



**OPS**   
| OFFICE OF PLANNING  
SERVICES

# 1 - 3 YEAR PLAN 2016-2018

The **2016 - 2018 Plan** defines the core and project-related priorities for the Office, as well as reviewing the activities and achievements of 2016.



# 2016 - 2018 PLAN

## Office of Planning Services



### Office of Planning Services 4

Find out more about the Office of Planning Services, including what each area of the Office does, as well as our values and vision.



### Key Priorities: 2017 - 2018 8

The Office of Planning Services has a number of key priorities for the next three years. Our focus will be to:

- Increase our partnership with stakeholders in the University
- Review and improve our systems and tools
- Deliver strategic reporting
- Review, enhance and drive new advanced analytics
- Develop our internal excellence





## *Planning and Statistics Portal development plan*

**11**

Review the key enhancements and new reporting planned for the Planning and Statistics Portal.



## *2017 Team Projects*

**12**

Find out about each team's key projects for 2017.

## *The year that was 2016*

**18**

Want to know more about the activities delivered by the Office of Planning Services? Review our recent achievements.

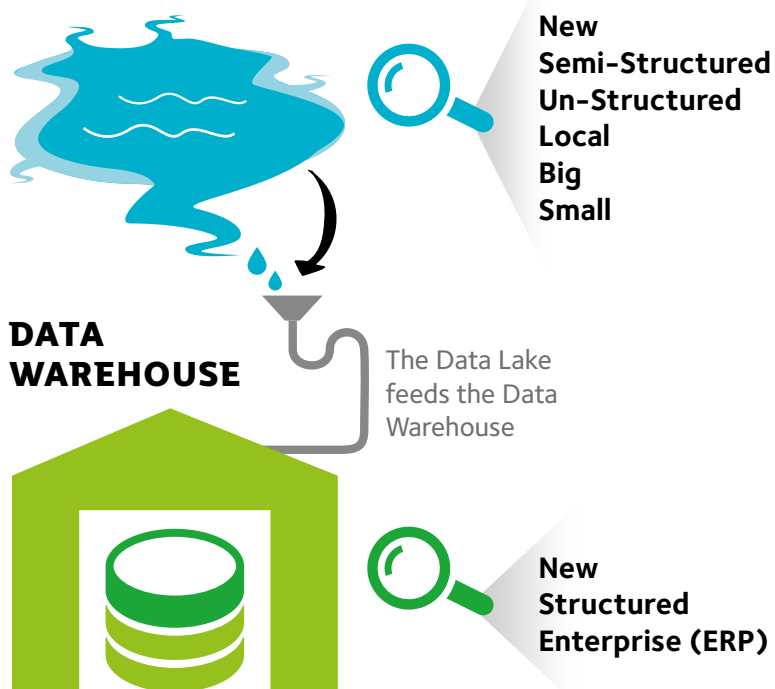
### VISION

Through partnership, the Office of Planning Services will support the University's engagement in our local and global communities by optimising organisational intelligence to ensure Griffith University is competitive, relevant and prepared to act.

To deliver our vision we must have the very best people, technology and processes available. The OPS 1-3 year plan details the range of activities we are pursuing to achieve our vision. We recognise that data is the foundation for our organisational success and in this respect our immediate data mission is:

### DATA ACQUISITION + STORAGE

#### DATA LAKE



### DATA MANAGEMENT

#### GOVERNANCE



- Architecture
- Quality
- Security
- Master Data Management
- DW + BI
- Meta Data
- DB Management

### SELF SERVICE

#### ENTERPRISE ANALYTICAL TOOLS



#### ANALYSIS + REPORTING READILY AVAILABLE

foundation of reporting for monitoring of further investigation

## VALUES

The office will deliver quality products, services and tools that are fit-for-purpose and sector-leading. We champion quality people and quality interactions with our people – they are highly engaged and skilled staff here to support the University.

