

Vice-Chancellor's Report, Part 1:
Meeting the Challenge: Progress on Macquarie@50
Strategic Priorities for 2007

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A year ago, Council adopted the strategic plan outlined in a document called *Macquarie@50*. The main goal of the plan is to ensure that, by age 50, Macquarie is clearly among the top eight research universities in Australia and one of the top 200 in the world. To achieve this goal, the plan called for the University to increase its research activity while also delivering the highest possible standard of teaching. The plan called for a new management structure, new resource streams (such as fundraising) and many changes in the way we conduct our day-to-day operations. In December, Council received a report summarising the progress made toward achieving the *Macquarie@50* goals during 2006. The purpose of this paper is to outline what comes next. Specifically, this paper describes the high-level strategies that my colleagues and I intend to implement in 2007 to continue Macquarie's ascent up the ranks of research universities.

1. Cultural Change

Universities are places of people. We will only succeed in our ambitions if all of our staff members work together and if everyone at Macquarie has the opportunity to achieve their potential. In 2007, we will conduct "needs analyses" of our senior managers and provide them with training opportunities. At the same time, we will implement an assessment and appraisal scheme for all staff. The goal of this scheme is to establish a performance culture in the University. To achieve this, we will ensure developmental opportunities for every member of the University and we will make certain that rewards go to those staff members who help the University to reach its goals. As part of the new scheme, all staff members will have the opportunity to set objectives and they will be given the opportunities to achieve them. Macquarie University, like all great universities, must be a meritocracy. Responsibility, rewards and recognition must be given to those who perform best. In the new scheme, everyone will know what is expected of them and how they are doing in the light of those expectations.

The staff appraisal and development schemes are part of a long-term cultural change project. The goal of this project is to develop a performance based culture. This does not mean that Macquarie is just another business but we need to be business-like. We need to earn our keep every day; we also need to have some money left over at the end of the year so that we can continue to improve our facilities and accumulate an endowment for future generations. To do this, we must be competitive, performance-oriented and aware of market forces. Because we do not have to pay dividends to shareholders, we can choose to do things that are motivated by what's fair and right rather than what's economic. This includes making a University education open to people from diverse backgrounds.

To achieve cultural change, we will not only increase our investment in staff training and development but we will also redesign much of our decision making apparatus. The goals of the cultural change process are summarised in Table 1. The process of cultural change will take some years and will cause some anxiety (change always does). But, the effort is worthwhile because Macquarie's educational mission is too important to be left to chance and good luck. Rudyard Kipling had it right when he said "Now, like all times, is a very good one if we but only know what to do with it!" Macquarie has many opportunities open to it; we will seek to make the most of those opportunities for the benefit of our staff, students and the nation.

Table 1. Goals for Cultural Change¹

<u>Move from this</u>	→	<u>To this</u>
Teach subjects we want to teach	→	Teach subjects students wish to learn
Focus on process (e.g. two years to approve a new course)	→	Focus on outcomes (e.g. new course available to meet students' needs)
The way we do things	→	The best way to do things (learn)
Manage to ensure morale	→	Manage to ensure institutional success
Look good	→	Be good
Rules and compliance	→	Principles and audit
Fund everything a little	→	Fund a few things well
Omnipotent centre	→	Devolve responsibility and accountability

2. Add Depth and Breadth to the Concentrations of Research Excellence (CORES)

Recognising that no university could hope to be excellent in everything, *Macquarie@50* called on Macquarie to identify and build on its strengths. Based on previous performance, reputation and academic consultation, nine areas were identified (see Table 2). Of course, these areas do not represent all of the excellent research being done at Macquarie. They contain, however, the largest concentrations of researchers. An international recruitment effort in these nine areas has attracted an excellent group of new researchers to Macquarie. Their arrival, along with their graduate students, will give a tremendous boost to the intensity of our research.

In 2007, we will add depth and breadth to the CORES. In doing this, we will keep faith with a philosophy that has animated Macquarie from its foundation—the unity of knowledge. From the outset, Macquarie took a multi-disciplinary approach to teaching and researching. Eschewing the old scholarly divisions, Macquarie sought to exploit their synergies. Interdisciplinary teaching and research was the right approach 40 years ago and it is even more necessary now given the complexity of the world's problems. Consider, our CORES, for example. Researchers in Macquarie's CORE areas are studying the psychological, physical and social needs of an ageing population, the threats to the environment (and to our standard of living) from climate change, how to ameliorate the effects of globalisation on those left behind, ensuring our security, understanding the building blocks of life, exploiting new energy sources and making sure that we preserve our cultural heritage. These are all problems that require multidisciplinary solutions. Because of its history, structure and its concentration of researchers, Macquarie is well placed to play a leading role in helping to solve these global problems.

