Tuesday 19 July, 2011

Dear Staff members

As you are aware on the 4th of July, I released a change proposal document for your consideration and feedback.

We have now had an opportunity to consider your feedback and we are at a point where I can confirm the University’s decision to proceed with the change process in accordance with Clause 4.13.7 of the Macquarie University Enterprise Agreement 2010.

The attached document outlines a summary of the feedback that has been received related to the proposal, my responses to that feedback, and a proposed implementation plan for your consideration and comment.

I would ask that staff provide feedback to Rebekah (rebekah.pang@mq.edu.au) on the implementation proposal by close of business on Friday 29 July, 2011.
SUMMARY OF FEEDBACK AND RESPONSES TO CHANGE PROPOSAL

COMMENTS ON PART 1: CREATE A GLOBAL PROGRAMS TEAM

1. The Global Programs Team seems to duplicate some of the functions that already exist within Macquarie International. Why does an additional team need to be created?

The Global Programs team will have a focus on building strong partnerships with other universities. The global programs team will coordinate a number of different areas such as joint PhDs, student exchanges, co-branded degrees and research relationships. We will develop partnerships that build on international academic relationships and we will target key institutions where there are opportunities to develop research and teaching relationships that add to the University’s reputation. Key result areas will include:

- Identifying opportunities for beneficial partnerships.
- Providing information to Macquarie Academics when they are overseas, to ensure they make the best use of their existing relationships.
- Follow up with academics once the relationships are established, to make sure that the relationships result in a positive outcome for Macquarie.
- Coordinate academics in various faculties to make sure there is one key relationship manager for the overseas University.

COMMENTS ON PART 2: CONSOLIDATE ALL STUDENT SERVICES INTO AN INTEGRATED STUDENT EXPERIENCE UNIT

2. There were several comments made in support of the proposed students and registrar area. These comments indicate that staff viewed the proposed change as student centred.

3. There are areas in the University that provide student services but are not mentioned in the proposal. This includes teams such as the Global Programs Team and International Careers as well as other teams in various faculties and units. Why are these teams not included in the proposal?

The aim of the proposed change is to create a new unit and establish a new DVC Students and Registrar. Given the scope and magnitude of this change, the current change proposal aims to move the major student services units at this time. The movement of other teams into the Students and Registrar area is out of scope of this change.

Please note: The University will consult with staff prior to any significant changes to the type of work performed by staff.

4. There are parts of the Academic Programs Section that deal exclusively with academic programs (units, majors and degrees). Would these be better placed within Learning and Teaching, as they have an academic focus?

The majority of the work completed by the Academic Programs is best placed within the new DVC Students and Registrar area. We have aimed to move whole teams into the new DVC area and not split up existing teams and units, where possible.
5. The International Student Services (ISS) team has a significant role in ensuring ESOS compliance. How will the University ensure ESOS compliance under the proposed structure?

ESOS compliance is a high priority for the University. We need to make sure that suggested changes do not have a negative impact on compliance in the longer term. The University originally proposed that oversight for ESOS compliance would move with the ISS team. Following feedback, the University has considered the alternative of making the DVC Students and Registrar the responsible officer for ESOS compliance in international student recruitment. After further consultation we have decided to that oversight for ESOS compliance should stay with the Manager, Quality and International Services and this role will have a dotted reporting line to the DVC Students and Registrar to maintain appropriate links and controls. Changes have been made to the Position Description of the DVC Students and Registrar role (see item 8) to emphasise the importance of ESOS compliance.

6. At present, international students report very high satisfaction ratings. What will the University do to ensure that the experience of international students remains positive?

Ensuring satisfaction of students is a key reason for the creation of a new Student and Registrar area. In the short term the change to ISS is a new reporting line. The team will provide the same high standards of service in the same way. In the longer term, the single reporting line of both domestic and international student services will allow for the creation of new programs and services that would not be feasible for either group alone. The University believes that better integration between international and domestic students is likely to provide a better student experience for all groups.

7. There are administrative roles with shared responsibility for supporting ISS as well as other teams within Macquarie International. What will happen to these roles?

Initially, staff within ISS will not move location and the provision of administrative support by Macquarie International will not change.

