Proposal for a new structure in student support

Summary of the proposed changes

Phase 1

1. Create a Global Programs team
2. Consolidate all student services into an integrated student experience unit
3. Integrate and provide additional support for international marketing

Phase 2

4. Consolidate systems for domestic and international students
1. Create a Global Programs team

Rationale for the proposed changes
There has been a recent decline in international student numbers including a 5.7 per cent drop in international student commencement in Semester 1 of 2011.
The aims and objectives of the proposed changes are to:

- Identify and develop relationships with overseas universities that are beneficial to Macquarie.
- Work with these partner universities to develop shared student offerings including co-branded degrees, joint programs and dual degrees.
- Develop the relationship in a way that encourages the overseas University to market Macquarie in their home country.
- Reduce the reliance on in-country agents to provide international students.

Recommended changes
The following changes are recommended:

1a – Establish a Global Programs team
During establishment, this team will report to the Executive Director, Strategy Development and Implementation but will ultimately report to the DVC Provost. This team will include the roles specified below.

1b – Establish an Executive Director of Global Programs
Additional resources are required to develop new relationships with overseas Universities and capitalise on existing relationships. It is recommended that a senior role be created to coordinate development of relationships that will benefit faculties across the University. This person will need to develop and maintain relationships with senior leaders in overseas Universities and advocate for the interests of Macquarie in managing these relationships.

1c – Position changes for the Director, International HDR Marketing and Development
Within the current structure, the Director, International HDR Marketing and Development is responsible for agreements with overseas universities for shared student programs. It is proposed that this position be changed to include relationship
management across a broader range of programs including the development of co-branded degrees, student exchanges and other new programs and initiatives to advance the interests of Macquarie University. As a result of the changed nature of this role, the position title would change to Director, Global Programs.

1d – Position changes for the Manager, International Research Relations
This position currently reports to the Director, HDR Marketing and Development and has responsibility for international research relationships. It is proposed that this role be changed to include management of additional programs including student exchanges and co-branded degrees. This role will assist the Executive Director, Global Programs and the Director, Global Programs.

1e – Establish faculty based Associate Deans, Global Programs
The resources available for the development of international relationships vary between the faculties. There is benefit in having a faculty representative that will develop initiatives specifically for their faculty and work with the Executive Director, Global Programs to produce programs that will benefit the faculty they represent. These roles will report to the Dean of the Faculty but will have a strong working relationship with the Executive Director of Global Programs.

Anticipated effects on staff
The impact of the proposed changes will be largely limited to the current incumbent of the Director, International HDR Marketing and Development and the Manager, International Research Relations roles. The anticipated impact is outlined below;

1a – Establish a Global Programs team AND
1b – Establish an Executive Director of Global Programs
The anticipated effect on staff is minimal.

1c – Position changes for the Director, International HDR Marketing and Development
AND

1d – Position changes for the Manager, International Research Relations
It is anticipated that the proposed changes will have an impact on the current incumbent’s duties and reporting lines. New position description(s) will be written and evaluated, in consultation with the current incumbent and their manager.

1e – Establish faculty based Associate Deans, Global Programs

It is anticipated that the effect of this change on staff will be minimal.

**Financial implications of the proposed change**

There will be additional costs to hire new staff. It is proposed that these costs will be funded by the Vice-Chancellor’s discretionary fund until the end of 2011. For future years, the additional staff costs would be funded by the Provost. Should new roles be established in Global Programs, these roles will be responsible for increasing revenue from international students with a view to making the proposed changes financially beneficial for the University.

**Proposed timeframe for the change**

It is proposed that the change process will begin after staff consultation is completed in July 2011.
2. **Consolidate all student services into an integrated student experience unit**

**Rationale for the proposed changes**

In order to attract and retain high quality students we need to provide a high quality student experience to all student groups. The aims and objectives of the proposed changes are:

- Provide a consistent, high quality student experience to all student groups; both domestic and international.
- Provide efficient, effective services to students across all aspects of the student experience.
- Improve systems and processes to more effectively cater for the needs of all students.
- Where possible, remove duplication of systems and processes.