The next step is to continue adding new researchers while, at the same time, giving opportunities to existing Macquarie researchers—who have the relevant expertise—to make a contribution to CORE areas. The result will be more researchers in CORE areas as well as broader and deeper CORES (see Table 2). For this strategy to work, it is not necessary for all of the researchers in a CORE to work in the same laboratories or on the same grants. Macquarie will become known as a leader in these globally significant areas because we will have a large concentration of researchers working on them.

Table 2. Broader and Deeper Concentrations of Research Excellence

<u>CORE AREAS.....</u>	<u>... ADDRESS IMPORTANT GLOBAL PROBLEMS</u>	<u>.....BY ADDING</u>
Ancient Cultures	Preserving our cultural heritage	modern history, literature, art and music
Animal Behaviour	Using models of non-human behaviour to solve engineering problems	artificial intelligence and ergonomics
Climate Risk/Ecology & Evolution	Ameliorating the negative effects of climate change	economics, management
Cognitive Science	Understanding and treating neurological, psychological. Learning and language disorders	neurology, neurosurgery, linguistics, philosophy & physiology
Earth & Planetary Evolution	Understanding the physical structure of our world	engineering
Functional Proteomics & Cellular Networks	Medical and industrial biotechnology	biomedical engineering, drug design, diagnostic equipment design
Lasers & Photonics	Laser physics in industry and health	biomedical and mechanical engineering, surgery
Quantum Information Science & Security	Network and computer security	mathematics, software engineering, law enforcement
Social Inclusion	Ameliorating the effects of globalisation	political science, law, commerce, education, media

3. Develop Additional Concentrations of Research Excellence

Macquarie@50 foreshadows the development of additional CORES as part of our long-term research strategy. For example, an opportunity may soon arise in audiology. If a large, well-established, auditory medical device company locates on campus, it will provide the catalyst to bring together our research in audiology, speech pathology, cognitive psychology and education to form a new CORE in hearing. Such a facility is likely to attract staff and students from other institutions. The new hospital will provide us with the opportunity to leverage our work in cognitive psychology, linguistics and hearing to form a CORE in neurology, neurosurgery and cognition. By

seeking tenants such as these, who have synergy with our teaching and research, we can ensure that they are not only paying rent but that they are also involved with our teaching and research. Naturally, we will also continue to develop our current research areas so that they can expand into CORES as the University develops.

4. Producing Tomorrow's Leaders

At its heart, Macquarie is a school—teaching and learning are its main purposes. But we are very special type of school. Our students are here not just to learn facts and skills but also to learn how to learn. We want to produce critical graduates who will be the leaders of the future. Just as today's global problems require multidisciplinary solutions, our students also need to understand the interaction between disciplines if they are to be leaders in an increasingly inter-related world. Last year, Macquarie was awarded money from the government's teaching excellence fund. This was the first time that Macquarie was successful in this competition. We received the funds for our teaching in education and arts. Academics in these, and other areas, also received recognition for the teaching from the Carrick foundation. In 2007, we wish to build on last year's success by helping more of our teaching areas to gain recognition from both the Carrick foundation and the teaching excellence fund. More important, we want to ensure that our teaching is designed not only to prepare graduates for a lifetime of learning but also to turn out the leaders the world will need for the future.

To achieve our goals, we will restructure our current multiple teaching-related activities into a single office with a focus on advancing teaching. In addition, we will implement master courses for teachers, provide academics with technical support and institute reward schemes for good teaching.

5. Building a Better Macquarie

The capital development program that began last year will pick up steam this year with a number of new projects coming on line. These include sports facilities such as the swimming complex, the new library, refurbishments, a new research complex, and the Macquarie University Hospital. The goal is to renew some tired parts of the University while, at the same time, providing the most modern new facilities possible.