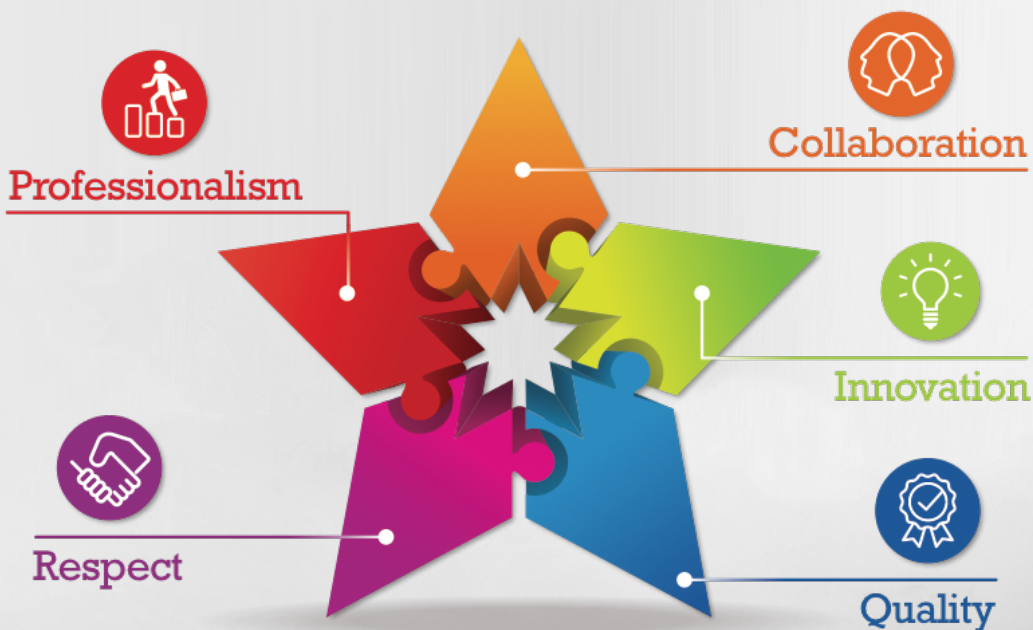
Underpinning quality is the fundamental commitment to innovate – advancing excellence through a passion to act as the University develops and competes on the world stage.

We collaborate by developing our people to be highly engaged and we ensure the relevance of our products and services through on-going engagement activities. At all times, the Office will achieve its ambitions with professionalism and respect.

## BACKGROUND

The Office of Planning Services was formally established in February 2015, bringing together existing teams in the University with a unified purpose. The Office plays an important role in supporting all levels of the University in its quality assurance, strategic and operational planning activities. Planning Services works collaboratively to provide information for decision making at all levels of the University.

Planning Services plays a key supporting role in defining strategic priorities for institutional analysis and reporting, identifying new business opportunities pertaining to data, optimising organisational success through data, and representing data as a strategic asset.







**“OUR PEOPLE ARE OUR MOST IMPORTANT ASSET”.**

## INTERNAL EXCELLENCE

Our people are our most important asset. The establishment of the Office in 2015 has led to a range of activities that develop a culture of performance and support. Ongoing, these initiatives are designed to improve the activities, products and services provided to the University; create career development and progression; and improve the attraction and retention of staff. The primary activities include:

- Professional development which targets project management, data visualisation techniques, and organisational knowledge
- Enhanced system documentation, processes and inter-team collaboration
- Adoption of, and championing, the Office of Planning Services (OPS) values: producing the highest quality work by optimising innovation and collaboration. Underlying our work we will operate with professionalism and respect
- Review and align structure to meet current and evolving institutional need
- Benchmarking our services



## ABOUT US

### THE OFFICE COMPRISES SIX AREAS:



**Advanced Analytics (AA):** goes beyond traditional descriptive analysis (looking at what *has* happened) to identify predictive (what *will*) and prescriptive (what *should*) information. The advanced analytics team has expertise in data mining, statistical and machine learning, analytical and visualisation techniques to extract business value from the data. This data may come in the form of hard numbers (quantitative), open comments (qualitative) and big data which is a combination of structured, semi structured and unstructured. The team partners with stakeholders across the University to support strategic decision making.



**Business Intelligence (BI):** provides strategic reporting and trend analysis, and publish dashboards and reports on the Planning and Statistics Portal (PSP). Business Intelligence provides a range of the University's data to staff through Statistical Requests, and to external stakeholders including the Federal government. Reporting to the Federal government includes Equivalent Full Time Student Load (EFTSL) and Higher Education Loan Programme (HELP) debt information which the government use to determine funding payable to the University, student Centrelink eligibility and student HELP repayments.