8. Comments on the proposed DVC Students and Registrar Position Description.

Some changes have been made to the DVC Students and Registrar Position Description, as a result of staff feedback. Key changes to the Position Description include the following;

- Number of staff managed is now 300+ to account for the overall responsibility this role has for U@MQ.
- The importance of ESOS knowledge has been emphasised;
  - An additional primary accountability has been added which states “The DVC, Students and Registrar will have a significant role in ensuring that the University remains compliant with ESOS requirements.”
  - An additional Qualification and Skill has been added which states “Experience in ensuring compliance with regulatory requirements.”

9. At the moment, international students are often referred to the counselling service after they have been experiencing problems for quite some time. Early referral of international students is an area that the University should improve. However, if the number of international student referrals increases, how will the counselling service manage this with our existing staff levels?

We believe bringing the services supporting international students together will allow us to form a better overall view of international student’s problems and facilitate earlier referrals. Earlier referrals do not necessarily mean an increase in total number of referrals but we will continue to monitor the number of students using the counselling services.
10. At the moment, staff in Macquarie International speak approximately 40 different languages. This makes them well placed to respond to student requests, in the language the student is most comfortable with. How will the University meet the language needs of students?

Responding to students in a language other than English is sometimes necessary to resolve a complex or sensitive issue. International students are not the only students who have English as a second language and International staff are not the only staff with other languages. We plan to set up a process to identify staff with second or more languages as a resource for dealing with all students with these complex needs. In addition, the counselling service has access to telephone translators who can translate student questions when required.

11. There are administrative support staff, including an Executive Assistant, for both the registrar and the Executive Director, Campus Engagement. What will happen to these roles?

There will be a closed recruitment process for the role of Executive Assistant, DVC Students and Registrar. The current Executive Assistant, Academic Registrar and the current Executive Assistant, Executive Director Campus Experience will be eligible to apply. The University will seek to redeploy the unsuccessful candidate. We are aware of some existing options for redeployment.

COMMENTS ON PART 3: INTEGRATE AND PROVIDE ADDITIONAL SUPPORT FOR INTERNATIONAL MARKETING

12. Who will provide training and induction to Access Sales and Marketing staff if they are seconded to Macquarie International?

The Access Sales and Marketing team will provide additional resources to the existing Macquarie International sales and marketing team. As with the recruitment of any new staff, there will be some time and flexibility required to ensure that this team has the resources, information and training that they require.

13. Who will provide support services to Access MQ staff if they are seconded to Macquarie International?

The Access Sales and Marketing team are currently supported by the Operations and Business Development Officer, who will also be moving across as part of this team.

OTHER COMMENTS

14. The Global Leadership Program provides a valuable extracurricular experience for students. I am concerned this may be lost if this unit is moved to report into PACE.

This Change Proposal does not include the movement of the Global Leadership Program. The Global Leadership program will continue to function as it currently does, within Macquarie International.

15. Macquarie International has strategies to minimise the risk of using agents.

The proposed change does not aim to reduce the number of agents engaged by Macquarie or the number of student admissions generated by these agents. Instead it aims to increase the number of student admissions from other sources such as partnerships with other universities. This strategy aims to increase the total number of International student admissions.
PROPOSED IMPLEMENTATION PLAN

CONTEXT
As noted in the change proposal issued on 4 July, 2011 the purpose of the change management process is outlined below;

• Establish and develop partner relationships with overseas Universities.
• Provide a consistent, high quality student experience to all student groups.
• Allow the Sales and Marketing teams from Macquarie International and Access MQ to work collaboratively and expand the scope of sales opportunities available to staff.
• Develop best-practice systems for processing student requests.

Implementation Plan
Part 1: Global Programs Team
• We will proceed with recruiting an Executive Director, Global Programs. This position will be advertised internally and externally. Internal applicants are encouraged to apply. The primary responsibilities of this role will include;
  o Set overarching strategy and objectives for Global Programs
  o Manage the Director, Global Engagement and provide direction for the Global Programs Team
  o Coordinate Faculty based Global Programs staff.
• The Position Description for the Director, International HDR Marketing and Development will be rewritten to cover and expanded portfolio.
• The Position Description for the Manager, International Research Relations will be rewritten with an expanded portfolio.
• The newly established Global Programs Team will temporarily move to the EMC² Building (previously the Dow Corning Building).
• The Executive Director, Global Programs will report to the Vice President, Strategy Development and Implementation during the initial set up phase for this unit.
• The Administrative Assistant role that support the Director, International HDR Marketing and Development and the Manager, International Research Relations will move across to the Global Programs team.
• The Deans have been asked to allocate Faculty resources to support this team. Once the recruitment process is completed, the Executive Director, Global Programs will have responsibility for co-ordinating Faculty-based resources.
• The above changes will take place following the consultation period for this implementation plan, and review of feedback received.
Part 2: Establishment of the DVC Students and Academic Registrar

Phase 1: Recruitment of a new DVC Students and Registrar

- We will proceed with advertising for a DVC Students and Registrar (internally). Recruitment will begin following the consultation period for the implementation plan.

