



Strategic Framework

2019–2025



Message from the Executive Dean

Welcome to our strategic plan for 2019–2025. Its launch coincides with the establishment of Macquarie Business School as the home for all business, management and economics research and teaching at Macquarie University. As such, it marks the opening of a new chapter in the rich history of business research and education at Macquarie, and sets out a plan that is clear and aspirational.

The need for a new strategy flows from the profound changes taking place in the world today. The scale and combination of significant demographic, economic, political, technological, environmental and social changes taking place present immense opportunities and challenges for business and wider human society. These changes, in turn, are shaping the nature of work and the patterns of education and skill acquisition that people need today.

This document is the distillation of two years of consultation and discussion regarding our future that has actively involved many of our stakeholders. I hope you will see in it a deep connection with, and respect for, our current and historic successes, alongside a clear pathway to an exciting future.

Professor Stephen Brammer

Executive Dean

Macquarie Business School

Strategic identity



WHO WE ARE

Macquarie Business School is a leading Australian business school with a global outlook and a commitment to creating value for all our stakeholders through partnership. We focus on innovation and collaboration to create and communicate insights which impact the world. We are optimistic and future focused, helping our students to find and achieve their own sense of purpose through learning that engages deeply with business and the wider world.

We are differentiated by the range of experiences outside of the classroom that we give our students, our commitment to attract and provide opportunities for excellent students from diverse backgrounds and abilities, the breadth of available learning opportunities across disciplines, the degree of alignment between our curricula and professional standards and qualifications, our relevant and useful multidisciplinary research, and the depth of corporate and alumni embeddedness within our learning environment.



OUR PURPOSE

Our purpose is to provide inspiring and engaging business education and research that is useful to students throughout their careers and for solving society's biggest problems.



OUR VALUES

Caring – as a community, we respect and value each other. We are committed to our own sustainability and we build capacity in our students to lead ethically and advance sustainability.

Impact – we make a positive difference in the world; we are anchored in business and society and committed to serving their needs.

Connection – we have a strong external and global focus, working closely with business, professional bodies, other universities and governments to provide enriched opportunities for our students and extend the reach and impacts of our research.

Collaboration – the complex, large-scale challenges we address call for integrating insights from different disciplines, and our diverse expertise enables us to bring new ideas to fruition.

Inclusivity – we take pride in the diversity of our community, which brings us strength and resilience through promoting multiple perspectives and pooling our complementary capabilities.

Global citizenship – we are part of a large and exciting global ecosystem. Our research is of global significance and endows our students with a sophisticated global world view.



CORE MISSIONS

For our students, we aspire to be a place of inspiration and real-world engagement, supporting you to find your purpose and to develop the skills, knowledge and judgement to sustain you throughout your career.

For our staff, we aspire to support and challenge you as we work together to enable the creation of world-class research and develop and deliver innovative courses that inspire and support our students to achieve their goals.

For our partners in business, government and the broader community, we aspire to be your partner of choice when you seek talented graduates, independent research insight, advice and expert commentary, or development opportunities for your leaders and senior managers.

For our alumni, we aspire to work collaboratively with you to create an engaged and thriving alumni ecosystem to generate profound value for our alumni and students.

Strategic objectives and priorities

Our strategic framework has five core strategic objectives or priorities, each of which contains a number of sub-priorities. The first three strategic priorities will be our essential focus. From these, the fourth priority of recognition will be supported and enabled. They all rest on a foundation of our people and resources, which is our fifth priority.

STRATEGIC PRIORITY 4:

To promote the recognition, reputation and renown of business, management and economics at Macquarie University

STRATEGIC PRIORITY 1:

To provide an inspiring and engaging student experience

STRATEGIC PRIORITY 2:

To be a globally significant centre for business, management and economics research

STRATEGIC PRIORITY 3:

To strengthen collaborative relationships with our industry, professional, policy and alumni communities

STRATEGIC PRIORITY 5:

To build organisational capacities, culture and resources consistent with our other strategic objectives



Strategic priority 1: to provide an inspiring and engaging student experience

We are deeply committed to our students' success, and excellence in education is the foundation of our reputation and ongoing success. We aspire to be recognised globally for the quality of our teaching, curricula, educational innovation and student experiences.

Some of the most profound impacts of the global change occurring are on the nature of work and careers, and therefore on the skills and knowledge that business school graduates will need. Today's graduates might expect to have as many as 17 jobs across five distinct careers during their working life. The emergence

of the 'peer-to-peer' and 'gig' economies, the growth of freelancing and portfolio careers in which graduates aspire to be entrepreneurial individuals with strong personal brands have all had significant implications for the form, function and timing of educational experiences students will demand over a lifetime. Our courses, curricula and modes of delivery have to respond to the changing needs of students, and the evolving dynamics of their careers and life aspirations.

