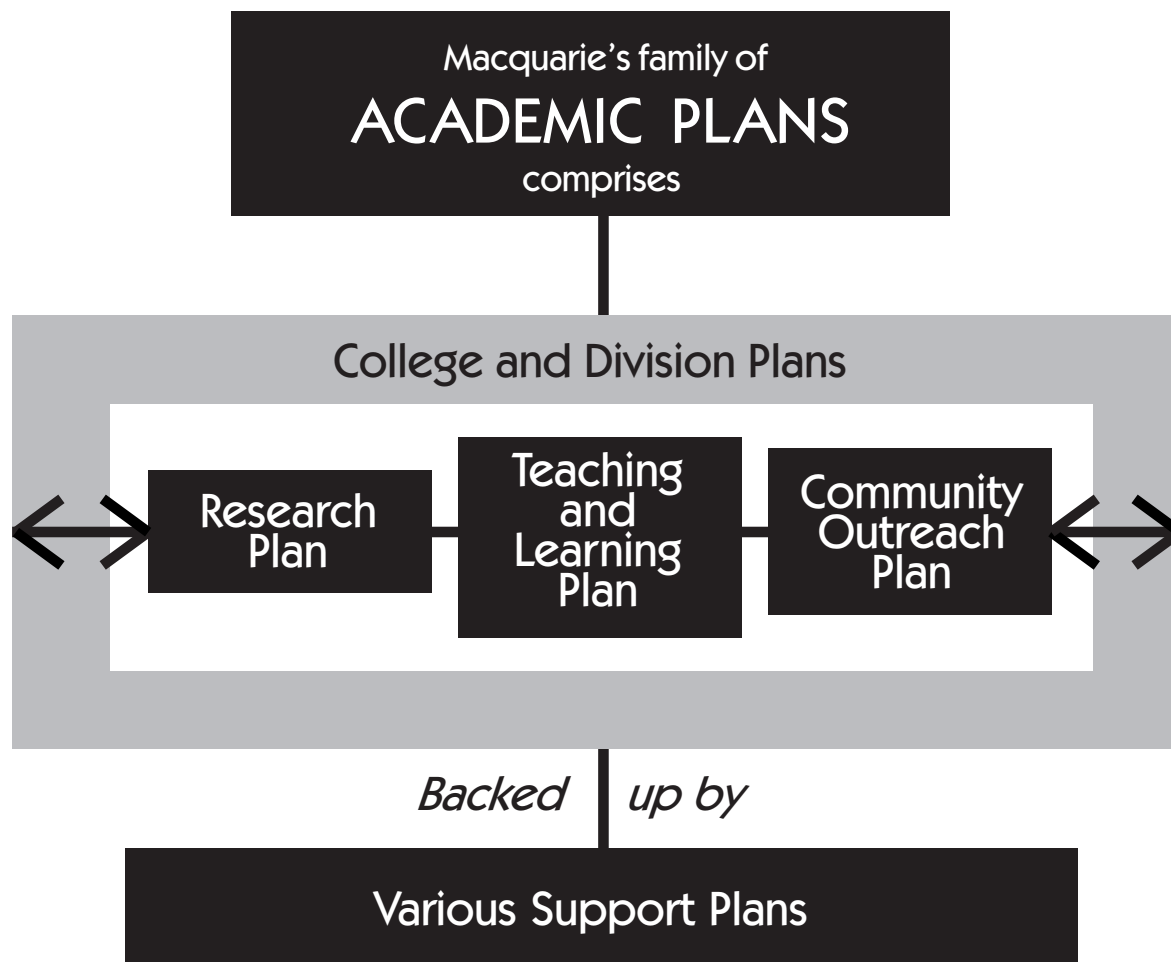


# MACQUARIE UNIVERSITY 2001

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## ACADEMIC STRATEGIC DIRECTIONS



- *Budgetary Strategic Plan*
- *Internationalisation Plan*
- *Campus Development Plan*
- *Capital Management Plan*
- *Information Technology Plan*
- *Equipment Plan*
- *Flexible Learning Plan*
- *Educational Profile Plan*
- *Access & Equity Plan*
- *ATSI Plan*
- *Student Services Plan*
- *Disability Action Plan*
- *Library Plan*
- *Computing Services Plan*
- *Financial Services Plan*
- *Internal Audit Plan*
- *Management Systems Plan*
- *Registrar's Office Plan*
- *Staff Development Plan*
- *EEO Plan*
- *Museums & Collections Plan*
- *Quality Assurance Plan*

## TEACHING AND LEARNING VISION

*“And Gladly Wolde He Lerne and Gladly Teche”*

To develop and disseminate knowledge through an exceptional commitment to scholarly teaching and learning

### TEACHING AND LEARNING MISSION

To be an exemplary provider of modern education, based on research and innovative teaching, and designed for graduates of the 21st century.

