2019 STUDENT SERVICE CENTRES CONFERENCE

Bond University, Gold Coast

The Changing Face of Service Delivery – Channels, Bots & KPI’s
Welcome Message

On behalf of the Local Organising Committee, I welcome you to the 14th annual Student Service Centres Conference and the Gold Coast.

The theme *The Changing Face of Service Delivery – Channels, Bots and KPIs* reflects the ever-evolving nature of service delivery in higher education and the influence of industry trends, consumer behaviours and technology disruption. Student expectations are increasing as well as institution desires to enhance their experience. Many institutions are investigating innovative technological solutions, seeking ways to deliver a more personalised service around the clock and to improve self-service options suitable to all students.

We have an exciting program of keynote speakers. Delegates from around Australia and New Zealand will address the theme in concurrent sessions and provide the opportunity to hear about innovations, lessons learned and success stories.
This conference always attracts diverse participants – some of you will be from centralised student centres and others may work in School or Faculty offices but all of us have a common goal to enhance the student experience through service delivery. Take the opportunity to participate in sessions and socially to make the most of your time here: catch up with colleagues, meet new friends and share ideas to take back to your own teams.

The conference would not be possible without your support and that of presenting delegates and keynote speakers. But equally we have generous sponsors who will be on hand over the two days to answer any questions, so please have a chat.

Bond University is pleased to host this important conference and particularly as we celebrate our 30 year anniversary this month. I encourage you to take the time to walk around campus. As well as the beautiful lake and surrounds, Bond University is home to Australia’s largest private collection of Indigenous art on public display. You will see many examples hanging in the halls throughout the University.

I wish to acknowledge the efforts of the Local Organising Committee comprising representatives from Bond University, Griffith University, Queensland University of Technology, Southern Cross University, University of Southern Queensland and University of the Sunshine Coast, ably steered by the ATEM Secretariat.

Have a great conference!

Morelle Turner, on behalf of the Local Organising Committee
About ATEM

ATEM was established in 1976 to provide education and training for members and to raise the profile of tertiary education administration and management as a professional undertaking. ATEM is the association of first choice for tertiary education managers, recognised for the quality of its programs and resources to support and connect people across the sector.

Advancing the Professionalism of Tertiary Education Management

ATEM connects, supports and challenges individuals and institutions to recognise and advance the professionalism of tertiary education management in Australia and New Zealand.

How We Do It

ATEM connects people across institutions and disciplines, supports them to develop their management skills and knowledge, and challenges the sector to recognise the professional nature of tertiary education management. We do this by:

- Growing careers: growing the careers of professional administrators and managers to enable them to have rewarding careers and contribute beyond their jobs to the broader sector;
- Building professionalism: building professionalism for the sector through relevant education and training, and recognising outstanding achievements in the sector;
- Hot topics: providing opportunities to explore and discuss the implications of today’s government policy and other changes in the sector;
- Connecting people and groups: connecting people and groups across the sector to promote sharing of programs, knowledge and practice;
- Understanding the sector: providing programs and resources for individuals and groups to better understand the tertiary education sector.
Our Values

Integrity – to underpin everything we do
Openness – to characterise our operations and communications
Life Long Learning – to build knowledge and adaptability
Innovative Thinking – to be agile and ready for change
Collaboration – to strengthen ATEM and our partners

Our Stakeholders

Our key stakeholders are our members, tertiary education institutions, and the sector. We provide a range of professional education and training programs, career development and other resources and services that are available to anyone with an interest in tertiary education management. We work collaboratively across the sector, with governments, other professional associations and with institutions in pursuit of our aims.

ATEM membership brings with it an additional set of benefits and expectations and requires a commitment by individuals to further develop their knowledge, skills and careers in tertiary education management in a structured and focused way. Our members are professionals, and we support our members to challenge themselves to develop their professionalism, both in their approach to their work, and in their conduct in the workplace. Our expectations of our members are high, and we regard them as current and future leaders in tertiary education management.
Keynote Speakers

Lydia Lassila

A mum, professional athlete, business woman, public speaker and mentor Lydia continues to push for greatness in all aspects of her life.

A world record holder, a gold medal winner at the 2010 Vancouver Winter Olympics, and the first woman EVER to execute a quad-twisting triple somersault, Lydia is a woman on a mission.

Raising the bar and pushing boundaries in an already high-risk sport is what sets Lydia apart from the rest in Freestyle aerial skiing. It is what attracted filmmakers to create a full feature documentary about her life and professional achievements – The Will To Fly.

Sharone Ciancio

Sharone has 25 years’ experience in the tertiary education sector in leadership and strategic roles in both corporate services and student services. She has lead service transformation efforts to produce service, cultural and operational improvements and excellence across functional areas.

