

Looking at the landscape ahead, we launched the *Our University: A Framing of Futures* project a few months into my time as Vice-Chancellor. During that time, I learned about the University and its history. The achievements made over Macquarie's first 50 years are quite remarkable, but those accomplishments only deliver sustaining value to the University if they inspire in us the vision and determination to continue to excel.

As I moved around the campus and met numerous stakeholders – observing, conversing and listening – several themes emerged about the University:

1. Macquarie University has always been different and our innovative approach has gathered momentum in recent years: the PACE program of civic and institutional participation for our students; the acceleration of discovery in discrete areas; emergent partnerships with corporate and community institutions on campus and further afield; and the establishment of a unique academic health precinct. Yet Macquarie has not had an overarching collective sense of purpose that binds us together as an institution now and into the future – a light on the hill, if you will, that calls us to ascend and that illuminates clear pathways to further success.
2. The history and story of our University is quite remarkable but its narrative is not well developed or widely promulgated. In just a few decades, we have emerged to a position of striking innovation in education and focused excellence in research.
3. We have also begun wider engagement with corporate, industry and business partners as well as the professions. Too few people know the Macquarie story and still fewer recognise our substantial potential for further eminence.
4. Our systems, processes and approach to communication are not sufficiently modern, responsive, coordinated and efficient to support the realisation of our fundamental academic potential and purpose.

Beyond these internal considerations, the world around us is fast changing. We are both a local and an international university with every opportunity and challenge that reality brings.

I am delighted to present the outcome of the *Our University: A Framing of Futures* project for Macquarie University. Our community has come together in deliberation, conversation and discernment to develop this document, and the University Council has endorsed the vision it sets out. It provides a long-term scaffold that allows for development of detailed initiatives for our continued ascendant differentiation. With this document as our guide, we can focus on the work ahead, identify our priorities and make efficient, effective decisions.

This is our University, and there is exciting work to be done. Let us begin.

Sincerely



S Bruce Downton MD

Our Purpose, Vision and Values

For others to truly know us, we must first know ourselves: who we are, why we are here, and what we believe in. We must be able to say to others what we stand for – our fundamental reason for being – and from there we can say where we are going and how we will get there.

With a clarity of purpose, we have set out the milestones by which we will measure our success, and the manner of our actions as we work towards that success.

Purpose

Macquarie is a university of service and engagement:

- we serve and engage our students and staff through transformative learning and life experiences
- we serve and engage the world through discovery, dissemination of knowledge and ideas, innovation and deep partnerships.

Vision

We aspire to be:

- a destination of choice for students and staff who share our values
- deeply connected with our stakeholders and partners, and known for this globally
- ranked among the highest performing research universities of Australia and, for key disciplines, to be recognised globally for our pre-eminence
- known across Australia and beyond as custodians of a remarkable university campus that blends the vibrancy of a cosmopolitan university village with a setting of Australian natural bushland.

Values

As custodians of Macquarie University, we value:

- **Scholarship.**
We believe learning, enquiry and discovery improves lives.
- **Integrity.**
We conduct ourselves ethically, equitably, and for mutual benefit.
- **Empowerment.**
We make our community a source of strength and creativity.

Through our actions, as staff and students, we live these values and it is against them that we hold ourselves accountable.

Macquarie University's academic foundations and partnerships

1. A culture of transformative learning in a research-enriched environment

Learning and teaching is at the centre of our purpose. Macquarie University has already developed a number of innovative education programs and student experiences that are transforming lives. We will:

- offer experiences, within formal settings and beyond, that change the lives of our students, support them in achieving their aspirations and provide an incubator for the next generation of leaders
- expand PACE as a signature program that distinguishes this University
- infuse cutting-edge technology into our learning environment to deliver world-class learning and teaching on campus and online
- develop and lead teaching models that promote enquiry-driven learning and prepare students for productive professional and civic lives
- imbue our academic and professional staff with a culture of transformative learning, expand their horizons and nurture their capabilities.

2. An accelerating and impactful performance in discovery

The recent acceleration of research performance at Macquarie has been outstanding. We will further our performance in research by:

- increasing academic staff numbers and strengthening succession planning across the University
- continuing to invest in areas of existing strength and adding new areas where these offer long-term sustainability
- increasing interdisciplinary research by removing structural barriers
- improving research training to prepare our graduate students to achieve the highest impact in careers both within and outside the academy
- improving our facilities for research to ensure they are of world-class standing
- placing early emphasis on streamlining the administration of research in order to free researchers to focus on that which they alone can do
- leading the field in productive research partnerships and collaborations both within and outside the academy.