### TEACHING AND LEARNING GOALS

1. To promote access and equity through high quality education.
2. To promote excellence in teaching and learning.
3. To promote internationalisation in teaching and learning.
4. To provide innovative and flexible access to learning resources.
5. To adopt progressive personnel policies to support scholarly teaching.
6. To ensure quality and continuous improvement in teaching and learning.

Macquarie’s academic pursuits have been based from the outset on the premise of **“scholarly teaching”**, and the very close **nexus between teaching and research**.

## RESEARCH VISION

To be the pre-eminent Australian university of research distinction in selected areas of Commerce, the Humanities, Science and Technology and Social Sciences

### RESEARCH MISSION

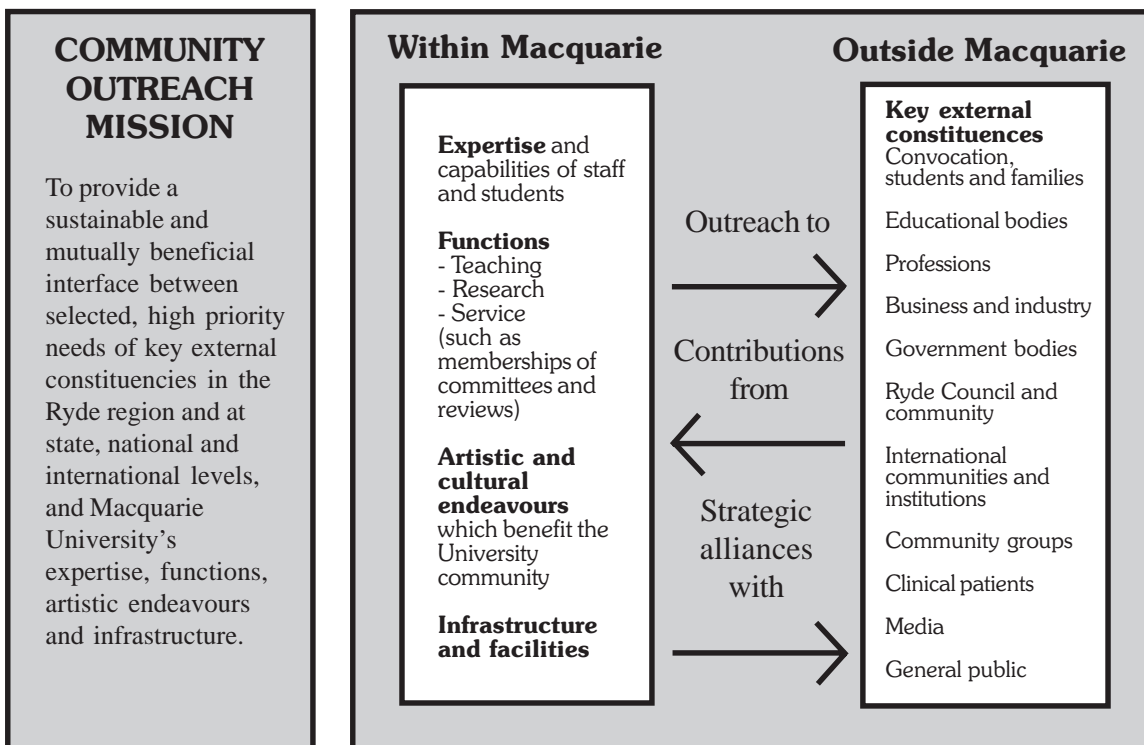
To develop and enhance a high performance research culture that permeates the University, fosters vibrant academic staff and postgraduate student research, complements research-based scholarly teaching, and contributes to research outputs for the Australian community in interactions with industrial, commercial and government partners, especially in the Ryde “Technology Triangle”.