The consumer service experience is quite contrary to what one experiences in today’s universities, which is typically filled with antiquated, convoluted and inefficient service processes and systems that are unsatisfactory for both students and staff. Sharone will be sharing her discoveries regarding the prevalence of service excellence as a focus of strategic service transformation efforts in Australian universities, the use of business process improvement methodologies to advance service transformation, and the building blocks to realise service excellence.
Michelle Gillespie

Michelle and her team at Swinburne University were the recipients of a highly commended citation at the 2018 ATEM / Campus Morning Mail Awards for their work in Student Engagement.

Recognised for their successful combination of Library and Student HQ services into a single service across all campuses, locating student services in the libraries and providing seven days a week service, until midnight each day.

Shared Services Models have been hot topics for the last few years, but do they really work and what is to be gained from them? To complement a successful shared services model, you need a customer focused team, how do you achieve this? Michelle will be covering both of these topics, drawing on her research into what motivates our student administration teams and how we get the most out of them.

Rebecca Armstrong

Rebecca is Deputy Director, Projects and Innovation, University of Canberra.

Rebecca has successfully led the university portfolio of programs and projects for the past two years, as well as managing over thirty projects of varying size in current and previous role.

Following the deployment of new systems at the University, they can now better engage with students throughout their university experience and gain deep insights to better support students, helping them finish their degrees, ensuring a “streamlined and consistent relationship” between students and the university.
Joanna Scarbrough

Joanna is the Group Director, Student Services and Administration at AUT University in Auckland, New Zealand, where she is responsible for the strategic leadership, development and student service delivery at AUT University, and joins us as a keynote at SSCC 2019.

Joanna has extensive management experience in the University sector and is committed to enhancing the student experience to support student success.

She co-founded the AUT FYE Intervention and Monitoring programme which supports her belief of pro-active and monitored student support. Her commitment to customer service and student-centred approach to all activities has seen her lead projects to develop an integrated student centre for the University.

Joanna will share her experience and insight with a focus on our 2019 theme with the SSCC participants.

Matt Deshon

Matt is a Research & Development Evangelist for TechnologyOne.
# Conference Agenda

## Wednesday 1 May, 2019  
Bond University

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td><strong>PRE-CONFERENCE</strong></td>
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<tr>
<td>1.30pm – 4.00pm</td>
<td>CSBA Masterclass Workshop: High Performing CX Teams</td>
<td>Bond University</td>
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<tr>
<td>2.00pm – 4.00pm</td>
<td>Supporting Student Distress and Challenging Behaviours Workshop</td>
<td>Bond University</td>
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<td><strong>EVENING</strong></td>
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<tr>
<td>6.00pm – 8.00pm</td>
<td>Cocktail Reception &amp; Registration Welcome to the Gold Coast &amp; SSCC. A social opportunity to catch up with interstate colleagues and sponsors.</td>
<td>The Star Casino</td>
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## Thursday 2 May, 2019  
Bond University

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<tr>
<th>Time</th>
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<tr>
<td>8.00am – 9.00am</td>
<td>Registration Opens Tea and Coffee</td>
<td>Basil Sellers Theatre Foyer</td>
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<tr>
<td><strong>MORNING SESSION</strong></td>
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<tr>
<td>9.00am – 9.05am</td>
<td>Housekeeping and Welcome</td>
<td>Basil Sellers Theatre</td>
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<tr>
<td>9.05am – 9.15am</td>
<td>Welcome to Country</td>
<td>Basil Sellers Theatre</td>
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| 9.15am – 9.30am | Opening address  
Professor Tim Brailsford, Vice-Chancellor and President Bond University | Basil Sellers Theatre |
| 9.30am – 10.20am | Keynote address  
Sharone Ciancio, Australian Catholic University                      | Basil Sellers Theatre |
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>10.20am – 10.45am</td>
<td>Morning Tea</td>
<td>Basil Sellers Theatre Foyer</td>
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<tr>
<td>10.45am – 11.00am</td>
<td>UniCard CBSA Award Presentation</td>
<td>Basil Sellers Theatre</td>
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</table>
| 11.00am – 11.50am| Keynote address
Joanna Scarbrough, AUT University | Basil Sellers Theatre         |
| 11.50am – 12.30pm| Concurrent Session 1
*Success Planning at Victoria University – A co-designed program that sets students up for success*
Ria Renfrey, Victoria University
*Transforming Transcripts and embracing e-commerce*
Nicole Valenzisi & Maxine Coffey, University of Adelaide | Basil Sellers Theatre         |
| 12.30pm – 1.30pm | Lunch                                                                 | Basil Sellers Theatre Foyer   |