The PSP provides a variety of reports containing student and staff data, KPI dashboards, as well as benchmarked, national data across learning and teaching, research and organisational activities.



**Data and Technology (DT):** this team manages, expands and enhances the University's data warehouse and is the foundation for many of the products and services provided by Planning Services and feeding in to operational and strategic planning at Griffith.



**Organisational Reviews (OR):** play an important role in fostering quality and continuous improvement, and are undertaken to improve the planning and performance at Griffith. The Organisational Reviews team oversees all aspects of the University's academic and administrative reviews including preparing the schedule for the five-year review cycle; coordinating the current year's reviews; managing the Review Committee's three-day site visits; and monitoring the development of the 18-month progress reports.



**Strategic and Operational Planning (SOP):** plays a key role in the coordination of the University's planning activities and corporate governance reports on the Key Performance Indicators (KPIs) which measure progress towards achievement of the University's Strategic Plan. This includes the University's Annual Planning Cycle, and the provision of planning data and support to clients and stakeholders. Staircase and Strategic Plan KPI reports are available on the Planning Services website and provide biannual feedback on element performance to assist Heads of Elements and Directors in identifying strengths and areas in need of improvement. The Griffith Planning Framework ensures that at all levels of the University, organisational effort and resources are focused on advancing the University's strategic goals.



**Surveys and Engagement (SE):** plays an important role in supporting the University's strategic and operational planning by gathering feedback from students, alumni and staff. We facilitate quality improvement through course and teaching feedback, student experience surveys, and the mapping of graduate outcomes. Our data supports the decision making process for prospective students by informing the Quality Indicators for Learning and Teaching (QILT) website.

Survey Services also manages the UniForum survey which benchmarks professional staff and services to measure efficiency and effectiveness. Requests from researchers to conduct surveys of students and/or staff are also coordinated by the Office.

From an engagement perspective, the team provides support to ensure our services, products and relationships are improved, that we are responsive to feedback, and provide a range of relevant workshop and training, as well as self-help learning resources (such as how-to-videos). Our engagement goals are to inform, collaborate with, and empower the wider Griffith community. A part of this approach is through the visualisation of data via infographics which convey complex information easily, tell stories and relationships between the data.

## KEY PRIORITIES: 2017 - 2018

In addition to the activities outlined in operational work tasked to the Office of Planning Services ([see “Background” on page 5 for further information](#)), the following activities are scheduled for 2017 – 2018.

### PARTNERSHIP AND ENGAGEMENT

The Planning Services engagement strategy was successfully launched in 2016 with new initiatives to be rolled out that strengthen our position as information experts in the University:

- Development of resources, events and support dedicated to sharing information and training including:
  - redesign of the Planning and Statistics Portal (PSP) to improve access and use, including development of PSP Help Guides and videos
  - Infographics that provide easy to understand, visual representation of the University's performance on key indicators (like national student surveys)
  - provide comprehensive support for the University's strategic initiatives (e.g. Employability)
  - continue to build awareness of Planning Services web presence, through a refresh of web content, and subsequent broadcast to the University, e.g. Griffith News Online, e-newsletter)
- Implementation of stakeholder surveys to benchmark and report on our key planning services and products
- Extending the use of agile methodology on stakeholder projects to improve responsiveness and outcomes
- Lead the development of the Griffith Institutional Analytics Community (GIAC)

### DATA AND TECHNOLOGY

#### DATA STORAGE

##### Data Lake

Increasingly higher education institutions are using Big Data to improve student experience, teaching effectiveness and reduce administrative costs. Big data refers to the digital footprints that students leave across campuses and virtual learning environments, which converts to valuable data that the University can collect and use for analysis. Planning Services are proposing to build a data lake proof of concept (subject to funding) to enable storage of vast amounts of raw data in its native format to facilitate access to previously uncovered or unconnected information to perform deeper, more meaningful analysis.