6. New Revenue Sources

Traditionally, Australian universities have increased their revenues by increasing student numbers (both domestic and foreign). The result is crowded campuses and full classrooms. Major foreign universities, on the other hand, often have income streams that are not related to student numbers. These “endowments” allow universities to provide the extra revenue needed for real excellence without having to pile students to the rafters. We have all heard of the huge endowments held by private universities such as Harvard (\$US28 billion) and Yale (\$US17 billion), but even public universities in the USA have substantial investment portfolios (the University of Texas has a \$US 2.5 billion endowment). Cambridge and Oxford have endowments of around \$US 1.5 billion each.

Here in Australia, the largest investment portfolios are held by Melbourne and Sydney universities; each has around \$US 750 million. Macquarie has accumulated \$AUD230 million over the years, but our potential is great. Developing our property assets alone will produce hundreds of millions of new dollars for the University. The exploitation of our intellectual property is another potential income source. Our first stock market float, conducted in the second half of last year has done well. There are also opportunities for us to raise funds from philanthropic foundations, organisations, alumni and businesses. This year, we will establish the first property trust owned by an Australian university. It will be the vehicle that we will use to leverage the value of our property assets. We will also be concluding license agreements for our intellectual property and some further spinouts are also in the works. Finally, we will establish a development (fundraising) office this year. The office will focus on raising money from foundations and individuals. Our long-term goal is a \$AUD 1 billion investment fund.

7. Administrative Efficiency Gains

As noted in Table 1, administrative processes have sometimes taken precedence over outcomes at Macquarie. A priority for 2007 will be process re-engineering. Each of our managers will be asked to make gains by managing more efficiently. They will be asked to do their re-engineering by starting with the desired outcome in mind. Money saved in this way will be used to upgrade our information technology and to support teaching and research.

8. One Voice, One Image

A major new initiative for this year will be an overhaul of our publications and web presence. The process will also start with the desired ends in mind and will be designed to ensure that our publications and web presence are getting our message across to the intended audiences in an accurate and effective manner. Two new staff positions will be dedicated to upgrading and maintaining our Website (see Vice-Chancellor's, Report Part 2 for details). This year, we will also survey our stakeholders to learn how they perceive the Macquarie brand and we will audit all of our publications to ensure that they represent the brand in a consistent and effective way.

9. Team work

Delivering on this year's plan is the responsibility of the entire management team. Each of us has a set of performance indicators which means that we are all aligned to what we are trying to achieve. The performance indicators for each of the senior managers are attached to this paper.

10. Principles for Managers

It is vital that everyone at Macquarie be aware that the University expects them to uphold the highest ethical standards in all of their activities. To help us raise awareness, the principles summarised below will be communicated to all staff and will become part of all new employment contracts.

Principles for Decision Making at Macquarie University ¹

Selflessness

Employees should make decisions solely in terms of the University's interest. Employees should not make decisions in order to gain financial or other material benefits for themselves, their family, or their friends.

¹ Adapted from the Nolan Report (UK).

Integrity

Employees should not place themselves under any financial or other obligation to outside individuals or organisations that might adversely influence them in the performance of their official duties.

Objectivity

In carrying out business, including making hiring appointments, awarding contracts, or recommending individuals for rewards and benefits, employees should make choices on merit.

Accountability

Employees are accountable for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Employees should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when University interest clearly demands.

Honesty

Employees have a duty to declare any conflict of interests relating to their duties and to take steps to resolve any conflicts arising in a way that protects the University's interest.

Appendix to Vice-Chancellor's Report Part 1:

KPIs for Managers

Vice-Chancellor Performance Indicators 2007		
Goal	Strategic Task for 2007	Target Performance Indicator
1. Improve research performance	1. Recruit staff in CORE areas	40 new CORE staff by Dec, 2007
	2. Recruit new postgraduate research students	100 additional PhD students by Dec, 2007
	3. Increase external funding for research	15% increase in external research funding relative to previous 12 months
2. Improve management efficiency and effectiveness	4. Develop and implement a space charging system	System in place by Dec, 2007
	5. Develop and implement a system for estimating costs and for pricing	Costing and pricing system in place by Dec, 2007
	6. Implement new IT security and disaster recovery plans	Security and disaster plans in place by Dec, 2007
	7. Implement a cost reduction programme	Identify cost reductions in general overheads to a value of \$5 million by Dec, 2007
3. Improve teaching	8. Implement the teaching excellence plan and revise the QA compliance regime	A new structure for teaching excellence and QA and new processes in place by Dec, 2007.
4. Improve image and cultivate donors	9. Introduce new media strategy including a new web presence, publications & media monitoring system	Strategy, web presence and media monitoring system in place by Dec, 2007.
	10. Establish development (fundraising) office and implement development programme	Development office up and running by Dec, 2007
5. Move Macquarie up the university rankings each year to reach number 8 by 2014	11. In addition to those described above, put in place strategies to move Macquarie up the national and international rankings	Number 8 in Australia using international rankings (THES, Shanghai Jiao Tong) and national rankings (teaching excellence, research graduates, & research funds).