### RESEARCH GOALS

1. To be nationally and internationally recognised as leaders in selected areas of research.
2. To be involved in creative and innovative research partnerships with other universities, CSIRO and industry.
3. To be nationally and internationally recognised for appointing, developing, encouraging and rewarding high-quality researchers.
4. To be nationally and internationally recognised as providing sound and innovative graduate training in research theory and methods

In pursuit of its legislative role, namely, “the dissemination of knowledge and the promotion of scholarship generally” in ways “which are appropriate to meet the special requirements of industry, commerce or any other section of the community”, Macquarie also engages in community outreach activities associated with all of these, for and in connection with key external constituencies. They, in turn, make valuable and varied contributions to the University. Some of them develop into strategic alliances over a lengthy period of time.

**COMMUNITY OUTREACH VISION**  
To engage with the community at large and to promote open access to high-quality scholarship and services



- COMMUNITY OUTREACH GOALS**
1. To develop and maintain a network of relationships and two-way communication supported by timely and appealing information services.
  2. To utilise the professional expertise of staff and apply research and scholarship to help external constituencies in the analysis and handling of commercial, cultural, environmental, ethical, health, social, scientific and technological issues.
  3. To promote access to high quality education, contributing to a sense of life-long learning and personal development, and engaging in continuing education for the professions, business, industry and the public sector.
  4. To serve as a cultural centre for the University community and the region by supporting the arts.
  5. To share spare capacity in the University’s physical and intellectual infrastructure and facilities.

# THIRD BUDGETARY STRATEGIC PLAN, 1998-2000

## BUDGETARY VISION

To be a financially strong, entrepreneurial university with a balance between government and non-government revenue which is maximised and used so as to promote the academic mission.

## PRINCIPAL BUDGETARY GOALS

1. To maintain Macquarie's research impetus.
2. To allocate funds to enhance the quality of teaching and learning and promote Macquarie's capacity in flexible learning.
3. To promote community outreach, including by use of strategic alliances.
4. To stimulate and nurture innovation, including by strategic use of the innovative and development funds to seed high priority initiatives.
5. To promote internationalisation in all areas of the University.
6. To develop and replenish the technological capacity of the University in research, teaching and administration.
7. To enhance information services, to protect the Library's acquisitions budget, and to maintain leadership in service provision.
8. To improve and maintain the physical fabric and grounds of the University.
9. To deal with current budget pressures by a combination of i) the pursuit of additional sources of income ii) management improvements iii) strategically focused savings
10. To maintain a leadership position in and through innovative marketing campaigns.

Cutbacks in government funding and the decisions of successive governments not to supplement budgets for salary increases have placed enormous strain on universities. Macquarie anticipated the recommendations of the Review of Higher Education Management (the Hoare Review, 1995-96), and further gains from efficiencies and additional sources of income have been hard fought. The effective cut to the Operating Budget of approximately 20% over the triennium has been managed through a combination of seven strategies under Budgetary Goal 9:

- ◆ controlled over-enrolment of undergraduate students
- ◆ reassessment of postgraduate fee-bearing courses
- ◆ expansion of the international student program
- ◆ expansion of the University's continuing education and training
- ◆ maximisation of research quantum and its redirection to key research areas
- ◆ strategic rebalancing of activities according to transparent indicators
- ◆ strategic cut-backs in staffing with the aid of negotiated separation arrangements

## KEY FACTORS FOR MACQUARIE'S DISTINCTIVE EDGE AND COMPARATIVE ADVANTAGE

- ◆ Continue to nurture the **primary focus on research**, including the identification of designated areas of excellence, research infrastructure, databases, Library, Research Park, etc
- ◆ Maximise the **advantage of location, alongside Australia's "silicon valley"**, with the likelihood of major transport links to the city, CBD and major population growth centres, including through
  - the Research Park on campus
  - industry links
  - Macquarie Research Ltd and MGSM Pty Ltd
- ◆ Continue to espouse scholarly teaching at the cutting edge, and further develop the capacity for **flexible, multi-mode delivery** to meet stakeholder needs, including generic skills,
  - by interactive, multimedia modes
  - by strategic alliances
  - by operating further as a "borderless University"
  - and by increasing flexibility, including modular, articulated programs
- ◆ Continue to operate as **Australia's Innovative University**
  - including through use of state-of-the-art electronic access and new technologies and daring to be at the cutting edge in teaching, research and service
- ◆ Continue the **emphasis on postgraduate studies**, including higher degrees by research, backed up by first-rate facilities and support, on-shore and off-shore
- ◆ Continue the development of Macquarie as a **borderless university** in terms of **internationalisation** of staffing; the curricula; the location of teaching and delivery modes; research and technology transfer; the student body, including international exposure for Australian students; benchmarking; and leadership in international organisations and networks
- ◆ Continue to increase enrolments of **overseas students**, including by offshore enrolments, taught face-to-face and by sophisticated open learning, through strategic alliances and twinning programs; and through ELICOS and articulated foundation programs
- ◆ Continue to restrict the dependence on government income, and to maintain the **leadership position in terms of other revenue**, including from postgraduate students and industry research contracts
- ◆ Continue to lead the sector with distinctive, sophisticated, innovative **marketing campaigns** within Australia and overseas