##### Data Warehouse

Delivering best practice in data warehousing is a key priority, with focus on:

- Improving processes used to build data/structures
- Data modelling
- Database security
- Agile project management methodology
- Adopting a new team structure and position changes, including the recruitment of a Head, Data and Technology, to ensure we have skilled resources to respond to growing information needs

#### DATA ACQUISITION

With a relatively new data warehouse the University must prioritise resourcing to build its enterprise capabilities. Currently, the data warehouse primarily houses information on student outcomes in learning and teaching; research; and staff data. This limits the ability of Griffith to get integrated analytics and reporting across the entire organisation, which in turn impacts broader planning, forecasting and decision making. Planning Services will progressively extend the data warehouse to a true Enterprise Data Warehouse and perform integrated operational reporting and “what if” scenario-based analytics across the University. A mature data warehouse capability will utilise full data sets from both cloud and in-house sources, managed through mature data governance frameworks.



The following list is by order of priority and subject to resource funding:

1. Student acquisition pathways and admission (Griffith College, Domestic PG Coursework Direct Entry); activity and academic achievement (learning systems to understand student engagement and success, Student Portal, Library, Campus Life services, and Surveys); advising and outreach (CRM)
2. Course timetabling, assessment, structure and outcomes (CPS and Timetabling)
3. Staff and Student Benchmarking data (TEFMA, CAUDIT, UniForum and Department of Education)
4. University business (finance, staff, human resources, IT, facilities management)

## DATA MANAGEMENT

Improve the maturity of Griffith's Enterprise Data Management, with particular focus on:

- Drawing on the work from INS to expand our information architecture
- implementing a metadata management process
- bringing together owners and stakeholders to improve data quality

## OTHER TECHNOLOGIES

- Subject to funding, implement a new data visualisation tool which will allow the University connect to a huge range of information for decision making
- Migrate analytical activities to open source platforms that are lower cost and cloud ready
- Deploy an analytical server which facilitates easy online access to new analytical insights developed for strategic initiatives
- Introduce SharePoint as a key tool for Organisational Reviews to improve communications with key stakeholders
- Identify text analytics tools that reduce time to insight
- Upgrade the PSP to the latest technology to improve the look and feel, and ability for users to access the information they need.

## STRATEGIC REPORTING AND REVIEW

In 2016, a number of existing reports were consolidated and enhanced in the PSP. The focus for 2017 and 2018 will be to launch a number of new reporting suites to support current and future strategic directions across the University (view the three-year plan of projects on page 11 for more information), as well as improve functionality (e.g. enhancing reporting to allow for better analysis of double degree performance and outcomes). The PSP will undergo an upgrade to the latest software in 2017.

Planning Services will continue to report on strategic initiatives:

- the Griffith Model: particularly in relation to reports for trimester commencing programs
- Employability strategy: through insights on graduation rates, time to graduation, GPA and salary outcome predictions
- Other strategic initiatives as required (for example: Griffith Online, Commonwealth Games)
- Staircase reporting: development of resources to enable self-service capabilities which provide access to visuals and raw data
- Continuity of survey and research KPI reporting

Enhancements to data for Organisational Reviews remains ongoing. Organisational Reviews will support the revision of the Terms of Reference for academic and divisional reviews to reflect the University's strategic initiatives.

Planning Services will continue to administer core student and staff surveys for the purpose of quality assurance, review and improvement. This includes:

- UniForum benchmarking activities which include a focus on data quality, analysis and reporting
- Launching improved Tell Us reporting, including close-the-loop reporting to students
- Enhancing Student Experience of Course survey incentives and marketing material to manage response rates and quality feedback
- Prepare executive summaries (i.e. infographics) which condense and simplify institutional and national performance

## ADVANCED ANALYTICS

A range of short and long term projects are planned to maximise student admissions and retention, reduce administrative costs and enhance the quality and quantity of data analysis.

- Further develop the Griffith Connect School student dashboard to extend our understanding of how students perform from different pathways, by providing applicant conversion rates, applicant quality/characteristics, and post-enrolment performance
- Expand retention risk modelling to all students and simplify approach and deployment for use by all related institutional elements and their retention/student support teams
- Increase and enhance Text Analytics activities to include more sources of unstructured data
- Develop a QTAC admission optimisation proof of concept





# PLANNING & STATISTICS PORTAL

## *Development Plan*

## 2016

- Load and enrolment
- Student retention
- Program review summary

- Student applications (including international agents)
- International students
- Program and Course Profile

## 2017

- Student Completions
- Employability
- Enhancement placeholder

- Research Performance
- Executive portfolio dashboards
- Staff benchmarking
- Enhancement placeholder

## 2018

- KPI Dashboard
- New Project placeholder
- Enhancement placeholder

- Research benchmarking
- New Project placeholder
- Enhancement placeholder

# ADVANCED ANALYTICS

## WEB PRESENCE

Redesign to enhance engagement and increase availability of information.