Deputy Vice-Chancellor (Research) Performance Indicators 2007		
Goal	Strategic Goal for 2007	Target Performance Indicator
1. Improve research performance	<ol style="list-style-type: none"> 1. Recruit staff in CORE areas 2. Recruit new postgraduate research students 3. Increase external funding for research 	<p>44 CORE staff appointed by Dec, 2007</p> <p>100 additional PhD students enrolled by Dec, 2007</p> <p>15% increase in external research funding relative to previous 12 months</p>
2. Improve management efficiency and effectiveness	<ol style="list-style-type: none"> 4. Set performance standards for the research office's business functions 5. Begin a cycle of self-study which may include feedback from clients of the research office and use results to effect improvement. 6. Align professional development opportunities with strategic priorities and critical emerging needs. 7. Ensure that all Research Office staff have KPIs and assessments. 8. Ensure that research office budget is not exceeded. 9. Align research budget with strategic priorities 	<p>Standards in place by Dec, 2007</p> <p>Data collection systems in place and cycle implemented by Dec 2007</p> <p>Produce a "needs assessment" which identifies strategic goals and priorities for staff professional development. Begin offering development opportunities to research staff by Dec 2007</p> <p>All staff assessed by Dec 2007.</p> <p>A neutral or positive budget outcome for research office in Dec, 2007</p> <p>A strategic budget in place for 2008 (by Dec 2007).</p>
3. Encourage and support quality improvement efforts	<ol style="list-style-type: none"> 10. Implement the research plan 11. Help to prepare for AQUA audit in 2008 12. Accelerate the completion rate of PhD students. 	<p>See 1, 2 and 3 above</p> <p>Processes and data in place for research aspects of the audit by Dec 2007.</p> <p>Completion rates increase by Dec, 2007</p>
4. Move Macquarie up the university rankings each year to reach number 8 by 2014	<ol style="list-style-type: none"> 13. Put in place strategies to move Macquarie up the national and international rankings in research. 	<p>Goal is to be Number 8 in Australia in domestic and international rankings (THES, Shanghai Jiao Tong) and national rankings (teaching excellence, research graduates, & research funds).</p>

Deputy Vice-Chancellor's (Development and External Relations) Performance Indicators 2007

Goal	Strategic Goal for 2007	Target Performance Indicator
1. To promote a culture of continuous quality improvement across the areas under your supervision.	1. Set performance goals and standards for each area under your portfolio.	Standards in place by June 2007.
	2. Begin a cycle of self-study which includes feedback from stakeholders and use results to inform improvement efforts.	Data collection systems in place and implemented by Dec 2007.
	3. Align your staff's professional development opportunities with strategic priorities and critical emerging needs.	Produce a "needs assessment" which identifies strategic goals and priorities for staff professional development. Begin offering development opportunities to staff by Dec 2007.
2. Encourage and support quality improvement efforts.	4. Increase operational efficiency in MI, public relations, and the other areas.	Ask each Director to identify at least one business process to be streamlined by process analysis and redesign by Dec 2007--disseminate results.
	5. Explore partnership possibilities (e.g. with University of Newcastle and private providers) when these align with our goals.	Report on partnerships by Dec 2007.
	6. Implement a cost reduction programme for Macquarie International, which results in a surplus in 2007.	MI to finish the year with a surplus of at least \$1.5 million by Dec 2007

