DIGITAL
STRATEGY

## Arc
UNSW Student Life

ACKNOWLEDGEMENT

Arc RESPECTFULLY ACKNOWLEDGES THE LANDS, WATER AND CULTURES OF THE BEDEGAL, GADIGAL AND NGUNNAWAL PEOPLES UPON WHOSE LAND WE PREDOMINANTLY OPERATE. WE PAY OUR RESPECTS TO ELDERS PAST AND PRESENT AND PAY TRIBUTE TO THEIR INCREDIBLE HISTORIES OF ORAL LEARNING AND DEEP SPIRITUAL CONNECTION TO COUNTRY. ALWAYS WAS, ALWAYS WILL BE.
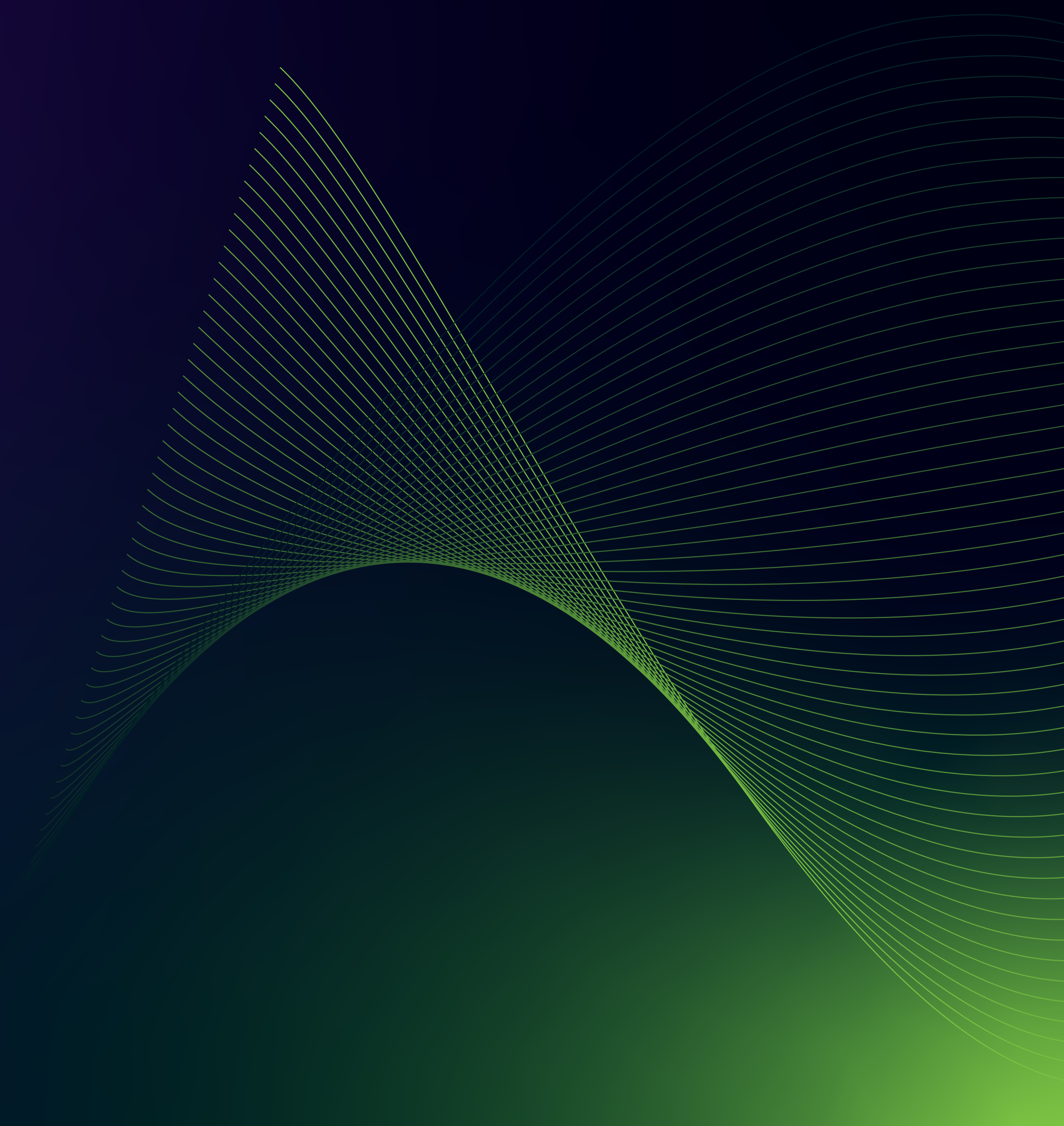
EXECUTIVE SUMMARY

1. CONTEXT

Understanding the considerable impact of data, automation and streaming on Arc.

