Deputy Vice-Chancellor (Engagement)
PORTFOLIO STRATEGIC FRAMEWORK 2019–2023
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The Engagement portfolio is critically important to the ongoing success of Macquarie University. Leading and supporting engagement across the whole institution, the portfolio plays a key role in driving forward the University’s overall mission.

This is not complicated: Universities exist to teach, to research and to serve their varied stakeholders. Macquarie does this for the benefit of not only our immediate community but also our national and global communities. Our portfolio is one of service. We support and serve the academic mission of the University, fundamentally in partnership with the five faculties but also with other portfolios and offices. We also fulfil a crucial direct external engagement function.

The University serves and leads. I remind myself that our portfolio is essentially a means to an end: the advancement of Macquarie University.

Towards the end of 2018, the former Corporate Engagement and Advancement portfolio fundamentally changed, as we joined with Macquarie International, Macquarie University International College and the English Language Centre. The new Engagement portfolio is much larger, much more complex and has a much expanded global role. Essentially, we are now responsible for the recruitment of almost all students into the University and for leading a strategic approach to the University’s global engagement. This has led to a range of exciting opportunities.

This new strategic framework, covering 2019–2023 and reflecting our new structure, outlines how we bring our responsibilities to life. I thank all my colleagues for their hard work in developing the strategy and progressing our strategic priorities.

Professor David Wilkinson
Deputy Vice-Chancellor (Engagement)
Our University: A Framing of Futures

The Deputy Vice-Chancellor (Engagement) portfolio takes its lead from the University’s strategic framework Our University: A Framing of Futures.

As stated in A Framing of Futures: 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.

VALUES
As custodians of Macquarie University, we value:

SCHOLARSHIP:
• We believe learning, enquiry and discovery improve 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.

Enabling A Framing of Futures

1. A culture of transformative learning in a research-enriched environment
2. An accelerating and impactful performance in discovery
3. Aligning the nature and size of the University for the future
4. Creating an innovation nexus where Macquarie and our partners contribute solutions to the world and develop lasting relationships
5. Emboldening Macquarie University’s recognition and international presence
6. Developing a vibrant and sustainable campus, clearly at the centre of a rapidly changing neighbourhood in the international, cosmopolitan city of Sydney
7. Improving those aspects of our support services to realise this aspiration and vision
Our portfolio’s purpose and principles

To fulfil our purpose, we depend on deep and enduring relationships and partnerships, within and outside the University.

We have an important leadership and delivery role to play in the University’s service mission. We spend considerable time working with partners outside the University, and in managing an effective interface between them and the University.

We also play a vital role in directly supporting the learning and teaching, and research missions.

The following six portfolio priorities enable the delivery of the strategic priorities set out in A Framing of Futures:

1. Build a strong and consistent brand and reputation for Macquarie, and communicate inspiring stories about our impact on the world.
2. Lead the recruitment of domestic and international students, through high school partnerships and direct recruitment onshore and around the globe.
3. Build a community of deeply engaged alumni, friends and donors to grow alumni engagement and increase philanthropic support for our mission.
4. Develop mutually valuable industry and corporate partnerships that generate work-integrated learning opportunities for students and research revenue.
5. Develop the Macquarie Park Innovation District (MPID) as a world-class innovation ecosystem.
6. Build a local and global network of entrepreneurship, incubation and innovation training opportunities for our community.

We are a single, unified and integrated portfolio that recognises the value and expertise that each of our distinct teams provides in marketing, student recruitment, international administration, English language and learning pathways delivery, global engagement, advancement, corporate engagement, and entrepreneurship and incubation.

We are committed to building authentic partnerships with colleagues across the University, enabling more insightful and collaborative decision making.

We build strong partnerships outside the University, with a clear focus on delivering real benefit and impact for students and other stakeholders.

We are inclusive, we welcome diversity and we are ethical in our activities.
Who we are and what we do

Group Marketing
Group Marketing – in partnership with faculties and offices – develops and executes marketing strategies that drive our University’s performance. The team is structured around five chapters: Planning, Communications, Creative, Digital and Events. We use an agile methodology with cross-functional squads across the five chapters to support each of the five faculties and six offices.