**AFTERNOON SESSION**

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>1.30pm – 2.00pm</td>
<td>Optional Tour of Bond Sport Centre</td>
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| 2.00pm - 2.50pm  | Keynote address
Lydia Lassila, Olympic Gold Medallist | Basil Sellers Theatre         |
| 2.50pm – 3.00pm  | Service Now
NEXA                                                        | Basil Sellers Theatre         |
<p>| 3.00pm – 3.30 pm | Afternoon Tea                                                          | Basil Sellers Theatre Foyer   |</p>
<table>
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<tr>
<th>Thursday 2 May, 2019 (cont’d)</th>
<th>Bond University</th>
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| 3.30pm – 4.10pm               | **Concurrent Session 2**  
*Over the Horizon – the advantages of introducing AI and automation to support services*  
Hayley Grey & Kate Calder, Deakin University  

*ASK La Trobe – CHANGE and its impact on Culture, Innovation and Continuous Improvement*  
Mitul Bhargava & Corey O’Connor, La Trobe University  

*CRM that actually works*  
Patricia Antauer, RMIT University |

**EVENING**

| 6.30pm – 9.30pm               | **Conference Dinner**  
The SSCC Organising Committee is pleased to announce Katrina Davidson, comedian and Queensland ABC radio presenter and producer as guest speaker as we enjoy dinner in the Princeton Room, overlooking the beautiful lake.  
**Princeton Room**  
Bond University |

**Friday 3 May 2019**

| 8.45am – 9.00am               | Registration  
Tea and Coffee  
**Basil Sellers Theatre Foyer** |

**MORNING SESSION**

| 9.00am – 9.50am               | **Keynote address**  
Michelle Gillespie, Swinburne University  
**Basil Sellers Theatre** |
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<th>Time</th>
<th>Event</th>
<th>Location</th>
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| 9.50am – 10.30am| **Concurrent Session 3**  
*Transforming Service Delivery*  
Ngaere Blair,  
University of Melbourne  
*Aiming for an optimized support model*  
Trish Keane and Jason Steinhardt,  
University of Southern Queensland | Bond University                  |
| 10.30am – 11.00am| Morning Tea                                                          | Basil Sellers Theatre Foyer        |
| 11.00am – 11.50am| **Keynote address**  
Matt Deshon, Technology One | Basil Sellers Theatre              |
| 11.50am – 12.30pm| **Concurrent Session 4**  
*Everything we thought we knew, we didn’t – Service Delivery at Swinburne*  
Daniel Howells, Swinburne University  
*How digital solutions enhanced our transition programme*  
Liz Bishara,  
Auckland University of Technology | Bond University                  |
| 12.30pm – 1.30pm| Lunch                                                                | Basil Sellers Theatre Foyer        |

**AFTERNOON SESSION**

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<th>Time</th>
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| 1.30pm – 1.40pm | **HAGUE**  
**GFP**         | Basil Sellers Theatre              |
<p>| 1.40pm – 1.45pm | <strong>Thank you</strong> | Basil Sellers Theatre              |</p>
<table>
<thead>
<tr>
<th>Time</th>
<th>Session/Event</th>
<th>Location</th>
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| 1.45pm – 2.25pm | Concurrent Session 5  
*An automated service delivery of acceptance and enrolment communications*  
Carrie Esplin & Fiona Brady, University of Southern Queensland  
*If you build it, they will come - embedding a highly skilled and collaborative service culture*  
Rebecca Bone, Deakin University | Bond University            |
| 2.25pm – 3.15pm | **Keynote address**  
Rebecca Armstrong, University of Canberra | Basil Sellers Theatre |
| 3.15pm – 3.30pm | **Conference Close**                                                          | Basil Sellers Theatre |
ABSTRACTS

Thursday 2 May - 12.00pm

Ria Renfrey – Victoria University

Success Planning at Victoria University – A co-designed program that sets students up for success

With the introduction of their revolutionary First Year Model in 2018, Victoria University needed to change the way they interacted with commencing students, making their Student Advising program more easily accessible. Working collaboratively with students and staff, 12 questions were created that form their newly digital Success Plan. Responses to the questions create a personalised Success Plan, providing the student with valuable resources and information to aid their transition into tertiary study and set them up for success.

Student Advisors are notified of completed Success Plans and alerted of students possibly in need of support, prompting proactive contact from Advisor to Student. The program is committed to working in partnership with their students with aims to expand the program to further years in 2019. The program is continually enhanced and improved through student feedback, focus groups and representation at Victoria University’s Student Advising Reference Group.