2. PURPOSE

To align our digital ambitions to drive outstanding outcomes for students.

3. ALIGNMENT

Synchronising Arc Values and Strategic Plan with digital technology capabilities.

4. PRINCIPLES

Guiding framework for future decision making from governance to innovation.
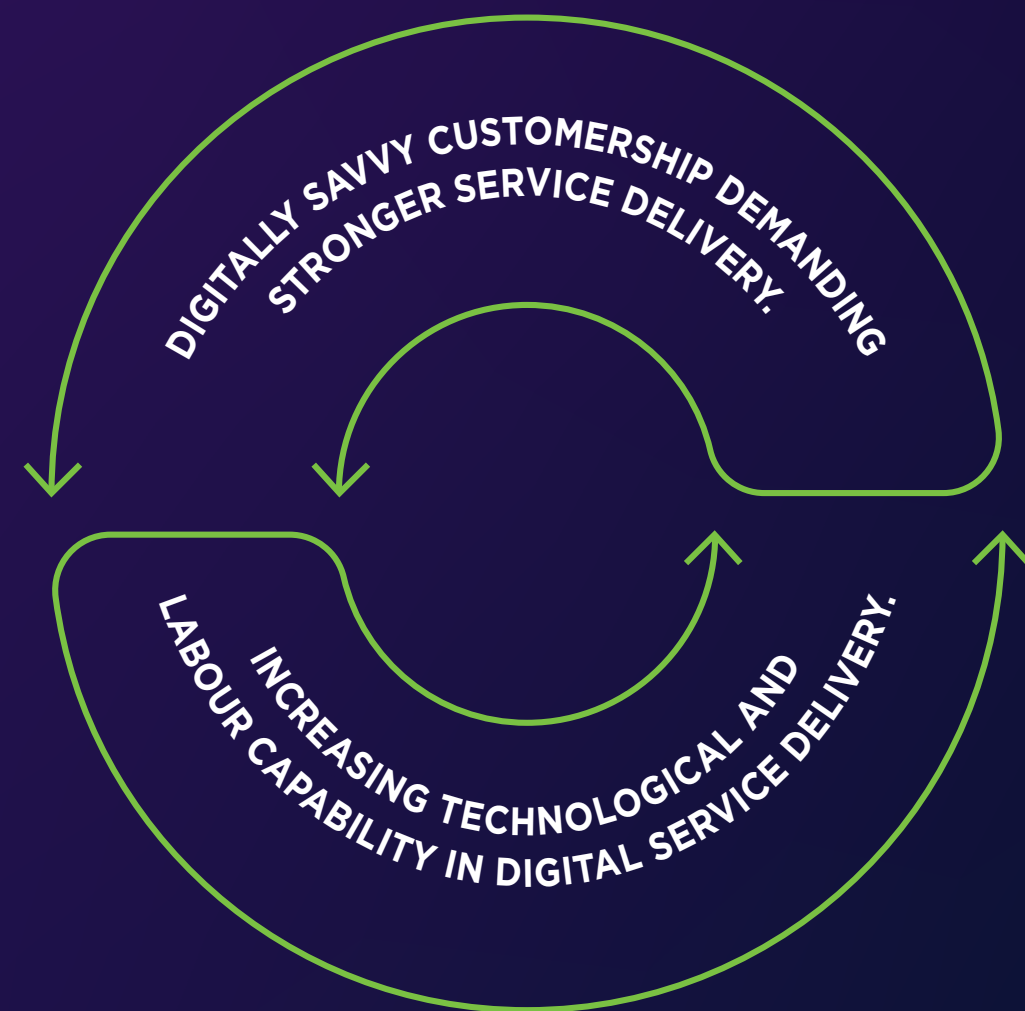
5. HORIZONS

Defining some 3 year targets for each unit of business across internal, external and accessible.

6. IMPLEMENTATION

Accountability mechanism from Board through to day-to-day users.

CONTEXT

COVID-19 radically shifted the social landscape of Australia and the world. Service delivery and experience creation that traditionally took place face-to-face was rapidly pivoted to online delivery and new ways of engaging and connecting quickly emerged. These shifts catalysed the need to compose an Arc Digital Strategy which will serve as a roadmap for the investment and deployment of technology at in all Arc operations into the future. It reflects the emerging cyber risks of an evermore digitalising world and tactics that can be deployed to de-risk the organisation.

DIGITALLY SAVVY CUSTOMERSHIP DEMANDING STRONGER SERVICE DELIVERY.

INCREASING TECHNOLOGICAL AND LABOUR CAPABILITY IN DIGITAL SERVICE DELIVERY.