## RETENTION

Expand student-at-risk detection to support early intervention on all students (all years and domestic and international).



## EMPLOYABILITY

Graduation rates, time to graduation, GPA and salary outcome predictions.



## RECRUITMENT

Enhancing the quality and scale of student recruitment through descriptive and predictive insight into domestic and international pathways.



## ADMISSION OPTIMISATION

Utilise statistical and machine learning to build optimisation models for assisting with student offers and admissions.



## FEEDBACK

Gather, action and report on stakeholder feedback on key planning service and products.



## TEXT ANALYTICS

Unlock valuable information from unstructured text responses from a range of student surveys.



## BUSINESS INTELLIGENCE

### IMPROVE ACCURACY & EFFICIENCY

Reporting to Government - Improve the accuracy & efficiency of the compliance reporting processes.



### FEEDBACK

Gather, action and report on stakeholder feedback on key planning service and products.



### ENGAGEMENT AND TRAINING

Rapidly expand engagement and training activities and obtain regular feedback to ensure relevant, fit for purpose reporting.



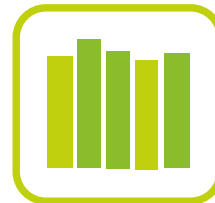
### UPGRADE THE PSP

Upgrade to the latest technology to enhance availability and accessibility.



### WEB PRESENCE

Redesign to enhance engagement and increase availability of information.



### KPI UPDATES

Incorporate new survey measures in KPI (SES & GOS).



### PSP SECURITY

Enhance data security measures to provide tailored access to information.



### DATA VISUALISATION TOOL IMPLEMENTATION

Implement a fit-for-purpose data visualisation tool to address digital and information needs.

# DATA AND TECHNOLOGY

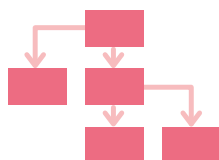
## IMPROVING DATA WAREHOUSE PROCESSES

Deploying best practice in Data Warehousing to provide agility and high quality intelligence and reporting.



## TEAM STRUCTURE AND POSITION CHANGES

Recruit new Manager and revise team structure to facilitate the growing demand for information.



## FEEDBACK

Gather, action and report on stakeholder feedback on key planning service and products.



## DATA LAKE PROOF OF CONCEPT

Build a data lake proof of concept to increase data storage and analytical capability.



## DATA ACQUISITION

Identify and prioritise acquisition activities.



## DATA GOVERNANCE

Improve the maturity of Griffith's Enterprise Data Governance.



## BEST PRACTICE WAREHOUSING

Introduction of standards incorporating data modelling, agile and data vault.





# STRATEGIC AND OPERATIONAL PLANNING

## STRATEGIC INITIATIVES

Reporting on strategic initiatives - Griffith Model, Griffith Online, employability, Commonwealth Games.



## FEEDBACK

Gather, action and report on stakeholder feedback on key planning service and products.



## KPI REPORTING IMPROVEMENTS

Manage changes to KPI reporting.



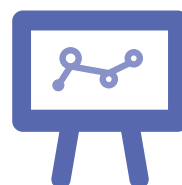
## HDR ORIGIN & COMPLETION TIMES REPORTING

Report HDR Pathways and completions information.



## STAIRCASE RESOURCES

Develop resources to enable self-service capabilities for Staircase reports.





## ORGANISATIONAL REVIEWS

### NEW TERMS OF REFERENCE

Support the implementation of the new Review terms which increase the focus on future directions.



### SUPPORT FOR AD-HOC REVIEW ACTIVITIES

Ad-hoc Strategic review - Support the University across a range of review activities drawing on expertise in this area.



### FEEDBACK

Gather, action and report on stakeholder feedback on key planning service and products.