<i>Continued:</i> Deputy Vice-Chancellor's (Development and External Relations) Performance Indicators 2007		
Goal	Strategic Goal for 2007	Target Performance Indicator
3. Improve image and cultivate donors	<p>7. Introduce new media strategy including new web presence, publications & media monitoring.</p> <p>8. Establish development office and begin to plan a development programme.</p> <p>9. Reposition the alumni function to become part of the development effort.</p>	<p>Strategy, web presence and media monitoring system in place by Dec 2007.</p> <p>Development office up and running by Dec 2007.</p> <p>Alumni office integrated into development by Dec 2007</p>
4. Move Macquarie up the university rankings each year to reach number 8 in Australia by 2014	10. Put in place strategies to move Macquarie up the national and international rankings in the areas in your portfolio.	Number 8 in Australia using international rankings (THES, Shanghai Jiao Tong) and national rankings (teaching excellence, research graduates, & research funds).
5. Develop strategic relationships with community groups to the mutual benefit of the University and the community	11. Ensure strategic, cost-effective, and coordinated activity with community groups.	Establish a Community Engagement Office by July 2007, devise and promulgate Protocols for Community Engagement by September 2007, report on community activities and partner groups by Dec 2007.

Deputy Vice-Chancellor and Chief Operating Officer Performance Indicators 2007		
Goal	Strategic Goal for 2007	Target Performance Indicator
1. Promote a culture of continuous quality improvement across all areas	1. Set performance standards for each business function in your area.	Standards in place by June 2007
	2. Begin a cycle of self-study which includes gathering feedback from stakeholders and use the results to inform improvement efforts.	Data collection systems in place and implemented by Dec 2007
	3. For staff in each of your areas, align professional development opportunities with strategic priorities and critical emerging needs.	Produce a “needs assessment” which identifies strategic goals and priorities for staff professional development. Begin offering development opportunities to staff by Dec 2007.
	4. Deliver an efficiency dividend by ending the fiscal year in surplus.	Surplus of at least \$1 million by the end of Dec 2007.
2. Encourage and support quality improvement efforts	5. Increase operational efficiency in IT, finance, registrar’s office, facilities management, construction.	Ask each Director to identify at least one business process in their area to be streamlined by process analysis and redesign by Dec, 2007- disseminate results.
	6. Explore partnership possibilities (e.g. with University of Newcastle and private providers) when these align with our goals.	Report on partnerships by Dec 2007.
	7. Finalise the space charging and activity-based costing projects.	An operational space charging system and a costing system in place by Dec, 2007.
	8. Develop management information systems for managers at all levels of organisation (Deans, Heads of Departments, and others). The system should allow simulation (e.g. are two more PHD students worth more money than 100 undergrads).	MIS in place by Dec 2007.
	9. Implement new IT security and disaster recovery plans.	Security and disaster plans in place by Dec 2007
	10. Realign budget to support priorities.	Strategic budget in place for 2008 (by Dec 2007).

<i>Continued:</i> Deputy Vice-Chancellor and Chief Operating Officer Performance Indicators 2007		
Goal	Strategic Goal for 2007	Target Performance Indicator
3. Acquire resources sufficient to sustain and carry out our mission	11. Increase support for academic priorities by pursuing business initiatives (including exploitation of our IP, land development, consultancy services, investments and other commercial activities).	Increased external support for academic priorities by Dec 2007.
4. Move Macquarie up the university rankings each year to reach number 8 in Australia by 2014	12. Look for opportunities to move Macquarie up the national and international rankings in the areas under your supervision	Goal is to be Number 8 in Australia in domestic and international rankings

Deputy Vice-Chancellor (Provost) Performance Indicators 2007

Goal	Strategic Goal for 2007	Target Performance Indicator
1. To promote and invest in a culture of learning, professional development, and continuous quality improvement across the academic areas of the University	1. Recruit high quality staff in areas of strength.	Senior administrative and academic staff recruited by Dec 2007.
	2. Align professional development opportunities with strategic goals and priorities, critical emerging needs, and staff interests.	With HR, produce a “needs assessment” which identifies strategic goals and priorities for staff professional development (including department heads and Deans) by Dec 2007. Begin offering development opportunities to staff. Review, develop and implement new model and structure to provide PD for academic staff.
	3. Improve the university’s share of Carrick Awards and Grants	Increase Carrick citation Award winners, Excellence in Teaching awards and Carrick Project grants
2. Encourage and support continuing quality improvement efforts.	4. Develop and implement a quality assurance and quality enhancement strategy across academic areas.	Quality enhancement plan is developed and in place by December 2007. Liaise with DVC(Research) to ensure alignment between T and R
	5. Increase operational efficiency.	Ask each Dean to identify one Divisional administrative process to be streamlined by process analysis and redesign by Dec 2007- disseminate results.
	6. Revise QA compliance Regime	New QA/QE policy developed and implemented by Dec 2007.
	7. Prepare for AUQA audit in 2008/9	Processes in place for audit by Dec 2007/8.
	8. Begin a cycle of self-study which includes feedback from stakeholders and use the results to inform improvement efforts.	Improvements in rankings and surveys over time.