The strategy reflects prevailing trends in digital technology and higher education as both pull and push factors in driving the direction and alignment of the Arc Digital Strategy. It reflects the acceleration of data tracking, automations and machine learning alongside social trends towards avatars and digital existence.

METHODOLOGY

This composition of this strategy is the result of extensive stakeholder consultation. A working group was empowered to drive the core themes and agenda of the strategy, whilst business-unit level workshops occurred concurrently to align local objectives with the master strategy.

DIGITAL STRATEGY WORKING GROUP

BUSINESS UNIT WORKSHOPS

EXTERNAL CONSULTATION (UNSW DIGITAL)

Arc DIGITAL STRATEGY
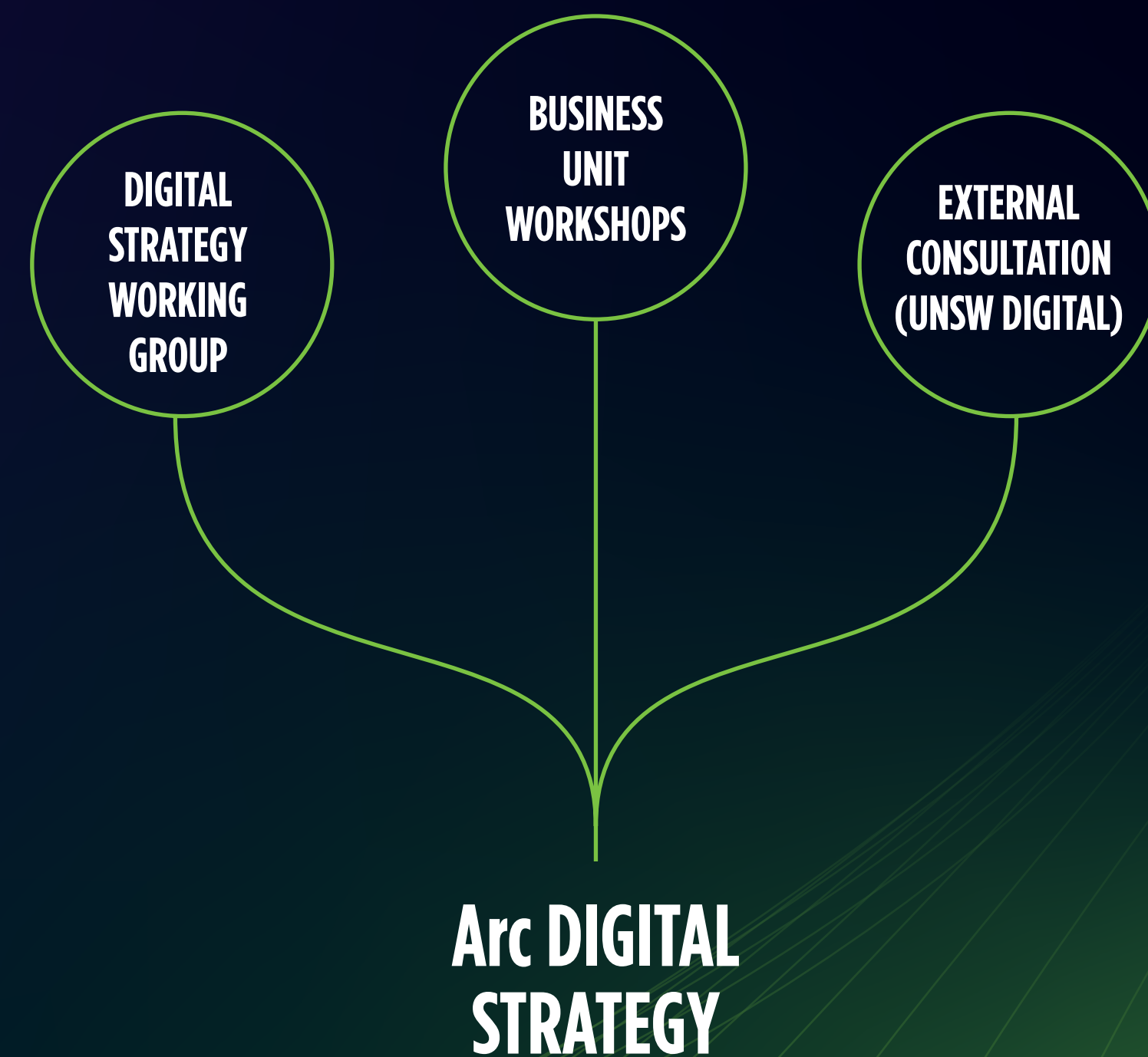
SUPPORTING DOCUMENTS

The Arc Digital Strategy is a vibrant roadmap designed to align with existing strategic plans.

