



# ACU Data Strategy



# Message from the Vice- Chancellor and President

Data is fundamental to how we prepare for the future, share knowledge and make informed decisions. ACU's ability to remain competitive and deliver compelling value to our students, staff and stakeholders is dependent upon our ability to harness our data.

This strategy will allow us to optimise data use and create opportunities to innovate.

Everyone at ACU has a role to play in delivering value from our data. We all use, collect and manage data in some way. The Data Strategy will allow us to streamline how we access, protect and share our data. It will enhance service delivery, student experience and business processes, and will improve our ability to achieve our strategic priorities.

I'd like to thank everyone who has contributed to the development and ongoing implementation of our Data Strategy. Through this strategy, ACU is well positioned to create new and innovative opportunities for our students, staff and stakeholders, and I look forward to sharing the journey with you.

A handwritten signature in black ink, appearing to read 'Z. Skrbis'.

**Professor Zlatko Skrbis**  
Vice-Chancellor and President



# Message from the Project Director

ACU has entered a new era of information and analytics, with a significant increase in the creation, capture and application of data. Significant commercial and operational benefits can be gained by better leveraging information and data to better understand the operation of the university as well as its students, staff and stakeholders.

Information access and analytics can speed up decision-making, improve corporate governance, create new opportunities, efficiencies and insights, and assist in assuring quality.

The rise of new technologies and the expanding volume of data increases the need for more effective data governance, adherence to data protection laws, cybersecurity and data literacy skills to navigate this complex terrain.

As the university steers through these challenges, the importance of data for decision-making has become increasingly clear: it is vital to advance ACU's standing in the global community, enhance student experience, and effectively manage and deploy resources.

ACU's Data Strategy aims to define and pursue an optimal intersection of enterprise information architecture and resources, data analytics potential and data governance to advance the university's strategic goals and objectives. In doing so, it will underpin our data-driven decision-making and analytics capability.

The key to making the Data Strategy work is collaboration, and I encourage all colleagues to contribute to the success of this strategy and its practical initiatives to equip staff to make better use of our data assets.

**Dr Omer Yezdani**

Director, Office of Planning and Strategic Management





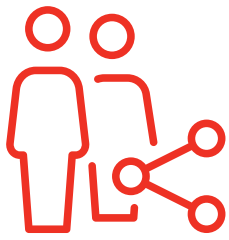
## Our vision

Leveraging data and information to create opportunity, innovation and excellence

Supporting the achievement of the ACU Mission and Vision, our Data Strategy will:







# Data and information governance

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## Objectives:

**Develop, communicate and embed best-practice data and information governance in ACU.**

**Provide clear governance rules, systems and guidance to ensure protection and streamlined access to ACU data and information.**

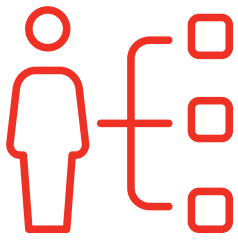
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## Initiatives:

Communicate and embed the ACU Data and Information Governance Policy and Procedure and Classification Framework in ACU through staff communications, training and IT systems.

Implement an ongoing review and continuous improvement of Data and Information Governance Policy, Procedure and related documents and resources.

Develop clear and consistent data and information governance rules, systems and guidance to support specific strategies, domains and initiatives to implement the ACU Strategic Plan.



# Data and information management

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## Objectives:

**Develop and support new data-centric technology through a new technologies blueprint based on ACU strategic needs and priorities.**

**Prioritise, align and provide clear guidance on business needs and priorities for data and information systems and projects.**

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## Initiatives:

ACU DataHub 2.0

Data Analytics Roadmap

Data and Information Management Projects: Definition, Alignment and Prioritisation

New Data Technologies Blueprint

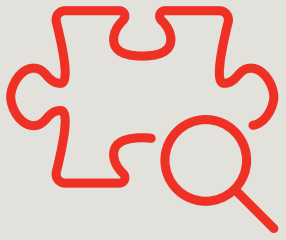
Master Data Management

Meta Data Management

Identity and Access Management (IDAM)

Student Lifecycle Data Model

Data Catalog, Data Glossary



# Data and information quality

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## Objectives:

**Review and improve actual and perceived level of data quality management systems and practices.**

**Uplift capability and skills, and embed systems, practices and technologies that support quality.**

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## Initiatives:

Produce a data quality assessment and report to provide an initial assessment of the current status of ACU in terms of data quality and integrity.

