Agenda

Introductions  Karen Davies

1. Support Services Review  Laura Rennie / Rob McMillan
   1.1 Background
   1.2 Objectives
   1.3 Design principles
   1.4 Scope

2. Next Steps  Karen Davies
1.1 Support Services Review - Background

Macquarie University (MQU) has stated its goal of becoming amongst the top eight research universities in Australia and one of the top 200 in the world by 2014, its 50th anniversary. Macquarie University has also identified the need to excel in teaching and learning as well as in technology transfer and in improving social justice.

To achieve its stated goal, Macquarie University has identified four strategic pillars key to its success;

1. Attracting and retaining the best people
2. Modernising its infrastructure
3. Maintaining its focus and managing by setting high goals
4. Monitoring its progress toward reaching its goals

The need for change

• During 2012 Macquarie University expects a fall in revenue due to a decline in income from International students. This is compounded by increasing levels of inefficiency and cost associated with the delivery of its support services, leading to growing levels of dissatisfaction from students, staff and Academics.

• In order to continue momentum towards achieving its strategic goals Macquarie University will need to make significant changes to the way it delivers support services. This is expected to include:
  • Enhanced quality and improved efficiency and effectiveness of support services to ensure long term financial sustainability and enable growth
  • Release of resources to support and grow research quality and prestige
  • Improved service and satisfaction outcomes for students
1.2 Support Services Review - Objectives

The objective of the Macquarie University Support Services Review is to:

- Identify and define strategies that will assist MQU in achieving cost, process, productivity and structural improvements from this review, to secure:
  - Longer term financial sustainability and growth
  - Release of resource to support and grow our research quality and prestige
  - Improved service and satisfaction outcomes for Students

- Identify and recommend sustainable models regarding our people, processes and structures that will allow MQU to sustain long-term improvements, reductions in costs and manage our operations more effectively.

- Delivery of a formal report and recommendations by 2 December 2011 that identifies service, productivity, efficiency, cost improvements and the relevant implementation plans.
1.2 Support Services Review - Objectives

The overall objective of the program is to develop “Service Delivery Models” for support services clustered around standardised, efficient end to end processes that enable sector leading efficiencies to support core teaching and research activity.

A Service Delivery Model (SDM) seeks to answer four key questions regarding the provisioning of particular services to a customer. The key questions are as follows:

1. **What** are the services (functions) delivered?
2. From **where** (location, reporting lines) are the services delivered?
3. **How** are the services delivered (process, technology)?
4. To **whom** (clients) are the services delivered?

Service Delivery models will not be developed in isolation. They will be developed for support services across various Faculties and Offices in the University.
1.3 Support Services Review – Design principles

When designing and evaluating the proposed Service Delivery Models, it is critical that they are evaluated against an agreed set of core design principles. The proposed Design Principles include:

**Consolidation / Aggregation**
- Remove duplicated processes and activities that have evolved in Faculties
- Reduce the number of disparate systems to enable more accurate reporting and comparison across Faculties and Offices

**Standardisation**
- Introduce uniform policies and rules that govern how services are delivered
- Redesign end to end processes, including how technology is used, to create efficient and effective processes
- Redesign of organisation structures to empower the Offices to deliver services

**Accountability**
- Development of a governance and accountability framework that clearly articulates responsibility, accountability and who needs to be consulted and informed

**Reengineering / Simplification**
- Redesign processes with less complexity and customers variations
- Provide a consistent level of service for all Faculties and students
- Reduce the level of duplicated effort and the number of physical locations where work is performed
- Improve productivity by creating a more constant workload

**Automation**
- Better integrate core systems throughout the university
- Reduce the volume of tasks and paper workflows between the Offices and the Faculties

**Community of Practice**
- Provide staff with the required capabilities to deliver their role through training and performance management
- Ensure that the desired outcomes for our customers (both staff and students) are met
1.4 Program delivery - Proposed Scope

Faculties
- Faculty of Arts
- Faculty of Business and Economics
- Faculty of Human Sciences
- Faculty of Science

Offices
- Academic Program Section
- Academic Registrar, Student Enquiry Service & Coursework Studies
- Centre for Open Education
- Facilities Management (Property)
- Financial Services
- Human Resources (as it relates to Faculty /Offices)
- Informatics (as it relates to Faculty /Offices)
- Macquarie International (International Student Office)
- Marketing & Event Management, including the operations of U&MQ
- Learning and Teaching Centre

Faculty and Office Functions
- Course Approval Process
- Department Administration
- Finance
- Information Technology
- Marketing and Event Management
- Procurement
- Research Administration
- Student Admissions & Student Management Activities
- Travel

OUT OF SCOPE
- Academic Core Processes: Teaching and Learning, Course and Unit design, Research
- Administrative Core Processes: Purchasing and Procurement analysis of external supplier spend
- Administrative Units: University Library, Sustainability, Social Inclusion, Technical scientific support staff, Clinicians, Childcare assistants
- Specialised Schools: Macquarie Graduate School of Management (MGSM), Australian School of Advanced Medicine (ASAM)
2. Next steps

• Upcoming stakeholder engagement:
  • Individual Centre / Faculty meetings (scheduled, however additional meetings may be required)
  • Individual Executive meetings (scheduled, however additional meetings will be required)
  • Functional validation workshops (to be scheduled)
  • Fortnightly meetings with the Operational Working Group (scheduled)
  • Monthly meetings with the Steering Committee (scheduled)
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