Nicole Valenzisi and Maxine Coffey – University of Adelaide

‘Add To Cart: Transforming transcripts and embracing e-commerce’

Since introducing digital transcripts in September 2017, requests for digital transcripts now make up approximately 80% of transcript orders for current students. Students order transcripts online anytime and anywhere via our online shop. The online shop is maintained and resourced entirely using income generated from orders. The presentation will discuss ordering trends and student preferences for digital documents and how Ask Adelaide manages customer service for online shop orders. We will also discuss challenges that we have faced, improvements that have been implemented, and potential areas for improving service efficiency.
Thursday 2 May - 3.00pm

Hayley Grey and Kate Calder – Deakin University

*Over the horizon - the advantages of introducing artificial intelligence (AI) and automation for support services.*

Hayley Grey and Kate Calder from Deakin will present on their passion for leading in digital customer engagement. Their workshop will profile Deakin's approach to The Changing Face of Service Delivery. Kate will share the Deakin context of how Deakin incorporates the unique needs of its exclusively digital customers in the Cloud Campus. Hayley will bring to life her experience in aligning traditional university services with a leading edge roadmap for digital engagement featuring contemporary channels like social media. The speakers will also take a look over the horizon in artificial intelligence (AI), bots and workforce optimisation. This interactive workshop will focus on the advantages and challenges of introducing artificial intelligence and automation in support services. It includes a walkthrough of a speech analytics proof of concept using customer sentiment analysis, KPIs and culture change to streamline the provision of a consistently positive student experience. (145 words)

Mitul Bhargava and Corey O’Connor – La Trobe University

*ASK La Trobe – CHANGE and its impact on Culture, Innovation and Continuous Improvement*

In 2018, the Student Services and Administration portfolio at La Trobe University went through a major Change process. More than 200 staff were affected, with a broader influence on people, systems and process and the overall Student Experience.

‘The Change’ saw an expansion of La Trobe's frontline service model (known as ASK La Trobe) with back-of-house teams merging with frontline to deliver a streamlined and sophisticated service to all stakeholders (Students, Staff, Academics and external parties). However, it came with its own set of challenges.

**ASK La Trobe 'CHANGE' – What was the Challenge?**

Fragmented teams, lack of focus on trends/data analysis, non-existent KPIs, inconsistency of communications inwards and outwards
Reasons: Lack of sophisticated technology, lack of digitisation/automation. Lack of staff development, coaching/mentoring and quality interaction assessment mechanisms Consequences: Impact on delivery and impact student experience - Long service wait times, unresolved student escalations, not a pre-emptive approach, rather more reactive

What Changed through CHANGE? • People change (emphasis on performance and behavioural expectation) • Process changes • Technological change • Sustainable practice

What’s on horizon? Continuous improvement... • Embedding University’s Culture values across teams and locations • Staff development • KPIs • Automation

Patricia Antauer - RMIT

A CRM that actually works!

Following a move to a central College administration model in 2012, the Academic Services Unit within the College of Business at RMIT was launched with responsibility for servicing 30,000 students per annum. It quickly became apparent that a system to track and manage enquiries and measure service levels and agreements was required. VMware Service Manager (VSM) was introduced as a customer relationship management solution and allowed self-service, tracking and effective management of enquiries and communication flow between front and back of house. The move allowed the College to digitise processes and significantly reduce paper forms, cut processes and shorten turnaround times. VSM was later superseded by ServiceNow (Student Management Platform). Over the years the data produced by these systems and our expertise has grown and allows us to better understand trends, service delivery standards, anticipate resources and successfully manage performance of staff.

This presentation will give an overview of the current data analysis frameworks and the provision of personalised dashboards to support strategy and high-level decisions as well as operational contingencies.
Friday 3 May - 9.50am

Ngaere Blair – University of Melbourne

Transforming service delivery

In 2016, the University of Melbourne launched an Australian first approach to shared student services in the tertiary sector, and part one of the largest shared services models in the world. One of the most challenging and highly scrutinised services to centralise has been the delivery of course advising services for all coursework students under this shared services model.

Amidst increasing student enrolments and demand from students, as well as the complexity of providing accurate and quality course advice across 10 very different faculties and schools, the Course Planning team has undergone a significant journey of service delivery transformation. This presentation will cover how data and the customer voice have informed that transformation, and explore how sometimes the simplest solutions are the best way to tackle wicked problems.

Trish Keane and Jason Steinhardt – University of Southern Queensland

Aiming for an optimised support model

The University of Southern Queensland’s (USQ) Student Relationship Officers are pivotal in delivering a student-centric USQ culture. Through well-targeted and well-communicated support services and networks, the team strive to have a positive impact on student retention, completion and success.