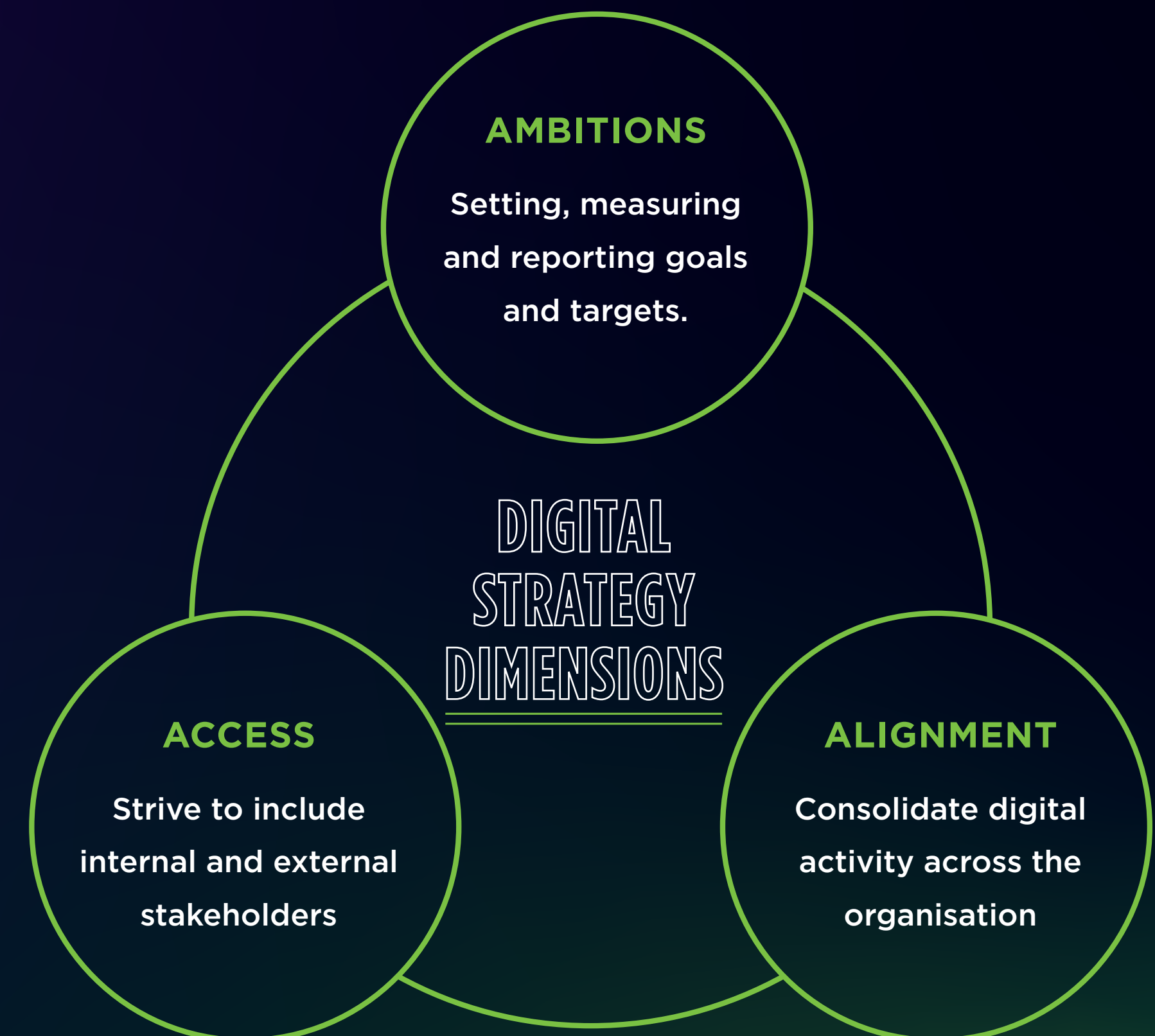| STRATEGY	RELATIONSHIP	OWNER
Arc Strategic Plan	Overarching vision and mission for Arc that is executed through Digital Strategy.	Arc Board of Directors
Arc Wellness Strategy & Operational Plan	Articulates the goals of Arc Wellness to empower UNSW students to be more resilient. Digital Strategy highlights opportunities for scalability.	Arc Director of Student Engagement
UNSW 2025+	Masterplan for UNSW to achieve its goal of being 'Australia's leading global university'. Arc Digital Strategy shares best practice student experience ambitions.	UNSW Vice Chancellor
UNSW PVCESE Strategy	Vision to engage richly with students across both curricular and co-curricular parts of student life. Arc Digital Strategy aligns with community building and listening principles.	UNSW Pro Vice-Chancellor, Education & Student Experience
UNSW Information Technology Strategy	Leverage emerging technologies being scaled by UNSW to maximise the value for students through Arc.	UNSW Planning & Performance