<i>Continued:</i> Deputy Vice-Chancellor (Provost) Performance Indicators 2007		
Goal	Strategic Goal for 2007	Target Performance Indicator
3. Improve financial Management	9. Realign resources to support improvement priorities.	Budget for 2008 should reflect a strategic resource allocation policy.
	10. Ensure that the academic budget under your control is not exceeded and that the year ends without an overall deficit.	Positive or neutral budget outcome by Dec 2007.
4. Improve teaching and learning	11. Devise and implement a teaching excellence plan.	A new structure for teaching excellence and QA and new processes in place by Dec 2007. excellence outcome and Carrick Awards.
	12. Devise a process to improve student satisfaction and experience.	A coordinated approach to managing student life in place by Dec 2007.
	13. Ensure quality in international activities and outbound study abroad.	A new quality enhanced international programme by Dec 2007.
5. Initiate, discontinue, or modify academic programs and services in response to changing demographics and national needs	14. Complete a needs assessment for higher education in our region and begin to implement new programmes.	Needs assessment complete and new programmes developed by Dec 2007.
	15. Initiate reviews of undergraduate and post graduate coursework programs to identify needs and opportunities.	Complete review
6. Increase the representation of diversity groups in the student body	16. Work with Student Services to actively recruit new students who are members of minority groups or come from equity backgrounds.	Plans in place by Dec 2007, and future PI will be number of such students recruited

<i>Continued:</i> Deputy Vice-Chancellor (Provost) Performance Indicators 2007		
Goal	Strategic Goal for 2007	Target Performance Indicator
7. Build partnerships	17. Strengthen partnerships with other institutions that support our strategic priorities (e.g. Newcastle).	Report on partnership activities by Dec 2007.
8. Move Macquarie up the university rankings each year to reach number 8 by 2014	18. Put in place strategies designed to move Macquarie up the national and international rankings	Goal is to be Number 8 in Australia in domestic and international rankings (THES, Shanghai Jiao Tong) and national rankings (teaching excellence, research graduates, & research funds).

Director of Human Resources Performance Indicators 2007 (Draft)

Goal	Strategic Task for 2007	Target Performance Indicator
1. Promote a culture of continuous quality improvement in HR	<ol style="list-style-type: none"> 1. Set performance standards for each business function in HR. 2. Begin a cycle of self-study which includes stakeholder feedback and use results to effect improvement. 3. Align professional development opportunities with strategic priorities and critical emerging needs. 4. Ensure that all HR staff members have KPIs and are assessed. 5. Increase operational efficiency of HR by reducing costs and assuring a neutral budget outcome. 	<p>Standards in place by June 2007.</p> <p>Data collection systems in place and cycle implemented by Dec 2007.</p> <p>Produce a “needs assessment” which identifies strategic goals and priorities for HR staff professional development. Begin offering development opportunities to staff by Dec 2007.</p> <p>All staff assessed by Dec 2007.</p> <p>Identify areas of cost savings in HR and also ensure that HR produces a neutral budget outcome by Dec 2007.</p>
2. Encourage and support quality improvement efforts	<ol style="list-style-type: none"> 6. Develop and implement a performance management and appraisal system for all uni staff. 7. Identify and introduce professional development opportunities for heads of departments, deans and other managers. 	<p>System in place by Dec 2007.</p> <p>Produce a second “needs assessment” which identifies strategic priorities for managers’ professional development. Begin offering development opportunities to staff by Dec 2007.</p>
4. Improve climate and staff morale	<ol style="list-style-type: none"> 8. Introduce new staff reward and incentive schemes. 9. Develop responses to the concerns voiced by staff in their responses to the Your Say Survey. 10. Develop and implement staff communication schemes (email, web sites, Town Hall meetings, and so on) designed to ensure open governance. 	<p>Positive outcome for Your Say survey in late 2007 and early 2008.</p> <p>Outcome of Your Say survey in late 2007 and early 2008.</p> <p>Outcome of Your Say survey in late 2007 and early 2008.</p>