3. Aligning the nature and size of the University for the future

Throughout the consultation, one of the most abiding themes was the desire to have a greater sense of sustainable community within the University. Our capacity to achieve and maintain a culture of caring for the wellbeing of all members of the community and our physical environment will be constrained by unrelenting growth. Accordingly, our focus will be on:

- right-sizing our student body
- balancing the diversity of country of origin of our international students and the domestic/international mix
- increasing research student enrolments
- building on our commitment to inclusiveness through targeted and sustainable collaborative programs with key external partners to recruit and support Indigenous students and those of low socio-economic status
- aligning and resourcing our investment in support systems and infrastructure with our academic and scholarly goals.

4. Creating an innovation nexus where Macquarie and our partners contribute solutions to the world and develop lasting relationships

Over recent years, Macquarie has made major investments in targeted areas that have strong external relationships, e.g. medicine, healthcare and hearing. We need to consolidate and expand these investments. Therefore, we will extend our engagement locally and beyond by:

- delivering Australia's first university-led integrated academic health campus to bring education, biomedical and translational research together with state-of-the-art clinical care
- expanding our relationship with Cochlear and other hearing-related entities so as to be internationally recognised as a world-leading centre of excellence in hearing
- engaging more strategically and sustainably for mutual advantage with the neighbouring technology corridor, as well as industry, commerce, corporations and government beyond
- partnering and working collaboratively with leading global and local NGOs, foundations and similar organisations
- developing new opportunities for student/staff engagement and work with University partners
- using our land asset to support our scholarly and academic goals by bringing key partners onto campus.

Connecting Macquarie with the world

5. Emboldening Macquarie University's recognition and international presence

Macquarie University has over 130,000 alumni across Australia and 100 countries. We are among the nation's leading providers of education for international students. Around one third of the University's undergraduate and postgraduate enrolments have come from overseas, and a similar proportion of our research students are international. We also have numerous international collaborations at multiple levels of engagement. In refreshing our outreach and international approach, we will:

- emphasise the outcomes and impact of our work both internally and for society at large
- reach out to alumni and friends of the University to engage with us in our work in Australia and around the world
- establish a truly global student population by diversifying the country of origin for student enrolments (undergraduate, postgraduate and higher degree research)
- focus on enhancing opportunities for Macquarie students to study internationally, especially in Asia
- improve students' capacity to engage in Asia by offering relevant language programs
- create and promote opportunities for Macquarie staff to teach and work overseas with our partner institutions
- continue to endorse extensive and diverse collaboration for our individual academic staff and seek to build more collaborative opportunities for professional staff
- ensure that University and faculty-level relationships will be only those that are deep, broadly based and sustainable
- commit to developing a limited number of 'mentoring' relationships with developing academic institutions
- pursue the potential of at least one deep, creative, multi-institutional international partnership (we will not, however, create an offshore, freestanding campus).

Key supporting enablers of success for Macquarie in the future

6. Developing a vibrant and sustainable campus, clearly at the centre of a rapidly changing neighbourhood in the international, cosmopolitan city of Sydney

With strong commitment to wise stewardship of the endowment of our valuable landholding, we will:

- develop an inspiring and engaging campus that physically represents all that is good about Macquarie
- align our pedagogy and research with the development of new facilities and the renovation of existing facilities
- utilise our land asset as a vehicle to accelerate our development of alternative sources of revenue
- open up the Macquarie campus community and its assets to a diverse range of community, arts, business incubators and other potential partners and collaborators with similar goals and aspirations to our own
- adhere firmly to our commitment to the principles of sustainability in all we do.

7. Improving those aspects of our support services to realise this aspiration and vision

As I noted earlier, our systems and processes do not adequately prepare us to meet the challenges ahead. Accordingly, we will:

- strengthen our approach to recruitment, development, retention and renewal of high-performing staff
- ensure our systems, infrastructure investments and resource allocation are deeply aligned with our academic mission, goals and priorities
- seek at all times to simplify and clarify systems, processes and policies so as to free up academic and professional staff time and minimise unproductive duplication or lack of integration across support services
- invest in modernising our systems and processes through teams drawn together from across the University including the Faculties and Divisions
- invest only in systems and processes that are both significantly effective and efficient
- have greater regard to comprehensive identification and mitigation of risk within the University.

This is our University, and there is exciting work to be done. Let us begin.

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