PURPOSE

The purpose of the Arc Digital Strategy is to align the mission of Arc to create the best student experience with the technological activity of the organisation. Specifically, this Strategy fulfils the 2021 Supporting Pillar to "enable our digital evolution" by providing a roadmap to stronger digital interface with students, more sophisticated internal processes and a clear accessibility mindset. It aims to provide structure and guidance without being excessively prescriptive or limiting. The very nature of digital is its rapidly evolving capabilities, so Arc will use the principles of this strategy to inform future decision making.

PURPOSE STATEMENT

Arc will be a digitally mature organisation that is reflective of its constituents. We will achieve our ambition to deliver the best student experience through complimentary digital services and experiences that enrich the lives of students.

DIGITAL MODEL

Leverage the central ownership of platforms by UNSW to maximise value, with additional systems integrated. Consolidate, modernise and optimise the use of digital technology across the organisation.

DIGITAL STRATEGY DIMENSIONS

AMBITIONS
Setting, measuring and reporting goals and targets.

ACCESS
Strive to include internal and external stakeholders

ALIGNMENT
Consolidate digital activity across the organisation

Arc DIGITAL VALUES

Arc proudly purports 7 core values which emanate through our people and every thing we do. These values have been aligned to their digital value counterpart to highlight the importance of sophisticated use of technology being in our DNA.

VALUE	DIGITAL VALUE
HAVE FUN	Use technology as a source of play and connection.
EMBRACE & DRIVE CHANGE	Upgrade, improve and innovate using technology.
BE BETTER	Strive for best-practice in digital inclusion.
DELIVER MORE	Scale operations using digital capabilities.
LISTEN	Use data and insights to understand our customers
PUT STUDENTS FIRST	Prioritise student engagement and enrichment.
ALWAYS A TEAM	Internally strengthen our alignment and collaboration.

STRATEGIC PILLARS

Arc proudly purports 7 core values which emanate through our people and every thing we do. These values have been aligned to their digital value counterpart to highlight the importance of sophisticated use of technology being in our DNA.

	PILLAR	DIGITAL PILLAR
STRATEGIC	HAVE THE BEST CLUBS & VOLUNTEERING	Maximise the rate of engagement and level of satisfaction in Arc programming to be the envy of the world.
	COMMITTED TO THE FUTURE	Make sound investments that sustain and support the Arc Mission while continuing to create value for students.
	CULTURE & REPUTATION	Deepen our internal collaborations in online environments and build our brand that leverages connections with externals.
SUPPORTING	ENABLE OUR DIGITAL EVOLUTION	Align our digital ambitions and devise an actionable roadmap for implementation.
	BE THERE WHEN YOU NEED US	Exist seamlessly on platforms where students will access and get support.
	LOVE UNI LIFE	Use COVID-19 and lockdowns as an opportunity to build organisational resilience and plan effective rebuild.

DIGITAL PRINCIPLES

Arc proudly purports 7 core values which emanate through our people and every thing we do. These values have been aligned to their digital value counterpart to highlight the importance of sophisticated use of technology being in our DNA.

AREA	PRINCIPLE	ACTIONS
COMMUNICATION & COMMUNITIES	Be in the platform	• Scan an monitor ecosystem for new technology. • Adapt and deploy to maximise engagement. • If students are using a new platform, we will be on it.
INTERNAL TECHNOLOGIES	Upgrade & integrate	• Retire legacy software. • Minimise duplication. • Maximise the use of existing systems. • Strive for interoperability.
OWNERSHIP	Steering Committee by Consultation	• Centralise technology "ownership" despite distributed usership. • Take an organisation-wide view of digital technology as part of business to approve all new platform use.
EXTERNAL-FACING TECHNOLOGY	Connected pieces	• Laser focus on delightful user experience. • Strive for interoperability.

AREA	PRINCIPLE	ACTIONS
DATA	Distributed Data-Literacy	• Keep impactful records. • All staff are committed to being insight-driven decision makers.
SECURITY & PRIVACY	Integrated governance	• Strong governance across systems and staff. • Drive a culture of integrity. • Invest in strong protections. • Responsibility is distributed across individuals, managers and university.
INNOVATION	Be agile	• Create a culture of innovation. • Encourage continuous incremental improvement. • Test, try and learn quickly.
LEADERSHIP	Ask the way	• Consult widely on projects involving digital. • Focus on buy-in and execution. • Empower all staff to be involved in decision making.