Develop priority data-quality management systems and practices through targeted projects.





# Data and information capability

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## Objectives:

**Develop and embed best-practice data and information capabilities in ACU to support staff to fulfil their roles effectively.**

**Provide clear guidance, systems and training relating to data and information governance, analysis, literacy and publication that will support protection and streamlined access to ACU data and information.**

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## Initiatives:

Deliver clear and simple communications to staff which build awareness about the Data Strategy and associated training workshops.

Develop and deliver data governance, literacy and publication training workshops that enable staff to develop their skills and knowledge relating to these areas.



# Data and information culture

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## Objectives:

**Monitor, develop and embed a culture of data-driven decision-making in ACU.**

**Build a community of practice in data-driven decision-making, data governance and data analytics at ACU.**

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## Initiatives:

Develop, communicate and embed the ACU Data and Information Sharing Statement.

Conduct a bi-annual Institutional Intelligence Maturity survey to monitor the state of ACU's data-driven decision-making culture and practices.

Develop, communicate and implement an Institutional Intelligence Maturity program at ACU.

# Strategic oversight

Development and implementation of ACU's Data Strategy is being guided by consultation and engagement across the university and with the support of the Data Strategy Working Group.

The working group contributes expertise and knowledge to ensure that Data Strategy development and implementation will enable other university strategies, projects and programs, and will operate within, and contribute to, the improvement of existing ACU policies, procedures and risk controls.

The Data Strategy Working Group reports regularly to the Staff Futures Program Steering Group.

**Senior Executive Sponsor/  
Governing Authority:**

Dr Stephen Weller  
Chief Operating Officer and Deputy  
Vice-Chancellor

**Project Director:**

Dr Omer Yezdani  
Director, Planning and Strategic Management



## DATA AND INFORMATION ROLES

<b>Data Owner</b>	ACU, rather than any individual or organisational unit, is the owner of all data and information.
<b>Governing Authority</b>	Responsible for overseeing the approval, implementation and communication of the Data and Information Governance Policy and Procedure across ACU.
<b>Data Trustee</b>	<p>Member of the Senior Executive Group* with planning and decision-making authority for institutional data. Data trustees and their nominated delegates are responsible for overseeing the continuous improvement of the university's data and information governance and management.</p> <p>*as listed in the Delegations of Authority Policy and Register - Management Levels 1 and 2</p>
<b>Data Steward</b>	<p>Member of the Executive** who oversees the capture, maintenance and dissemination of data within the remit of their designated role, functional area or system administration. Data stewards are responsible for assuring the requirements of the Data and Information Governance Policy and Procedure are followed within their area of responsibility.</p> <p>**as listed in the Delegations of Authority Policy and Register - Management Level 3</p>
<b>Data Manager</b>	Any member of staff with operational responsibilities in assisting data stewards or trustees with day-to-day data administration activities including, but not limited to, developing, maintaining, distributing and securing institutional data. Data managers are expected to have high-level knowledge and expertise in the content of data within their area of responsibility.
<b>Data Developer</b>	Any member of staff or authorised agent who accesses, inputs, amends, deletes, extracts and analyses data to develop original reports, data sets and other outputs that are then distributed to data users. Data developers are responsible for the quality assurance of the data that they gather, compile and distribute.
<b>Data User</b>	Any member of staff or authorised agent who accesses, extracts, applies and analyses data in order to perform their day-to-day duties to develop reports, new data sets and other outputs. Data users are not generally involved in the governance process but are responsible for the quality assurance of how they apply data to develop subsequent reports, new data sets and other outputs.

# Strategic alignment

The Data Strategy broadly supports the achievement of the ACU Strategic Plan, and specifically supports the following five strategic priorities:

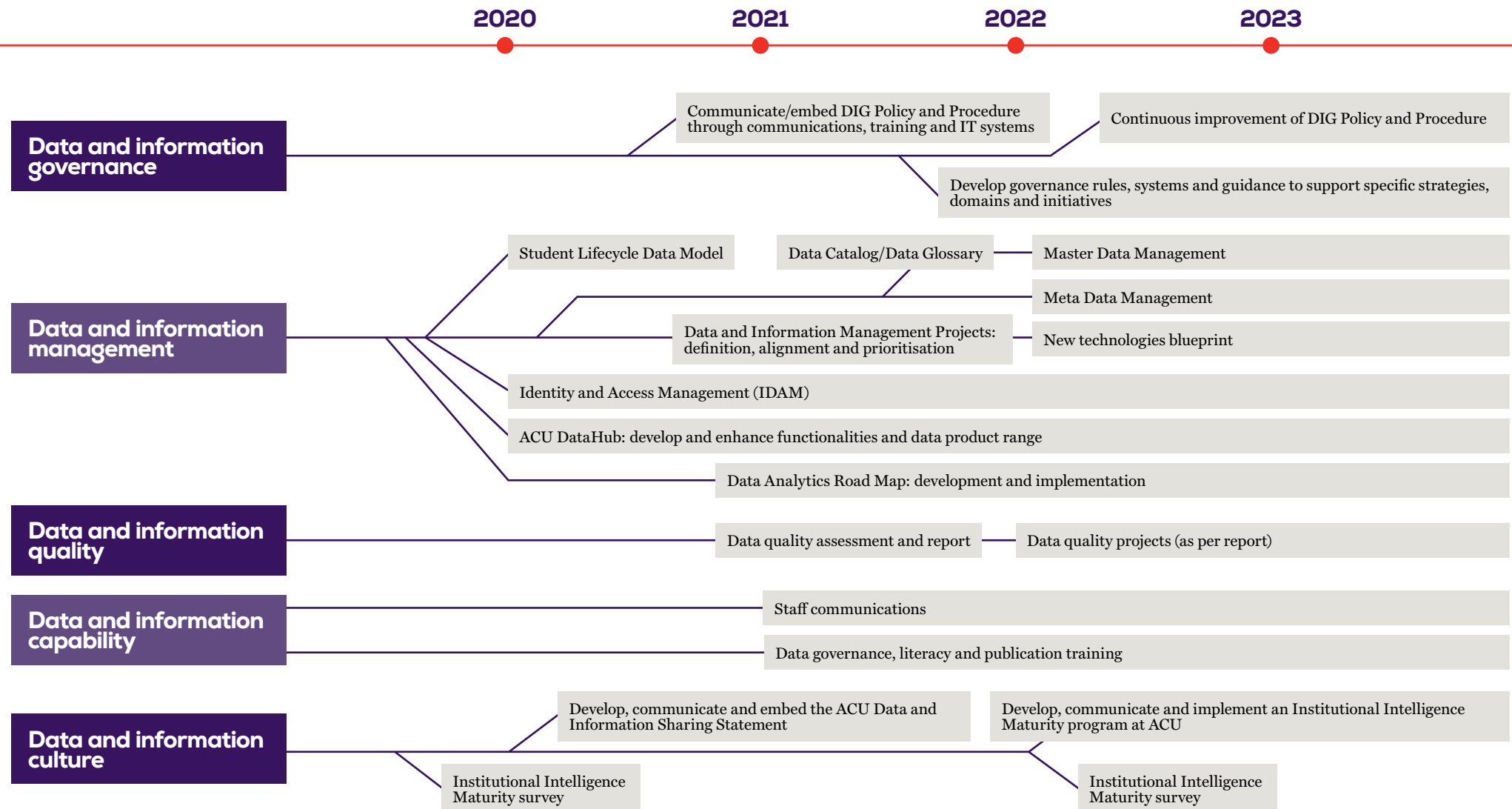
- Sustain effective corporate governance and management practice that underpins our highest expectations of accountability.
- Ensure long-term fiscal sustainability and ethical stewardship of financial and non-financial resources.
- Underpin high-quality student, academic and professional staff experience through quality information resources, learning spaces and physical infrastructure.
- Ensure the development and continual improvement of adaptable, accountable and transparent business and service delivery models.
- Implement and monitor an agile, secure and reliable cybersecurity environment.
- Leverage information assets to enable opportunity, innovation and ethics through service, stewardship and sustainability.

# Related strategies and policies

- Information Technology Strategy
- Cyber Security Strategy
- Identity and Access Management Strategy
- Innovation Strategy
- Ethics Strategy
- Service Excellence Framework
- Student Retention Strategy
- Information Security Policy and Procedure
- Intellectual Property Policy
- ICT Governance Policy
- Privacy Policy and related Procedures
- Records and Archive Management Policy
- Records Retention and Disposal Schedule



# Data strategy road map





- ADELAIDE

BALLARAT

BLACKTOWN

BRISBANE

CANBERRA
- MELBOURNE

NORTH SYDNEY

STRATHFIELD

ROME



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