Assistant Vice-Chancellor Performance Indicators 2007

Goal	Strategic Goal for 2007	Target Performance Indicator
1. Improve the operational efficiency of Vice-Chancellor's Office	1. Set performance standards for all aspects of office.	Performance standards in place by August, 2007
	2. Align professional development opportunities of VC's staff with individual's priorities and needs.	Determine development needs and begin offering opportunities to VC's staff early in 2007.
	3. Design and implement processes and procedures to ensure efficiency (including IT, scheduling, time management, goal setting, record keeping and other processes).	New processes and procedures in place by June 2007.
	4. Ensure sound budgeting.	Ensure that budget of VC's office is neutral or positive in Dec 2007.
2. Improve the advisory and policy capabilities of the Vice-Chancellor's Office	5. Integrate, & where required reengineer services into VC office.	Integration complete by August 2007.
3. Improve internal and external communication	6. Devise and implement internal and external communication plans for VC including VC website, speeches, events, trips, etc.	New internal and external communication plans in place by April 2007.
	7. Establish "customer relationship management" database for VC office.	System up and running by Dec 2007
4. Liaise with government	8. Develop relationships with federal, state and local government in areas of interest to Macquarie.	Meetings with relevant officials throughout year.
5. Prepare reports, committee agendas	9. Prepare Vice-Chancellor's reports to Council, Academic Senate, government, etc.	As required, timely preparation of reports.
	10. Ensure vetting of committee agendas.	Ongoing review of committee work.
5. Stewardship of particular projects	11. Undertake strategic, organisational wide projects .	See attached schedule.

Projects – Assistant Vice-Chancellor

Project	With whom	Goal for 2007	Outcomes
Macquarie Private Hospital	Paul Bowler & Adrian Briggs	<ul style="list-style-type: none"> • Enter into a commercial contract to construct the hospital & clinic buildings • Establish the funding framework for the project 	Construction underway by June 2007 and scheduled for completion December 2008
ASAM	Judyth Sachs & Michael Morgan	<ul style="list-style-type: none"> • Ensure the establishment of ASAM in accordance with MQ requirements 	ASAM operational by June 2007
Macquarie Property Trust	Paul Bowler	<ul style="list-style-type: none"> • Establish trust & governance structure to maximise financial benefits to MQ and comply with tax requirements. • Transfer MQ assets into trust and establish financial arrangements. 	The 1 st Australian university to establish trust by March 2007
Balance Scorecard	The executive	<ul style="list-style-type: none"> • Improve MQ balance scorecard approach to performance management • Develop MQ profile publication based upon scorecard. 	New balance scorecard and MQ profile in place by June 2007.
Benchmarking	Paul Bowler & Denise Osmand	<ul style="list-style-type: none"> • Obtain a standardised cost & revenue base for MQ as source for performance measurement and savings targets. 	Fully reconciled financial profile by operating unit in place by June 2007.
Ethical Code	Tim Sprague	<ul style="list-style-type: none"> • Establish ethical code particularly related to conflict of interest. • Integrate code with HR & commercialisation. • Establish some ethical training for staff & committees. 	Ethical code developed by June 2007 training being undertaken in 2 nd half of 2007.
Corporate structure	Paul Bowler, Roy Green & Phil Dolan	<ul style="list-style-type: none"> • Streamline corporate structure by winding-up unnecessary company structures. • Negotiate cost savings 	Companies wound-up and savings achieved by December 2007.

Project	With whom	Goal for 2007	Outcomes
Commercialisation guidelines (including investment guidelines for start-ups)	Jim Piper	<ul style="list-style-type: none"> • Review guidelines and seek approval of IPCPC • Ensure Access MQ organise workshops for staff & students 	Guidelines implemented by March 2007
Governance review	June Donovan	<ul style="list-style-type: none"> • Review all Council committees to include current terms of reference, rules and membership • Standardise reporting through each committee 	All committees to be reviewed and new format implemented by December 2007

ⁱ Adapted from L. Gerstner 2002). Who says elephants can't dance? New York: Harper Collins