DIGITAL MATURITY ASSESSMENT

Underpinning the Arc Digital Strategy is a commitment to continuously improving the digital maturity of the organisation and our people. In order for Arc to achieve its digital ambitions we must nurture the tenets of digital culture and deploy digital technology for maximum benefit. We want digital is part of the DNA of the organisation. Being digitally mature is different to digitising systems, processes, products and activities. Digital maturity is being fit for the world as it exists today, and for the people in it.

The matrix measures 15 Competencies of digital maturity which can be improved tactically over time. Arc is committed to measuring and improving across these metrics.

Culture	Capacity	Technology
Leadership	Recruitment	Data
Budget	Learning	Reporting
Innovation	Project Management	Insight
Communications	Service Delivery	Internal Systems

MEASURE
Undertake annualised Digital Maturity Assessment on a team and organisational level.

PLAN
Prioritise areas for uplift and tactics for improvement.

ACT
Execute uplift tactics and compare measured results and performance year to year and team to team.

HORIZONS

Arc has articulated its digital ambitions across 3 horizons over 3 years. The working group clustered technological advancement across External operations, Internal processes and Accessible mindsets. These ambitions are not exhaustive and are not designed to preclude staff from additional digital activity. They serve as guide for aligning operations, services and innovations.

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HORIZON 1

EXTERNAL
Membership, Clubs, Events, Volunteering, Sport, Art & Design

HORIZON 2

INTERNAL
HR, IT, Finance, Operations

ACCESSIBLE
Language, SES, experience
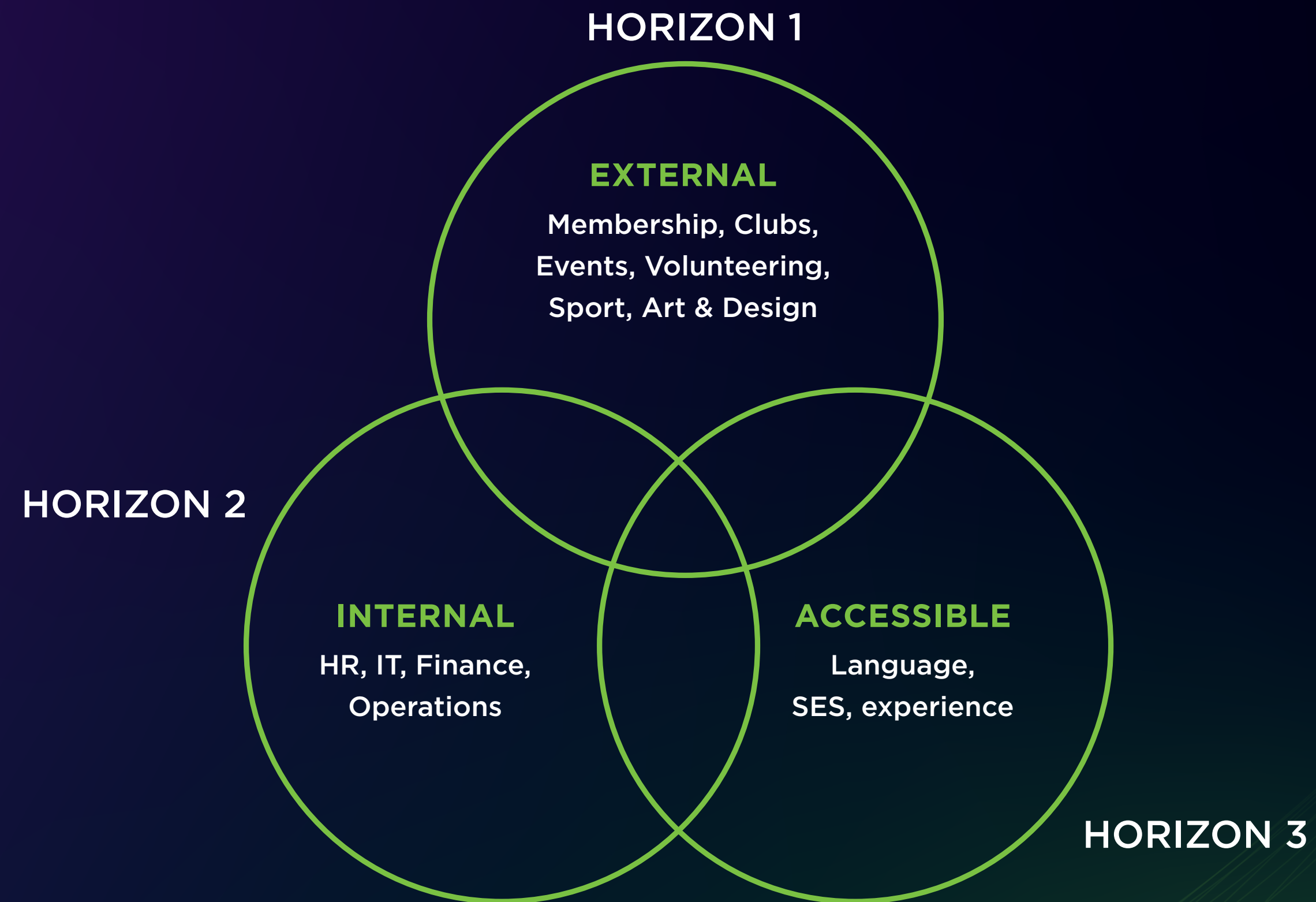
HORIZON 3