### WEB PRESENCE

Redesign to enhance engagement and increase availability of information.



### SEEK WORKING & COLLABORATIVE RELATIONSHIPS

Enhance collaborative relationships within the Office of Planning Services across relevant tasks/projects.



### ENHANCEMENTS TO DATA

Work with teams to improve the quality of data available in each review.

# SURVEYS & ENGAGEMENT

## WEB PRESENCE

Redesign to enhance engagement and increase availability of information, including improving PSP navigation.



## OPS ENGAGEMENT PLAN

Embed the Plan, including monitoring outcomes and adjusting activities as a result of feedback.



## FEEDBACK

Gather, action and report on stakeholder feedback on key planning service and products.



## E-NEWSLETTER

Focus on OPS, a quarterly e-newsletter to present sector initiatives and new enhancements / resources we have delivered.



## PSP UPGRADE & DATA VISUALISATION TOOL

Support large scale technology change across the University.



## TRAINING AND RESOURCES

Enabling action and building engagement by facilitating the release of a range of support materials.



## CLOSE THE LOOP

Reporting the actions undertaken as a result of student feedback.



## EXECUTIVE SUMMARIES

Summarise federal survey reporting to present insights and compare achievement with competitors in the sector.



### PARTNERSHIP AND ENGAGEMENT

In 2016, the Office launched its comprehensive engagement strategy to maximise the quality, timeliness and relevance of our products and services. Key activities underpinning the engagement strategy were undertaken, resulting in:

- Development of the OPS engagement plan which includes training, communication and evaluation at the Office and team levels. The engagement plan shapes and supports our activities to improve institutional outcomes, enhance our reputation, and promote collaboration with stakeholders
- Delivery of a University wide Focus on OPS e-newsletter to increase awareness of the tools, services and products we have available to support the University
- Revamped website to align with corporate identity; and enable easy navigation to ensure users can readily access the information they need
- Enhancements to PSP navigation to improve accessibility and the user experience
- Development of new resources and information, including a suite of infographics on national and institutional survey outcomes and how-to videos

2016 also saw increased use of agile project management methodology to enhance engagement with stakeholders, improve outcomes and improve the speed of delivery.

### DATA AND TECHNOLOGY

Planning Services continues to respond to growing information needs, demands in relation to system upgrades, national surveys and their associated impact on the Data Warehouse and Planning Statistics Portal, as well as new and emerging strategic initiatives to support the University in a dynamic environment.

A large scale project commenced in 2015 to migrate the University's data warehouse to a new enterprise platform, and was successfully completed in 2016, with minimal disruption to stakeholders and PSP users. The significant review of data and processes, and subsequent refinements, enables us to build more sophisticated methods of storing transformed data. This provides a foundation for increased agility and sophistication in analysis and reporting. The data warehouse was also updated and expanded according to source system updates (RIMS and HR) and projects (like the Workforce Planning project which required finance data). Further improvements to the data warehouse commenced to consolidate data warehouse processes, replace prototype tables with data marts, and database access security.

Planning Services actively supported the IBM audit of the University's current digital environment, the subsequent University Digital Strategy, and the Information Management agenda.

As a result of the growing information needs of the University, Planning Services led a review of data visualisation tools to identify the best fit for the University. A working group, of key analytical experts from across the University, was formed, to investigate the best data visualisation tool available. The working group has endorsed Tableau and made a recommendation for implementation to executive. This tool will actively address many of the digital and information needs of the University identified in the new Griffith Digital Strategy 2020.

Work has commenced to explore more sophisticated security measures for data in the PSP to ensure that staff get tailored access to the information they need. Implementation of standardised corporate access and role rights for users will enable automated access to restricted reports, and allow for increased self-service capabilities, greater freedom of use and analysis of data in the PSP.

For Griffith to remain competitive in the sector, data acquisition remains critical to support the exponential growth in information and analytics requirements. Due to other priorities, data acquisition did not proceed in 2016, however remains a top priority for Planning Services in 2017. (see Key Priorities for 2017, page 8)

## GRIFFITH 2020

In 2016, Planning Services completed a number of activities towards the Griffith 2020 model to position ourselves as a university of influence.