**Recommended changes**

The following changes are recommended:

2a – **Establish a Deputy Vice-Chancellor, Students and Registrar**

This role would have accountability for end to end student support and would oversee all aspects of the student experience, excluding the learning and teaching elements. The establishment of a single position with accountability for both domestic and international students would allow for increased consistency in the provision of services for all student groups. The establishment of a Deputy Vice-Chancellor level role with responsibility solely for student services will provide additional leadership, direction and focus to student services.

2b – **Disestablish the Executive Director, Campus Experience**

In order to remain cost neutral, and avoid duplication of management responsibilities, the Executive Director, Campus Experience will be disestablished. The Deputy Vice-Chancellor, Students and Registrar will have responsibility for leadership of Campus Experience.
2c – Disestablish the Registrar
The responsibilities of this role will be included in the Deputy Vice-Chancellor, Students and Registrar.

2d – Change of reporting lines
In order to increase consistency and efficiency in student services, managers and units within the various Student Services areas would report directly to the Deputy Vice-Chancellor, Students and Registrar. This includes managers in the Registrar’s Office, Student Systems, Dean of Students, Campus Experience and International Student Services (ISS).

Anticipated effects on staff
The anticipated impact on staff is as follows;

2a – Establishing a Deputy Vice-Chancellor, Students and Registrar
The establishment of this role will have minimal impact on staff.

2b – Disestablish the Executive Director, Campus Experience
The position will be made redundant. The University will seek to redeploy the current incumbent.

2c – Disestablish the Registrar
Disestablishing this role will not result in a redundancy as the current incumbent is on secondment. Following the end of the secondment period, the current incumbent will return to their substantive position and this role will be disestablished.

2d – Change of reporting lines
This change will have an impact on managers in the Registrar’s Office, Student Systems, Dean of Students, and Campus Experience. For these managers, their reporting lines will change, but their portfolios will not. The proposed change will not result in a change to the number of positions in these areas and will have minimal impact on the way in which work is performed. There will be a change in the tasks performed for the Manager, Quality and International Services. This role will no longer manage the Manager, International Student Services. The role will continue to be responsible for admissions quality issues within International and implementation of special projects. In
addition, this role will pick up additional projects related to the change including ensuring continued compliance with the ESOS Act.

**Financial implications of the proposed change**

It is anticipated that the change will be cost neutral. There may be minimal cost savings given that the responsibilities of the Executive Director, Campus Experience and Registrar are both included in the new role of Deputy Vice-Chancellor, Students and Registrar.

**Proposed timeframe for the change**

It is proposed that the change process begin, after staff consultation, in July 2011. Initially, the major change will be in reporting lines. For the foreseeable future, staff in ISS will remain located in the international office while we review domestic and international systems and processes.

**Attachments**

Attached to this change proposal, staff will find:

- Draft Position Description for the Deputy Vice-Chancellor, Students and Registrar.
- Organisational Structure Chart for the proposed Student Services area.
3. Integrate and provide additional support for international marketing

We currently have separate Sales and Marketing teams in Macquarie International and Access MQ. It seems logical that these units should be combined and brought into the same physical location, as part of Macquarie International.

Rationale for the proposed changes

As previously noted, there has been a decline in international student numbers. There are several reasons for this, many of which are outside of our control; an increase in the value of the Australian dollar, greater complexity in visa requirements and negative publicity from attacks on international students in Melbourne. These factors present additional barriers in attracting international students to Macquarie. The aims and objectives of the proposed changes are:

- Increase the number of international students commencing at Macquarie.
- Allow the Sales and Marketing teams from Macquarie International and Access MQ to work collaboratively on large projects, and expand the scope of sales opportunities available to staff members.

Recommended changes

The following changes are recommended:

3a – Second the Access MQ Sales and Marketing Team to Macquarie International

At present, the Sales and Marketing teams in Macquarie International and Access MQ have overlapping portfolios. The separation of these two teams means that staff in Access MQ are limited in the type of options they can provide to potential students.

3b – Hire additional staff for the International Sales and Marketing team

Given the changed environment in which Macquarie is competing, greater resources are required to source and attract international students. We envisage setting up more “in country” positions to support our efforts in this area.
**Anticipated effects on staff**

An outline of the anticipated impact on staff is provided below:

3a – **Second the Access MQ Sales and Marketing team to Macquarie International**

The Sales and Marketing team within Access MQ will be seconded to Macquarie International and will report to the Executive Director, Macquarie International. The secondment arrangement will be reviewed at the end of 2011. It is anticipated that Access MQ staff will be able to market more Macquarie services.