HORIZON 1: EXTERNAL

Externally facing, Arc aspires to be a delightful digital experience. This means our pre-engagement, engagement and post-engagement activities should be targeted, branded and responsive for everyone.

2022	2023	2024
Monitor digital tools and software used in ecosystem by users.	Upgrade and migrate to platforms where students are. Retire lower usage platforms.	Upgrade and migrate to platforms where students are. Retire lower usage platforms.
Serviced online communities equally to in-person.	Online communities nurtured and enhanced.	Advanced, rich engagement with online communities.
Membership status accurately and synchronously captured	Full automations between ticketing and EDM	Targeted, triggered communications that drive engagement
Online revenue generation growth 25%	Online revenue generation growth 10%	Online revenue generation growth 10%
Scope, quote and plan website migration/ upgrade.	Implement website upgrade.	Review website upgrade begin maintenance and service.
Design hybrid student experiences that are tracked end-to-end.	Design brilliant hybrid experiences that drive student value.	Scale hybrid student experiences that create value.
Creation of digital resources for students (e.g. recording / streaming studio)	Training for students on use of resources.	Upgrade and enhance streaming capabilities.
Seamless Membership integration with UNSW onboarding.	Sophisticated integration of Membership with UNSW onboarding.	Predictive and machine learning integration with Membership and onboarding.

	2022	2023	2024
CLUBS	Initial triggers and automations in Clubs.	50% of flows automated (affiliation, grants etc)	75% of flows automated (bookings, grants etc)
	Nurture the formation of digital only Clubs (e.g. for online cohorts)	Support existing Clubs in supporting online communities.	Agile, targeted Club creation to service new and emerging communities.
	Digitally focused community of practice with terms of reference and goals.	Strong online networks and documentation for CoP.	Thought leadership for Arc and wider community driven by CoP.
	Addition of digital prizes in Club Awards.	Evolution of Club Awards and recognition for innovation.	Evolution of Club Awards and recognition for innovation.
	Migrate all PDF information to website for Club Execs.	Develop searchable and sortable Club resources.	Trigger predictive resource provision.
	Host high quality virtual events that include multiple Clubs.	Host high quality virtual events that include multiple Clubs.	Host high quality virtual events that include multiple Clubs.
	Track communication with Club Executives / Club members	Optimise and track communication with Club Executives / Club members.	Optimise and track communication with Club Executives / Club members
	Searchable and sortable clubs list solution for members.	Sophisticated searchable and sortable calendar solution for members.	Predictive Club recommendations for members.
ORIENTATION	Provide equitable experience for online orientation alongside face to face orientation.	Richly engage the online only cohort in orientation returning high satisfaction.	Maximising participation in online orientation to reflect UNSW cohorts.
	Arc membership embedded process in offer-accept journey	Club membership automated in offer-accept journey	Arc services automated across orientation journey.
	Seamless interface with UNSW / minimise platform duplication.	Single site online orientation experience.	Complementary digital / in person orientation experiences.

	2022	2023	2024
VOLUNTEERING	Smooth SpArc volunteering journey and remove all digital barriers to entry.	Review and enhance volunteering journey to maximise satisfaction.	Review and enhance volunteering journey to maximise satisfaction.
	Seamless pre and post volunteering automations.	Add value through pre and post volunteering automations.	
	Online-only volunteering grows 25%	Online-only volunteering grows further 10%	Online-only volunteering grows further 10%
	Strengthen hybrid event and activity delivery.	Master hybrid event and activity delivery.	Continue to innovate high quality online events.
	Embed badging in student experiences.	Maximise student participation in badging.	Scale student participation in badging.
	Online service delivery occurs asynchronously	Service delivery occurs both synchronous and asynchronous	Service delivery can be predictive, synchronous or asynchronous
	Nurture creative communities through galleries and opportunities.		Drive innovation and expansion of digital creative opportunities.
	Expand creative engagement across AD and publications by 25%.	Expand creative engagement across AD and publications by 10%	Expand creative engagement across AD and publications by 10%