PLANNING
Responsible for the development of motivating and differentiating strategies across brand, research, recruitment and retention, and faculty and office objectives. Strategies are then executed by the Communications, Creative, Digital and Events teams.

COMMUNICATIONS
Responsible for external communications (media relations, issues management, social media), the University’s own publishing platform The Lighthouse and internal communications (leadership, staff, students).

CREATIVE
Responsible for brand execution and creative campaigns and materials, including writing, design, photography and video.

DIGITAL
Responsible for the development and maintenance of the University’s website mq.edu.au, digital marketing and advertising, and email and SMS communication channels, as well as prospective student advertising and acquisition.

EVENTS
Responsible for developing and overseeing the implementation of the University’s events and domestic protocol strategy in consultation with key stakeholders and in alignment with the University’s goals and objectives.

Group Marketing is led by Elizabeth Horbach, Chief Marketing Officer.

KEY PRIORITIES
- Reputation: build brand awareness, consideration and recommendation scores, and world university rankings.
- Revenue: recruitment, retention and engagement of primary audiences.
- Research: build Macquarie’s reputation as a high-performing research university.
Future Students

Future Students is responsible for domestic student recruitment in sub-bachelor, undergraduate and postgraduate coursework, and the Master of Research.

The team works in deep partnership with faculties, the Office of HDR Training and Partnerships, and the offices within the Deputy Vice-Chancellor (Academic) portfolio.

Future Students develops recruitment strategies to meet the University’s load and revenue targets, and positions Macquarie as a first-choice university. The team runs a comprehensive series of engagement and conversion activities throughout the year, including Open Day, information evenings, on-campus experience days, webinars, calling campaigns and personalised live chat events.

Future Students is led by Lee-ann Norris, Executive Director.

**KEY PRIORITIES**

- Meet undergraduate domestic commencing load and revenue targets.
- Improve offer-to-enrolment conversion.
- Build positive engagement with key target groups and influencers for postgraduate and mature age students.
- Expand revenue through the exploration of new pathways.
Macquarie International
Macquarie International – in partnership with faculties and key portfolios – is responsible for the design and delivery of the University’s global engagement across student recruitment, academic pathways and collaborations, and strategic partnerships. With a global offshore team of country experts, and as the international arm of the University, Macquarie International’s activities across the world protect and enhance the reputation of the University, are student focused, and embody the highest professional and ethical standards.

The team’s activities are structured around three functions:

STUDENT RECRUITMENT
International students account for approximately one quarter of student load and one third of the University’s revenue, with more than 5500 new students enrolling in 2018. South Asia is the largest source region, followed by China and Southeast Asia. Enrolments are concentrated in the study areas of business, information technology, engineering, and media and communications.

ACADEMIC PATHWAYS AND COLLABORATIONS
Macquarie International manages contractual relationships for 1600 articulation agreements with universities around the world. Macquarie International also manages more than 400 student exchange agreements and delivers outbound mobility experiences to more than 1000 Macquarie students each year.

STRAategic Partners
Macquarie International plays a key role in supporting global relationships with institutional, corporate and government partners. Key strategic partnerships include the Apollo Hospitals network in India, and also Chinese companies that provide scholarship funding for outbound and inbound mobility.

Macquarie International is led by Nicole Brigg, Pro Vice-Chancellor (International).

KEY PRIORITIES
• Achieve international recruitment load and revenue targets through a diversified and high-quality international student cohort.
• Work with portfolio and University partners to evaluate and enhance our global reputation.
• Collaborate with faculties to operationalise the University’s Global Engagement Strategy through the design and delivery of faculty global engagement plans.
• Support Macquarie’s students and staff to undertake outbound learning and research experiences in partnership with our global networks, referenced against national mobility benchmarks.

Macquarie University International College and English Language Centre
Macquarie University International College provides a range of sub-bachelor pathway programs that prepare local and international students for degree study. In 2018, Macquarie University International College enrolled approximately 900 international students and 360 local students.

The English Language Centre provides world-class English language teaching to students at all levels of prospective study, from foundation to masters. It also delivers bespoke English language and TESOL methodology programs, post-entry language support and international study tours.

It provides both paper-based and computer-delivered language testing services, and online test preparation. Approximately 1500 students enrol in our pre-university programs each year.

Macquarie University International College and the English Language Centre are led by Dr Pamela Humphreys, Director.