- Alongside the implementation of the trimester model, reporting enhancements were made in the University data warehouse and PSP; and administration of student surveys, to prepare for Trimesters
- Reporting and analysis in support of the new programs was identified for launch in 2017 as a result of market demand
- Support was provided to enhance the University's Employability strategy, including reporting on student employment while at Griffith (via UniTemps) and preparation for the workforce (through the LinkedIn profile tutorial)

## STRATEGIC REPORTING AND REVIEW

A range of reporting was prepared and published to the University, along with enhancements to reports in the Planning and Statistics Portal to improve efficiency in the production of reports:

- Student Profile for Program and Course reporting
- Program Review Summary
- New Staff Reporting

A range of projects to improve existing reporting packages in the Planning and Statistics Portal were begun in 2016 with early 2017 release dates. These reports include:

- International Students
- Student Load and Enrolments
- Research
- Student Retention

Self-service capabilities in the PSP continue to increase with a number of enhancements underway and scheduled for completion in 2017.

Demand for ad-hoc data and reporting declined in 2016, with 404 requests received for 2016, compared to 474 requests for 2015. The Office of Planning Services' responsiveness to completing requests on time also fell from 89.7% in 2015 to 83% in 2016. This was impacted by resource constraints, system changes and the data warehouse project. The Planning and Statistics Portal received approximately 104,000 hits in 2014, increasing to 111,000 hits in 2015, compared to 101,000 in 2016.

A number of process improvements were made to standardised Federal Government reporting activities, including a streamlined method for reporting changes to student program status.

The Stats in Brief publication was revitalised and published as an infographic; and extended to make lower level data available for staff to work with.

## ADVANCED ANALYTICS

Advanced Analytics functions continue to grow with new and updated insights and reporting. A number of initiatives were undertaken by the team as the demand for data and analyses increases.

### *Marketing and Recruitment:*

- Intensive analysis into the Non School Leaver segment was conducted and delivered to assist with the 2017 new student recruitment drive

- Re-developed the Griffith Connect School student dashboard, which helps us understand how students from different pathways perform, to improve the quality and availability of pathway data
- Together with the Organisational Reviews unit, thematic analysis was undertaken to gather insights across the University's reviews activities

### **Retention:**

- Analysis of students open comments made in the International Student Barometer (ISB) survey
- Improvements made to predictions of students-at-risk. Student risk markers were then automatically fed into the University's CRM system where our Student Success Advisors could outreach to students

## **STAFF AND STUDENT SURVEYS**

A review of the incentives offered to students in our Student Experience of Course and Teaching surveys was undertaken. This showed strong support for the University's current approach and provided some great insights into how to engage students to complete more surveys.

2016 saw a number of accomplishments for services provided to the University:

- Support was provided for the trial of the Student Experience of Program survey to improve Griffith's degree programs and to facilitate opportunities for students' future employability and career success
- Successful promotion of the Student Experience of Course and Teaching (SEC/SET) survey through in-class announcements. In-class announcements together with new and improved marketing materials led to an increase in student response rates for the Semester 2 SEC/SET survey
- The Quality Indicators for Learning and Teaching (QILT) surveys incorporated a new investment designed to increase response rates to support KPI reporting
- Continued decrease in the support (number of calls received and remote log-in sessions) required due to the availability of a suite of self-help videos posted on the [experience@griffith](mailto:experience@griffith) website
- New Closing the Loop activities to students based on feedback provided. This included survey infographics, as well as bespoke reports describing student feedback ("you told us") alongside actions taken by the University ("so we")

In 2016 the focus was to enhance the administration of the UniForum benchmarking activity, and begin more comprehensive analysis and reporting.

## **ORGANISATIONAL REVIEWS**

Nine reviews were completed in 2016:

- Griffith Enterprise
- Queensland College of Art (QCA) (including Griffith Film School)
- School of Allied Health Sciences
- Griffith School of Engineering
- School of Education & Professional Studies
- Department of Employment Relations & Human Resources
- Griffith Law School
- School of Nursing and Midwifery
- Office for Research

Industry dinners to enhance external engagement with the University and element have been a highly successful inclusion to the three-day site visit as part of organisational reviews.

Work has begun to update and improve the available information on the Organisational Reviews webpages.





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