SCHOOL ADMINISTRATION REVIEW PHASE 2

Terms of Reference

The University is committed to providing seamless service delivery to its students.

This review will map current administrative practices in Schools including the types and levels of administrative support provided to academic activities in Schools, Colleges and Divisions. The review will also map the relationships between Schools and Divisions.

The ultimate objective of the review is a recommendation for the most appropriate model/s of seamless student service delivery at UWS and service delivery to academic staff and identification of the resources required to implement the recommended model/s.

1. Background

The report from the 2007 review of Student Centres recommended, among other things, “a repositioning to student service points on each campus that encompass a broader range of service provision”.

A further review was commissioned early in 2009 to determine the best model for seamless student administrative service delivery at UWS with the overarching principle of a “student centric” approach. SLG Consulting were commissioned to undertake a review that “… will consider how well the existing administrative support business processes within each School support the seamless provision of student services across the University…”. In considering the SLG Consulting final report all Schools were given an opportunity to comment and provide feedback.

The SLG report recommended:

“Recommendation 6: Structural option 2 be adopted to satisfy the principles of seamless student service delivery across UWS; that is - Student Centres are located, promoted and enabled as the initial contact point for students on each campus. School administration roles and responsibilities focus on specialist work, with also a Student Centre-School liaison/facilitation role.”

Following release of the 2009 report, Colleges and Schools felt there was a lack of information available to enable an informed decision to be made in respect of the appropriate model to be adopted for seamless student service delivery across UWS with many concerns raised by Colleges and Schools about progressing any recommendations made in the report without further review/consideration.
One important aspect that has been highlighted through this project and also through the Unit Coordinators workshop (August 2009, facilitated by the PVC Learning and Teaching) is the need for an understanding of the level of administrative support provided to academic activities in each School. There appears to be wide diversity in the range and level of support provided across Schools to academic activities.

Another important aspect is the concern for provision of adequate resourcing - IT, systems and human – to ensure the success of the implementation of any new model for delivery of a seamless student service.

In summary, the Colleges and Schools agree with the principles of seamless service provision to students and with many of the recommendations contained in the SLG Consulting report, however they all, to varying degrees, consider further investigation, discussion and review is required before any new model/s is considered or developed for implementation.

2. Guiding Principles

The review will be conducted in an open and consultative manner, through a series of meetings, observations, data collection and considering any relevant previous reports.

The review will consider the University’s commitment to seamless student service as well as a quality administrative support service to academic activities.

3. Action Requirements

   a. Identify the current levels of administrative support to academic activities (in Schools, Colleges and Divisions) and recommend improved/enhanced practice.
   b. Assess and define administrative roles and responsibilities within UWS Schools in relation to student service.
   c. Map existing relationships between Schools and Divisions.
   d. Map existing relationships between Schools, Research Centres and Colleges.
   e. Assess and recommend the most effective operational model to enable seamless student service delivery at UWS.
   f. Assess and recommend the most appropriate administrative structure required within UWS Schools to provide the necessary support level to academic activities and students.
   g. Consider the roles and responsibilities across Divisional units and identify related activities that cross Schools and Divisional units and recommend best practice for delivery of those activities in an integrated manner.

4. The Review

The reviewer will meet with a number of stakeholders and an open invitation will be extended to all staff to submit comments addressing the terms of reference once the review has commenced.

A reference group will be established as a reference point for the review, comprising, representation from Executive Deans, Heads of School, School
Managers, Research Centres, the Executive Projects Unit and the Deputy Registrar. The Project Manager will service the Reference Group.

The reviewer will be responsible for:

A. Forming the Reference Group which will consider outcomes of the:
   - Student Centre review report.
   - SLG Consulting report.
   - Notes of Unit Coordinators meeting (7 August 2009).
   - Information gathered through mapping exercises (points 2 – 4 below).

   and identify:
   - What is lead practice seamless student service delivery for UWS
   - A potential model/s for implementation.
   - Strengths and weaknesses of potential model/s.
   - IT, systems and human resourcing requirements to ensure the success of any potential new model recommended.
   - The capability and capacity of Student Centres and Schools to ensure successful implementation of any chosen model.

B. Mapping the current levels of administrative support provided to academic activities in each School, College and Division and defining the scope of the appropriate level of administration support to academic activities (acknowledging one size does not fit all).

C. Mapping current administrative practices in Schools and identifying lead practice initiatives in operation across individual Schools, as well as exploring whether such initiatives could be introduced across all Schools or in those Schools that could accommodate such initiatives.

D. Providing a report, addressing the terms of reference listed above, to the Project Sponsor, within six months of commencing the review.

5. Timeline

The project is due for completion by end of 2010.

6. Final Report

The final project report will be submitted to the project sponsor, Rhonda Hawkins, DVC (Corporate Strategy and Services) by end of 2010.

Jenny Purcell
Project Manager (Reviewer)
Executive Projects Unit
9 June 2010