Phase 2: Change of reporting lines and Position Descriptions

- There will be a closed recruitment process for the role of Executive Assistant, DVC Students and Registrar. The current Executive Assistant, Academic Registrar and the current Executive Assistant, Executive Director Campus Experience will be eligible to apply. The University will seek to redeploy the unsuccessful candidate. We are aware of some existing options for redeployment.

- There will be a change in reporting lines following the appointment of the DVC Students and Registrar for the following positions:
  - Dean of Students
  - Director, Student Business and Systems Solutions
  - Director, Campus Wellbeing and Engagement
  - Head of Student Accommodation
  - Executive Director, U@MQ

- For the above mentioned roles there will be no change in the type of work performed or physical work location as a result of the proposed change.

- In response to consultation feedback, the Manager, International Student Services will not begin reporting to the DVC Students and Registrar prior to the 9th of August and may be later. This is to accommodate increased activity due to second semester recruitment.

- For employees who directly report to the roles mentioned above, there will be no change reporting lines, type of work performed or physical location as a result of the proposed change.

- For those employees who provide administrative or other support to the manager positions above and/or their direct reports, there will be no change in reporting lines, type of work or physical work location as a result of the proposed change.

- The current incumbent in the Registrar role is in the role on secondment until 31 August 2011. From 1 September, 2011, the following roles will begin reporting to the DVC Students and Registrars:
  - Head of Centre for Open Education
  - Assistant Registrar, Coursework Studies
  - Academic Programs Manager

- The position description for the Manager, Quality & International Services will be rewritten, in consultation with the current incumbent and their direct manager. The changes to this position will be effective following the recruitment of a new DVC Students and Registrar.
Part 3: Access MQ Business Development

- The services of the Access MQ Business Development team will be contracted to Macquarie International, for an initial period of six months.

- This team has a team leader, Head of Business Development. Business support is provided by the Operations and Business Development Officer.

- Affected positions include:
  - Head of Business Development, Access MQ
  - Account Executive, Access MQ
  - Operations and Business Development Officer, Access MQ
  - Casual Account Executive, Access MQ

- This Access MQ team will operate as part of the Macquarie International Sales and Marketing team and will perform functions similar to that team, including the opportunity to sell a broader range of products.

- The Head of Business Development, Access MQ will continue to be formally managed by the Managing Director of Access MQ. However, the incumbent will begin report to Executive Director, Macquarie International for day-to-day operations.

- These employees will continue to be paid by Access.

- Macquarie will seek to locate the Access MQ Sales and Marketing team in the same location as the Macquarie International Sales and Marketing team.

- The above changes will take place following the consultation period for this implementation plan.
Part 4: Integration of Systems
Macquarie University will begin to map and document the current processes.
Following this budget submissions will be drafted to allow for development and integration of systems and processes.

ASSESSMENT OF THE CHANGE PROCESS
Staff will have the opportunity to formally provide feedback on the proposed changes, six months after implementation.

CONSULTATION ON IMPLEMENTATION PLAN
Staff have the opportunity to provide feedback and comments on the proposed implementation. From July 19, 2011 until July 29, 2011, the University will consider feedback from staff, submissions and any other alternative implementation plans. We are keen to receive your feedback on the proposed implementation outlined in this document and have provided the following mechanisms;

- Staff may respond to the proposed implementation through written submissions to Rebekah Pang (rebekah.pang@mq.edu.au) by COB on Friday 29 July, 2011.
- Staff on extended leave will be emailed a copy of the implementation plan and will be given the opportunity to provide feedback.
- Affected staff are welcome to contact Dana Junokas in Human Resources (dana.junokas@mq.edu.au or extension 9724) for further information and advice on the consultation process.
- The University Wiki (https://wiki.mq.edu.au/x/HAZiAg) will be updated to include the implementation plan.