KEY PRIORITIES
• Deliver outstanding English language and sub-bachelor pathways to local and international students that support their progression to degree studies.
• Develop and maintain diverse cohorts, with a mix of domestic and international students from different regions across the world.
• Attract and retain great teachers.
Advancement

Advancement creates, develops and manages relationships with alumni, friends and donors, and other supporters who help advance the University’s mission.

Advancement is responsible for all philanthropic activity across the University and for leading all engagement with former students. These activities are closely intertwined, and while a clear benefit of heightened engagement with our alumni is their willingness to support the University philanthropically, volunteering and direct engagement in the University’s work is also vital.

Macquarie’s graduate population comprises more than 190,000 alumni from more than 140 countries. Through the University’s Global Alumni Network, graduates can join chapters and networks; and participate in thought-leadership and networking events across Australia, Asia-Pacific, Europe and North America.

Advancement is led by Professor David Wilkinson, Deputy Vice-Chancellor (Engagement) – in partnership with Anne Webster, Director of Operations; Hedda Paisley, Director of Campaign and Principal Gifts; and Ben Jordan, Director of Development.

**KEY PRIORITIES**

- Grow philanthropic income towards completion of a $200 million campaign.
- Build internal and external engagement and support for advancement.
- Broaden and deepen alumni engagement.
- Use quality data to better support and inform program decisions.


Corporate Engagement

Corporate Engagement’s role is to create impact for the University by fostering mutually beneficial relationships with its business and industry partners. These partnerships play a critical role in creating opportunities for:

- our researchers to work with industry to solve real-world problems
- our students to access experiential learning and secure future employment
- business as a source of talent and workforce development, innovation and competitive advantage
- new models of collaboration by developing the innovation ecosystem in Macquarie Park.

A key initiative is the Macquarie Park Innovation District (MPID). Macquarie Park is home to Macquarie University, Venture Café Sydney and more than 180 large international corporations and 200 smaller businesses. The vision of MPID is to transform the precinct into a world-class entrepreneurial ecosystem that supports collaboration and drives high-impact commercialisation.

The partnership involves local and state government, property developers and landowners, large corporates, small and medium-sized enterprises (SMEs), entrepreneurs and start-ups.

One key partnership is the very successful joint investment with Optus, which has seen the establishment of the $10 million Optus Macquarie University Cyber Security Hub. Home to a network of academic, business and government leaders, the Cyber Security Hub promotes a uniquely interdisciplinary approach to tackle real-world challenges in cybersecurity.

Corporate Engagement is led by Paul Hogan, Executive Director.

**KEY PRIORITIES**

- Develop and facilitate aligned interdisciplinary corporate partnerships for the University.
- Assist faculties and research centres to develop impactful partnerships that address industry challenges.
- Strengthen the engagement culture across the University by developing academic staff capability in building external partnerships.
- Develop Macquarie Park as one of Australia’s leading innovation precincts.
Opened in 2017, the Macquarie University Chi Wah Foundation Incubator aims to create a globally recognised entrepreneurship and incubation program that enables entrepreneurs to create, build and implement impactful solutions to the world’s problems. Researchers, students, small and medium-sized enterprises (SMEs) and start-ups use the vibrant space to accelerate their ideas and gain exposure to more opportunity. The incubator also runs entrepreneurial programs; international exchange programs; and events, such as pitch competitions, speaker series and networking events with industry experts.

The Macquarie University Incubator is led by Melissa Ryan, Director, Incubation and Entrepreneurship.

KEY PRIORITIES
• Develop and implement the leading entrepreneurial education program for start-ups.
• Build Macquarie’s micro-credential capabilities around entrepreneurship and innovation skill development.
• Engage and support faculties to develop innovation and entrepreneurial offerings.
• Grow the innovation and entrepreneurial footprint of the incubator across the Macquarie Park Innovation District (MPID).
• Increase our international network.

Venture Café Sydney
Venture Café is a global movement working to build stronger and more inclusive innovation ecosystems, and accelerate and enhance the innovation process around the world. Venture Café Sydney was launched in 2019 to connect innovators and entrepreneurs. It produces high-impact programs and events that build relationships between students, start-ups, entrepreneurs, corporates, investors and other organisations to drive innovation within the regional ecosystem. Founding partners of Venture Café Sydney include Macquarie University, the City of Ryde, EY, Konica Minolta, the National Australia Bank, the NSW Department of Industry, ORIX, Stockland and the Visionary Group. Venture Café Sydney is led by Zara Crichton, Executive Director.