Using evidence based learning, KPI’s and data analytics to guide the development of new work practices and spaces, the Assistive Intervention Management Strategy (AIMS) is enhancing the way SROs review and identify the issues that can derail a great student experience.

This workshop will outline some of the challenges, successes and unexpected outcomes of a two year period piloting activities designed to optimise student support beyond FAQs. Through developing multi-channel communications, creating efficiencies in incident management, and business and system processes from an administrative and 24/7 service perspective, find out how the SROs at USQ are developing this revitalised, personalised and student focused retention management methodology.
Friday 3 May – 11.50am

Daniel Howells – Swinburne University

“Everything we thought we knew, we didn’t. Service Delivery at Swinburne”

Learn how the integration of the Student Management System into the Customer Relationship Management system (CRM) has enabled sophisticated analysis of student enquiries to improve the student experience. Enquiry trends can now be pinpointed to degree cohorts or other identifiers. The Analytics team have challenged assumptions by providing evidenced-based and data-driven recommendations for business improvements, informed communication strategies, and identified training gaps. The Workforce Planning and Training units of the team respond by utilising advanced enquiry and processing forecasts, that also inform training schedules.

A Service Standards framework was also deployed within the CRM; visual and automated processes that have improved adherence to key performance indicators.

Data visualisations have raised the profile of Student Administration and Library Services activities, with division activities described in University wide strategic improvement plans.

What’s next for Service Delivery will include the overlaying of Library Services data to enable comprehensive analysis of student engagement.

Liz Bishara – Auckland University of Technology

*How digital solutions enhanced our transition programme*

AUT University has delivered a new customised digital solution to support student transition. The solution involved the creation and delivery of a mobile site that provided the following functionality:

- Personalised academic and event programme using student enrolment and personal data
- Ticketing
- Session booking
- Attendance data

Significant future enhancements to both the digital orientation solution and the full on-boarding programme have since been added.
These include: • the deployment of a Chat BOT • the ability to select a Student Ambassador on your mobile site • submission of Visa information • uploading ID photos • satisfaction surveys at session level • campus maps • capacity management • Weeks 1-6 communication plan

Comprehensive learnings and insight are returned to the University following the use of the tool and the aim of this presentation would be to share the application, learnings and future opportunities.

Friday 3 May – 1.45pm

Carrie Esplin and Fiona Brady – University of Southern Queensland

An Automated service delivery of Acceptance to Enrolment Communications.

The Transition from Acceptance to Enrolment Communications strategy was developed in response to the change of rolling QTAC offer rounds and students being admitted into programs well in advance of the Semester starting. This period of time was critical in keeping students engaged, interested and motivated to begin studies that may be months away.

This change in external environment resulted in an increase in enquiries to support staff by new students on the enrolment process and other getting started information, despite self-service content being created.

To respond to this change, a series of communications were developed to deliver this self-service content in an easily digestible way. These communications were developed to be sent automatically after an offer is accepted as an opportunity to engage with and empower new students to self-serve and connect with support services the university offers to get started with their studies.

This presentation will provide an overview of this just-in-time communication model, with a focus on empowering students with the support and information required to be as self-sufficient as possible when starting studies. This is of benefit not only to students but to support staff and service delivery.
Rebecca Bone – Deakin University

If you build it, they will come – embedding a highly skilled and collaborative service culture

In 2018 Deakin University implemented the Student Service Network, clearly defining Student Central Hubs as the entry point for all student enquiries, across all channels. The implementation included major workplace change for Faculties and Student Administration with the structural and physical relocation of staff into a large central and dynamic team.

This session explores how Deakin used this opportunity to optimise the way Student Advisers were trained in dedicated areas of expertise such as general, Faculty and School knowledge. Session topics include the use of a Learning Management System encompassing personalised learning plans, pull learning content, multi-modal learning assets and analytics to measure staff competency and capability, as well as the establishment of a knowledge management ecosystem centrally accessed through a student advice dashboard.
Focusing exclusively on customer service and how it relates to customer loyalty for more than a decade, CSBA has a wealth of experience and expertise to share with ATEM members.

CSBA has been assessing the customer service of over 150 clients for over 15 years, working with some of Australia’s most well-known and respected organisations.

CSBA has been a proud sponsor of ATEM since its inception in 2006.

At CSBA we are passionate about understanding, measuring and improving customer service.

www.csba.com.au
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Thank you for your attendance, contributions and support for ATEM’s 2019 Student Service Centres Conference.

We look forward to seeing you in 2020
www.atem.org.au

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