3b – **Hire additional staff for the International Sales and Marketing team**

The anticipated impact on staff is minimal. It is anticipated that there may be additional opportunities for current staff to develop skills and advance their careers as the number and type of projects increases.

**Financial implications of the proposed change**

There will be additional costs to employ new staff. In future years, it is hoped that this will be funded by revenue from an increase in international student numbers.
4. **Consolidate systems for domestic and international students**

**Rationale for the proposed changes**

The reputation and operation of the University are dependent on fast and efficient processes for applications and enrolments. Students will often accept the first offer they receive, so timely processing of applications can have a direct impact on student numbers. The aims and objectives of the proposed changes are:

- Remove duplication in systems for domestic and international students where possible.
- Create a more adaptable system that can quickly and accurately process student applications.

**Recommended changes**

A steering group including the Executive Director, Strategy Development and Implementation, DVC International and Development, DVC Students and Registrar, the Executive Director International Programs and the Chief Information Officer will oversee the proposed changes. The following changes are recommended:

4a – **Review current systems**

Review processing systems for domestic and international students, with a view to establishing one student process to meet the needs of students, potential students and the University.

4b – **Design and build new system**

A new, best-practice system or set of systems will be designed, based on the needs and objectives established from the review of current systems.

4c – **Retire existing student processing systems**

Where possible, systems that are no longer necessary will be retired. This will only occur after the new system has been tested and implemented.
**Anticipated effects on staff**

It is anticipated that there will be an impact on staff on the way work is performed. The nature and extent of the impact will not be known until a review of the current systems has been completed and a new system has been designed. An outline of the anticipated impact on staff is below:

4a – Review current systems

While the review processes and systems are being conducted, it is anticipated that there will be limited impact on staff. There will be minimal (if any) impact on the way in which work is performed and no change to hours worked, physical location or staff numbers.

4b – Design and build new system

There will be minimal impact on staff other the opportunity to be involved in system and process design.

4c – Retire existing student processing systems

It is anticipated that there will be an impact on the way work is performed if we can retire some systems. There may be a requirement for retraining for some staff and it is anticipated that new technology will be introduced. The nature and extent of the impact will not be known until the review, and planning of the new systems has been completed. The University will engage in further consultation once the review is complete.

**Financial implications of the proposed change**

The cost of redesigning new systems will not be known until after the review of current systems. It is expected that there will be costs involved in setting up a new process and design of a new student system. The University will include an appropriate allocation in the 2012 budget to fund this review.

**Proposed timeframe for the change**

These changes will follow the implementation of parts 1 to 3 of this change proposal. It is anticipated that the change process will begin in late 2011 and progress into 2012
Consultation on this proposal

From July 4, 2011 until July 15, 2011 the University will consider feedback from staff, submissions and any alternate proposals.

We are keen to receive your feedback on the proposed changes outlined in this document and have provided the following mechanisms:

- Affected staff may respond to the proposed changes through written submissions to Rebekah Pang (rebekah.pang@mq.edu.au) by Friday July 15.
- Staff on extended leave will be emailed a copy of the Change Proposal and will be given the opportunity to provide feedback.
- Meetings will be held in the second week of the consultation period.
- A University Wiki will be set up at https://wiki.mq.edu.au/x/SgdiAg
- In addition, 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.

Staff will be provided with a summary of the feedback at the conclusion of this period and the details of any amendments that have been made to the proposal as a consequence of the feedback.

Proposed timeline for implementation

If, after it has considered the submissions and feedback, the University decides to proceed to implement the proposed change or some modified version of the change, the University will inform affected staff of when they can expect this to happen. We will then follow the appropriate assessment and consultation processes regarding planning the implementation. Following this we will commence the implementation of the final version of the changes. In many cases this will simply mean a move in reporting line.