KEY PRIORITIES
• Thursday Gatherings: Deliver its flagship weekly Thursday Gathering event, which attracts the innovation community by delivering programming that supports informal collaboration and conversation, high-impact educational sessions and themed keynotes.
• Corporate Innovation Program: Establish the Corporate Innovation Program to leverage our connection to the Venture Café Global Institute and the Cambridge Innovation Center.
• Sustainability: Deliver a compelling return on investment to corporate innovation exchange partners to maintain and grow sustainable funding for Venture Café Sydney.
• Macquarie Park Innovation District: Support the Macquarie Park Innovation District (MPID) and the Macquarie University Chi Wah Foundation Incubator by providing an activation platform via Thursday Gatherings, and by collaborating on quarterly innovation tours for government, industry and universities.
Deputy Vice-Chancellor (Engagement)

The Deputy Vice-Chancellor (Engagement) oversees the portfolio and leads major strategic activity. As a member of the University’s Executive Group, the position also leads and supports the executive directors who, in turn, lead the teams within the Engagement portfolio.

Alongside Professor David Wilkinson, Deputy Vice-Chancellor (Engagement), Fiona Reyerink, Executive Manager and Director of Engagement, plays a key leadership and enabling role across the portfolio and the University more broadly.

HOW WE WORK

Comprising the Deputy Vice-Chancellor (Engagement), direct reports and selected colleagues, the Engagement Executive Group meets every fortnight.

Quarterly business review days bring the expanded leadership group together – Deputy Vice-Chancellor (Engagement), direct reports and their direct reports – to work in more detail on portfolio shared key priorities and to review performance against targets.

Performance review, work planning and formal reporting against targets occur annually.
Shared priorities and how we measure success