	2022	2023	2024
SPORT	Increase eSport participation 25%	Increase eSport participation further 10%	Increase eSport participation further 10%
	Scope superior venue-streaming business case.	Provide streaming service to Clubs for small fee	Generate revenue through streaming service of events
	Implement CRM for sport participants (Social Sport, Nationals etc)	Enhance detail of CRM for sport participants	Use detailed CRM for sport participants to add value.
	Reduce manual processes in Club liaison process.	Support Clubs in the digitisation of their documentation and governance.	Create value and innovate additional digital solutions for Clubs
	Centralised booking software for seamless user experience		
EVENTS	Installation or acquisition of streaming/recording studio for client and internal use.	Installation or acquisition of streaming/ recording studio for client and internal use.	Scale operations of studio for client and internal use.
	Nurture online events even in a face-to-face environment.	Nurture online events even in a face-to-face environment.	Increase participation in Roundhouse online programming.
	Digitise vouchers	Digitise vouchers	Develop rich online/ in person customership
WELLNESS	Accurately track trends in student wellness.	Respond quickly to trends.	Maximise exposure and engagement with Arc Wellness online.
	Use digital to ensure that Arc Wellness reaches every UNSW student.	Ensure every student has multiple digital touchpoints	Innovate new ways to expand and scale Wellness.
	Support at-risk students with targeted resourcing.	Engage in light predictive processes to support early-intervention	

HORIZON 2: INTERNAL

Guided by strong governance and procedures, Arc will create a digitally mature environment for staff. We will develop digital and data literacy, create effective workflows and champion agility to maximise our output. Teams will collaborate closely and use emerging technologies to improve the quality of work and richness of our interactions.

2022	2023	2024
Compose and deploy system approval framework.	Review and enhance framework.	Scope and revise framework for next 3 year cycle.
Systems audit with legacy systems retired.	Systems audit with legacy systems retired.	Systems audit with legacy systems retired.
Initial Salesforce upgrade for student experience	Salesforce maximisation and nativeness.	Complete Salesforce integration with 90% of activities.
Measure culture of digital and innovation (question in Climate & Culture)	Improvement in digital culture score	Improvement in digital culture score
Creation of innovation fund for staff to use.	Early-adopter use of fund.	Demand and competition for use of fund.
Digital skills audit / matrix articulated at Team level.	Generalist skill uplift.	Specialist skill uplift
Digital skills in new job descriptions and reviewed at performance review	Digital skills in all job descriptions and reviewed at performance review	Organisation-wide skills gap analysis and plan to address.
Upgrade to an HR system that includes onboarding, and payroll.	Additional updates include training.	Additional updates include certification and roster.
Reduce clicks and manual tasks in Finance Systems and processes	Increase the number of finance automations running.	Increase the number of finance automations running.
Improve IT storage and ability to service remote working staff	Upgrade IT remote access to resolve issues more efficiently.	Undertake comprehensive cyber risk analysis.
Reduce the number of redundant servers and implement stronger filing conventions.	Review servers and enterprise design for maximum efficiency.	Undertake enterprise design for next phase of strategy.
Be data driven in marketing and content management.	Develop data insights in marketing and content management.	Embed and drive content planning based on data insights.
Generate marketing automations for job requests and client management	Review data insights on internal and external CRM	Develop leads and client relationships using sophisticated digital tools.

HORIZON 3: ACCESSIBLE

As the digital campus becomes an increasing reality, we want to bring everyone into the future together. We will gather information, listen attentively and proactively include others who experience barriers and disadvantage. The Digital Strategy supports Arc's desire to be fiercely diverse and equitable through best practice.

2022	2023	2024
Analyse & understand who gets left behind.	Target support to bring vulnerable up to speed.	Pre-intervention, target support to lower access groups.
Deliver experiences that are low barrier to entry	Work with UNSW EDI on scalable accessibility initiatives.	Target experiences to include more disenfranchised
Review accessibility resources and training.	Update, refresh and improve resources for inclusion	Champion accessibility best practice

IMPLEMENTATION

Once endorsed by Arc Board of Directors, the Arc Digital Strategy will be governed by the Digital Steering Committee who will liaise with Managers and Service Owners in implementation progress.

Board of Directors — **Annual Review**

Executive Team — **Quarterly Review**

Digital Steering Committee — **Monthly Review**

Managers & Service Owners — **Day to Day Engagement**