Staff who may be required to undergo a competitive selection process as a consequence of the change will be advised of the anticipated timeframes in the implementation phase. We envisage that the only role that this will apply to is the newly created DVC, Students and Registrar.
**Next steps and implementation issues**

Following the consultation process on the proposed change, and once a decision has been made regarding the change, new position descriptions will be developed for any new or significantly altered roles. Again, this is only expected to apply to some management roles. As in all other cases, the major change is reporting lines, not in work performed. These roles will then undergo a formal evaluation process and the selection process for any vacant positions will follow.

During the implementation, managers and supervisors will be working to identify possible staff training needs in the lead up to the implementation date and following on from it.
Organisational Structure Chart for the Proposed student services area

DVC Students and Registrar

Dean of Students
Director, Student Business & Systems Solution
Head of Centre for Open Education (COE)
Assistant Registrar, Coursework Studies
Head of Academic Programs
Manager, International Student Services
Director, Campus Wellbeing and Engagement
Head of Student Accommodation
Executive Director, U@MQ
A POSITION PURPOSE

Oversight for the personal and collective wellbeing of students and staff. This includes overall responsibility for all aspects of the student life-cycle from initial enquiries to enrolment, commencement and graduation, student welfare and engagement with university life.

B PRIMARY ACCOUNTABILITIES

- As a member of the Executive, provide strategic advice and support to the Vice-Chancellor, particularly on student matters but also on the functioning of the University more broadly.

- Lead the development, implementation and ongoing evaluation of all student services and administrative structures, within the broader context of supporting the University’s strategic objectives.

- Ensure compliance of the Universities student programs and activities with the relevant government regulations and oversee reporting to government on student statistics, as required.

- Improve the quality of student enrolment processes, ensuring efficient service provision, both on and off campus. Ensure high quality student care and consistent adherence to University entrance standards.

- Develop a supportive environment for students, including oversight for programs, policies, services and initiatives that support student life and related activities.

- Manage compliance of a range of regulatory activities and processes relating to university records, awards, student complaints and scholarships.
• Oversee the management of all student welfare programs including sporting activities, student counselling and student engagement in University life.
• Provide leadership of major change projects within Macquarie University and sub-entities.
• Effective Governance of Directorate and sub-entities.
• Support the social inclusion goals of the University.
• Maintain integrity of the Macquarie Student and staff experience across all locations and learning approaches.

C REPORTING RELATIONSHIPS

The DVC Students and Registrar reports directly to the Vice Chancellor.

D ORGANISATIONAL RELATIONSHIPS

The DVC Students and Registrar works closely with the DVC Provost to ensure that the academic calendar and programs best meet the needs of students. The position requires a high level knowledge of University structures and functioning.

E SUPERVISION AND INDEPENDENCE

Direct Supervision of management roles within Students and Registrar including the Dean of Students, Student Systems, Registrar’s office and Campus Experience.

F PROBLEM SOLVING AND JUDGEMENT

This position requires superior problem solving and judgement for complex issues that can impact on the reputation and success of the University.

G RE COURSE TO HIGHER LEVEL

• Vice Chancellor
• The incumbent may be required to notify Council of matters that have the potential to impact on the reputation or success of the University.
H DIMENSIONS AND DELEGATIONS

- The position will directly manage approximately 8 roles, with overall responsibility for approximately 90 staff.
- The position will have oversight of functions that will manage several thousand enquiries annually both locally and internationally. This will include enquiries in languages other than English and enquiries from diverse groups including potential students, academics, alumni and parents.

I QUALIFICATIONS AND SKILLS

- Higher degree of equivalent.
- Outstanding record of administrative leadership, planning and implementation capability.
- Superior knowledge of major contemporary and emerging issues in the higher education sector and track record in the development and management of student activities within the Higher Education sector.
- Exemplary senior management skills including motivating staff and promoting continuous improvement in resource management to achieve strategic growth targets.
- Demonstrated high order interpersonal, negotiation and communication skills. The ability to formulate and articulate a vision, a commitment to working collaboratively, and the ability to function effectively within a complex academic environment.
- A person of integrity and ethical standards who will actively uphold such standards throughout the University.
- The intellect, personal presence and professional competence to command the respect of the University community and to inspire the staff to produce successful outcomes.
- The ability to drive change and innovation in a highly diverse organisational environment.