Key performance indicators: priorities, measures and actions

<table>
<thead>
<tr>
<th>2019–2023</th>
<th>Measures and actions (2019 focus and beyond with annual review and revision)</th>
<th>MEASURES</th>
<th>ACTIONS</th>
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<tbody>
<tr>
<td>PORTFOLIO SHARED PRIORITY</td>
<td>Load (number of students and EFTSL) and revenue ($) domestic, international and pathway students</td>
<td></td>
<td>Support the Director of Future Students and the team, and support collaboration with Group Marketing, the Deputy Vice-Chancellor (Academic) portfolio, Macquarie International and faculties. Support the Pro Vice-Chancellor (International) and the team, and support collaboration with Group Marketing, faculties, the Deputy Vice-Chancellor (Academic) portfolio and Future Students. Partner through the Revenue and Student Numbers Planning Group to align load and revenue targets, and price setting.</td>
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<tr>
<td>MEET COMMENCING STUDENT LOAD AND REVENUE TARGETS</td>
<td>Brand health: ACR (awareness, consideration and recommendation) Rankings: QS World University Rankings, Academic Ranking of World Universities, Times Higher Education World University Rankings</td>
<td></td>
<td>Support the Chief Marketing Officer and the team in the continued development of all campaigns, website development, digital strategy and communications. Ensure the effective and efficient delivery of a new internal communications strategy across the University, in partnership with the Director of Human Resources (2019). Develop and deliver a rankings strategy with the Pro Vice-Chancellor (International) in partnership with faculty executive deans, the Deputy Vice-Chancellor (Research) and the Deputy Vice-Chancellor (Academic) (via the full Executive Group) to improve our rankings (2019).</td>
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<tr>
<td>ENHANCE BRAND AND RAISE REPUTATION</td>
<td>Revenue ($) new funds raised and cash received</td>
<td></td>
<td>Develop and deliver, in partnership with the Deputy Vice-Chancellor (Engagement) portfolio and the senior Advancement team, an institution-wide strategy that strengthens the University’s philanthropic priorities. Cultivate and steward principal and major gift donors and prospects in partnership with the Vice-Chancellor and the Director of Campaign and Principal Gifts. Following the recruitment of the Director of Development, fill vacant roles to build an effective fundraising team (2019).</td>
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<tr>
<td>PORTFOLIO SHARED PRIORITY</td>
<td>Revenue ($) research income (all categories) Work-integrated learning: PACE (Professional and Community Engagement), Macquarie Cooperative Education Program and internship placements</td>
<td></td>
<td>Support the Executive Director of Corporate Engagement and the team in the continued delivery of the Corporate Engagement strategy, to underpin research, and learning and teaching strategies. Support the Executive Director of Venture Café Sydney to develop and deliver a full Macquarie Park activation program. Foster the next stage of MPID governance and funding development with the Greater Sydney Commission. Capitalise on all opportunities within the REAP Team (Team Sydney, Cohort 6) at MIT.</td>
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<td>PORTFOLIO SHARED PRIORITY</td>
<td>ENSURE FULL AND EFFECTIVE INTEGRATION OF MACQUARIE INTERNATIONAL INTO THE ENGAGEMENT PORTFOLIO ENSURE EFFECTIVE PERFORMANCE OF MACQUARIE INTERNATIONAL, MACQUARIE UNIVERSITY INTERNATIONAL COLLEGE AND THE ENGLISH LANGUAGE CENTRE</td>
<td></td>
<td>Support the Pro Vice-Chancellor (International) to deliver the Global Engagement Strategy and faculty global engagement plans (2019). Integrate Macquarie University International College and the English Language Centre within Macquarie International and the Engagement portfolio, with effective leadership to ensure high-quality and high-performance programs are delivered.</td>
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<tr>
<td>SPECIFIC-FOCUS KPI 2019</td>
<td>Shared Engagement portfolio KPIs delivered</td>
<td></td>
<td>Support the Deputy Vice-Chancellor (Engagement) to ensure that Macquarie International functions with full efficiency and effectiveness within the Engagement portfolio and with a focus on optimal partnerships with faculties (2019). Support the Pro Vice-Chancellor (International) to deliver the Global Engagement Strategy and faculty global engagement plans (2019). Integrate Macquarie University International College and the English Language Centre within Macquarie International and the Engagement portfolio, with effective leadership to ensure high-quality and high-performance programs are delivered.</td>
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<td>DEPUTY VICE-CHANCELLOR-FOCUS KPI</td>
<td>Shared Engagement portfolio KPIs delivered</td>
<td></td>
<td>Support and develop both the executive and extended leadership groups in the Engagement portfolio. Strengthen cross-functional performance and a positive culture within the Engagement portfolio. Expand and deepen relationships across the University to enhance the Engagement portfolio’s impact. Expand and deepen external relationships to enhance the University’s impact. Develop a new five-year strategic framework for the Engagement portfolio and consider succession plans (2019).</td>
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<td>GENDER EQUITY KPI</td>
<td>Shared Engagement portfolio KPIs delivered</td>
<td></td>
<td>Develop a plan for progressing the Workplace Gender Equity Strategy within the Engagement portfolio and report on progress annually to the Gender Equity Strategy Committee. Ensure a gender-balanced longlist for all senior recruitment panels within the Engagement portfolio. Encourage senior leaders to only participate in recruitment selection panels that are gender balanced</td>
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**MEASURES**

- Revenue ($): research income (all categories)
- Work-integrated learning: PACE (Professional and Community Engagement), Macquarie Cooperative Education Program and internship placements
- Venture Café Sydney program attendance and sustainable funding
- Macquarie Park Innovation District (MPID) future governance and funding options
- Support the Executive Director of Corporate Engagement and the team in the continued delivery of the Corporate Engagement strategy, to underpin research, and learning and teaching strategies. Support the Executive Director of Venture Café Sydney to develop and deliver a full Macquarie Park activation program. Foster the next stage of MPID governance and funding development with the Greater Sydney Commission. Capitalise on all opportunities within the REAP Team (Team Sydney, Cohort 6) at MIT.
- Shared Engagement portfolio KPIs delivered
- New strategic plan/structure and business plan/s for Macquarie University International College and the English Language Centre
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- Support the Pro Vice-Chancellor (International) to deliver the Global Engagement Strategy and faculty global engagement plans (2019). Integrate Macquarie University International College and the English Language Centre within Macquarie International and the Engagement portfolio, with effective leadership to ensure high-quality and high-performance programs are delivered.
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