrated student support and development service which is focused on students’ academic and personal needs throughout their academic career.’

This review objective will build on this original definition to ensure Macquarie University improves the student experience from initial contact, through to their acceptance and completion of studies.

Project Background

Through initiatives outlined in Macquarie@50 and across the University including the recent Academic Restructure and Curriculum Renewal programs Macquarie University is focused on ensuring its processes to students meet its strategic goals.

The recent structural realignment from the Academic Restructure has introduced opportunities for further streamlining of the internal processes within the institution. This review provides the opportunity to ensure the realignment at Faculty level ensures that the Student Services processes at the central and faculty level are more student focused in their approach.

Recent evidence from the results of the Course Experience Questionnaire (CEQ) indicate that’s Macquarie University is not as student centred as we would like and the results indicate the need to improve our student satisfaction scores.

The review of Student Services processes will ensure that the Student Centre and provision of services to Macquarie University students encapsulates the objectives of the One Voice, One Image program.

Project Scope

The scope of this project will be a full review of the student services processes at Macquarie University and the synergies with Macquarie International. The focus of this project is a full review of the existing processes and an analysis of the student experience from admission through to, but not including, the graduation process.

The project will identify:

- What processes are currently undertaken at Macquarie University and by whom?
- What processes are working well?
- What structure is in place to support these processes?
- What obstacles, blockages or impediments; both in terms of structure and processes, are in the way of Macquarie University in achieving a student centred student administration process?
How can Macquarie University improve its student services processes to enhance satisfaction?
What structural changes need to be introduced to support these changes?

The project report will provide information of the structure recommended that will support the functional and administrative processes required for students at a central and faculty level which will allow Macquarie University to introduce a truly student centred operations.

Out of Scope

The project scope does not include the Graduation processes nor does it look at student service processes that are specific to research students.

Working Party

It is proposed that this project be managed through a Working Party to oversee the project phases and to provide recommendations to the Senior Executive Group on proposed changes to the Student Services process across Macquarie University. The proposed working party members are:

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<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Julian DeMeyrick</td>
<td>Dean of Student</td>
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<td>Colin Hawkins</td>
<td>Academic Registrar</td>
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<td>Glenn Jones</td>
<td>Assoc Professor Economics, Faculty of Business &amp; Economics</td>
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<td>Suzanne Kelly</td>
<td>Director Student Business &amp; System Solutions</td>
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<td>Carolynne Paine</td>
<td>Assistant Academic Registrar, Academic Programs Section</td>
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<td>Alan Henry</td>
<td>Manager Student Administration Business &amp; Economics</td>
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<td>Judyth Sachs</td>
<td>DVC Provost (Chair)</td>
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<td>Kathryn Smart</td>
<td>Assistant Registrar, Coursework Studies</td>
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<td>Sue Spinks</td>
<td>Coordinator Writing Skills, Faculty of Human Sciences</td>
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<td>Alison Taylor</td>
<td>Executive Director International Programs, Macquarie International</td>
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<tr>
<td>Kathy Vozella</td>
<td>Director, Marketing</td>
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<tr>
<td>Karen Davies</td>
<td>Project Manager for Student Services Review Program Manager, Provost Unit</td>
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The terms of reference for this working party include:

- Oversee all aspects of the review of Student Services processes.
- Review current state assessment documentation.
- Determine and deliberate on issues, scope, project strategies, training, and implementation for the Student Services process review.
- Approve and recommend solutions, strategies and process re-engineering programs to enhance the student experience at central and faculty levels.
- Determine what policies, procedures and guidelines will need to be updated.
- Report to the Senior Executive Group on the review progress.
Project Approach

The approach to the review of the Student Service processes will include the following key steps.


   Formal confirmation, through the Working Party, on the full objectives and scope of the Student Services review. This will include the outline of the timeframes, deliverables and resources.

   It is expected the review will be complete by 30 November 2009 so that recommendations can be delivered before the 2010 enrolment process.

2. Current state assessment.

   a. Review of central Student Centre functions, in particular the student enrolment process flow.
      i. Outline of existing process steps, procedures and guidelines followed by staff.
      ii. Review staffing levels, experience and functions of staff members.
      iii. Review training, development and succession planning strategies.

   b. Review of faculty Student enrolment functions.
      i. Outline of existing process steps, procedures and guidelines followed by staff.
      ii. Review staffing levels, experiences and functions undertaken at Faculty and Department levels.

   c. Conduct focus group meetings; students and staff within each of the four Faculties.
      Note: It is proposed to engage students to facilitate the student focus groups.

   d. Analyse duplications, blockages and student frustration points in the process.

3. Benchmarking other Higher Education Student Services Processes.

   It is proposed that this review include a review of benchmark and best practice guidelines from AUQA and others. This will ensure that all recommendations from this review ensure proposed changes to the Student Services at Macquarie University meets these guidelines as a minimum.

   Further it is proposed that the project team conduct a site review of at least two higher education institutions, as nominated, to review the Student Services processes for those institutions.
4. Recommend strategies for improvements to Student Service processes. These recommendations will include short term strategies to be implemented for the 2009 enrolment process. The recommendations will also include information on the following:
   
a. Boundaries between central Student Centre and Faculty Offices.
   b. Training, development and liaison points for Student Centre and Faculty student administration processes.

Project Timeline and Expected Deliverables

22/06/2009
Initial Working Party Meeting (tbc)

15/11/2009
Review Finalised

10/02/2010
New UG Advising Day (tbc) & UAC Main Round Enrolment UG Domestic (tbc)

8/06/2009
Current State Assessment

16/06/2009 - 10/08/2009
Student Services - Central Review

Student Services - Faculty Review

Benchmarking Higher Education

Recommendations

Implementation Plan

8/06/2009
MQ Information Day (tbc)

30/06/2010