Priority 1.1

Review our courses to ensure all courses are sustainable, and offer students opportunities to develop and demonstrate the skills, knowledge and competencies essential to sustained student success

Priority 1.2

Establish Macquarie Business School among global leaders in technology-enabled learning, providing enhanced opportunities for flexible and student-led learning

Priority 1.3

Develop a strategy for student employability, enhancing opportunities for students to obtain career-relevant professional and community experiences

Priority 1.4

Enhance opportunities for students to benefit from exposure to multiple departments, schools and faculties in their courses of study, and enable interdisciplinarity and multidisciplinary within new courses

Priority 1.5

Provide an enriched and engaged student experience in which students are active partners in shaping their learning environment

Priority 1.6

Develop flexible and accessible offerings of continuing professional development and other opportunities for lifelong learning



Strategic priority 2: to be a globally significant centre for business, management and economics research

Our research is not only a passionate focus of our academic staff, it is our intellectual stock in trade. Our research and insight give us a place to underpin and exemplify the expertise that our courses, curricula and commentary are founded upon. Therefore, it is essential that we build on our current research strengths to broaden and deepen the quality and impact of our research.

Our research environment is distinctive in that it is focused on research that is relevant and useful, being oriented to understanding

and solving problems of importance to our stakeholders and to the world. Because few problems of any significance can be solved within a single disciplinary area, we take pride in collaborating widely across disciplines, within the University and beyond.

Priority 2.1

Encourage and support academic staff to produce world-class business, economics and management research

Priority 2.2

Within an environment of research excellence, establish areas of clear national and international strength and impact

Priority 2.3

Extend and enrich the problem-oriented and useful orientation of our research by establishing and sustaining key industry/policy relationships

Priority 2.4

Improve the impact and exposure of our research by developing a strategy to synthesise, publicise and translate research outcomes and accomplishments for policy and practice audiences

Priority 2.5

Significantly increase the levels and sustainability of external funding for our research, to support cutting-edge, relevant research and as a signal of the value of our research to industry and policy stakeholders

Priority 2.6

Build significant future research capacity through a high-quality, strategically aligned higher degree research program



Strategic priority 3: to strengthen collaborative relationships with our industry, professional, policy and alumni communities

External focus and collaboration is one of our most precious values and distinctive strengths. As a professional school, we gain great strength and inspiration from our partners and collaborators. By pooling our resources and capabilities with contributions from our partners we can extend the range and quality of our educational and research activities through partnerships that create mutual value.

We have an enormous situational advantage over other business schools in that our campuses are situated very near some of the greatest concentrations of business activity in the Southern Hemisphere. We will engage consistently and actively with these businesses to better understand their needs and how our current or future capabilities might play a role in serving those needs.

Priority 3.1

Extend and deepen relationships with key business partners, especially those in the Macquarie Park Innovation District and the financial heart of Sydney, becoming a partner of choice for those organisations in relation to their research, corporate education and recruitment needs

Priority 3.2

Significantly strengthen networks of policy involvement and influence in New South Wales, nationally and internationally

Priority 3.3

Establish a formal alumni program that provides enduring value to alumni and the School, broadening opportunities for alumni to be meaningfully engaged in the life of the School

Priority 3.4

Foster and resource a more consistent and strategic approach to identifying, building and sustaining relationships with international universities, establishing multistranded relationships with key international partners

A photograph of three people in conversation. On the left, a man with white hair in a light blue shirt. In the center, a woman with long dark hair in a dark blue top. On the right, a woman with long brown hair in a dark blue dress, seen from the back. They are standing in front of a blurred background of a building with horizontal lines.

Strategic priority 4: to promote the recognition, reputation and renown of business, management and economics at Macquarie University

A primary strategic focus must be to build the reputation and renown of our new school among key constituencies. Our goal is to establish Macquarie Business School among these key audiences as a top-tier global business school, a leader in business education and research, a great place to study and work, and a school that contributes solutions and insight to global issues of the day. This is an end in itself and also

a means to further our core missions. We know from engagement with our external and internal stakeholders that building our reputation is an essential part of attracting talented students and staff, as well as a hallmark of the progress we're making towards our strategic goals.

Priority 4.1

Establish and significantly grow recognition and affinity with the Macquarie Business School brand

Priority 4.2

Earn and retain triple-accredited status by sustaining EQUIS, AACSB and AMBA accreditation

Priority 4.3

Sustain and enhance our positioning in key course rankings, especially but not exclusively for our MBA courses

Priority 4.4

Improve our rankings in national and international fields/disciplines and business school research assessments

Priority 4.5

Raise and enhance the frequency and prominence of our thought leadership, as reflected in our tier-1 media coverage nationally and globally



Strategic priority 5: to build organisational capacities, culture and resources consistent with our other strategic objectives

To meet these strategic priorities we will need extra infrastructure, policy, staffing and resources. Our academic and professional staff are by far our most important assets in achieving our strategic objectives, and the constant nurturing, support, encouragement, development and augmentation of our teams is an essential precondition to our success. It is through the commitment, energy and hard

work of colleagues that we will succeed in our missions, and we need to address the quality of our working environment at the individual, team and organisation level to promote our success, and that of our students.

Priority 5.1

Attract, retain and develop a high-morale, highly performing, academic and professional staff

Priority 5.2

Provide coherent and comprehensive opportunities for academic and professional staff development and recognition

Priority 5.3

Achieve a level of academic and professional resourcing consistent with our broader strategic ambitions while sustaining significant contributions to University surplus

Priority 5.4

Strengthen core infrastructures and support systems to enable student success and research productivity

Priority 5.5

Build a strong and collegial organisational culture, characterised by diversity and the highest standards of respect, equity and inclusivity

**MACQUARIE
BUSINESS SCHOOL**



FIND OUT MORE

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