**GUIDING PRINCIPLES**  
*(as formulated by Academic Senate)*

- ◆ The visions, missions and goals set out in relation to teaching and learning, research and community outreach should be read in the context of Macquarie's distinctive academic role as a modern, research-based university of international excellence
- ◆ founded in the concept of serving the community;
- ◆ delivering first-rate educational programs by a variety of modes (by face-to-face teaching in Sydney, and from strategically chosen locations in Asia and by open learning in selected fields throughout Australia);
- ◆ distinguished by the conscious application of tested scholarly disciplines to modern needs;
- ◆ driven intellectually by the enquiring spirit of fundamental research;

## GROWTH PATTERNS AND STRATEGIES

*(as formulated by Academic Senate)*

- ◆ Concurrent elements of growth underpinning the pattern of development at Macquarie:
- ◆ **A steady shift of student interests towards professionally relevant studies**, especially in business studies and finance, health studies and information and communications technology, backed up by relevant Asian studies and languages
- ◆ **Support for access and equity** based on credit transfer principles and supported special entry schemes
- ◆ A **progressive tilting of the University profile towards postgraduate programs**, including an increase in research-based higher degrees
- ◆ **Flexible skilling of graduates** with a conscious emphasis on student learning outcomes and generic skills, with increasing use of industry links and the new technologies
- ◆ Strong fostering of capacity in **research, research training and support, and multi-mode and technologically enhanced teaching**
- ◆ **Internationalisation of all aspects of the University's endeavours** and community, and heightened appreciation of diverse cultures
- ◆ Enhancement and **strategically focused management** of community outreach.

## **GENERIC SKILLS DEVELOPMENT** *(as formulated by Academic Senate)*

There are real dangers in focusing higher education on to vocational goals so narrowly focused that we train students for yesterday's needs rather than tomorrow's. Macquarie seeks to develop the following generic skills as key competencies for students across the University:

### **Macquarie's graduates should:**

- ◆ Master the fundamental principles of their chosen disciplines
- ◆ Develop a commitment to life-long learning with the capacity for independent learning and enquiry
- ◆ Appreciate the search for truth in complex fields of study and experience
- ◆ Develop the capacity to bring interdisciplinary approaches to solving problems
- ◆ Cultivate a sense of social responsibility and a sensitivity to other peoples and cultures
- ◆ Develop an understanding of the role of science, technology and the humanities in society

### **Macquarie seeks to develop generic skills for students across the University, building flexible outcomes for life and for the workplace over a life's career:**

- ◆ foundation skills of literacy, numeracy and information technology
- ◆ self-awareness and interpersonal skills, including the capacity for self-management, collaboration and leadership
- ◆ communication skills for effective presentation and cultural understanding
- ◆ critical analysis skills to evaluate, synthesise and judge
- ◆ problem-solving skills to apply and adapt knowledge to the real world
- ◆ creative thinking skills to imagine, invent and discover

### **Macquarie's teachers are:**

- ◆ Scholars committed to flexible learning, research and the dissemination of knowledge
- ◆ Highly professional
- ◆ Dedicated to encouraging the learning capacity of each individual student
- ◆ Regular users of student feedback
- ◆ Recognised for excellence in teaching
- ◆ Devoted to academic freedom with a sense of social responsibility
- ◆ Participants in the professional life of their disciplines

Looking outwards, and preparing Australians to be citizens of the world, Macquarie provides not only a world-class education, with credentials which are recognised around the globe, but also the necessary second-language skills and cultural acquisitions that are essential if we are to become true internationalists. Overseas study and work placements are supported by travel grants and exchange agreements.