

MEMORANDUM OF
UNDERSTANDING

Macquarie-Ryde | FUTURES

a joint initiative between
Macquarie University
and the **City of Ryde**

MACQUARIE
UNIVERSITY



 City of Ryde

Lifestyle and opportunity
@ your doorstep

Macquarie-Ryde | Purpose

The purpose of this Memorandum of Understanding (MOU) is to frame a long-term collaborative relationship between Macquarie University (University) and the City of Ryde Council (City) that harnesses the research, planning and development capacities of the University as a strategic asset for the City's pursuit of its Community Strategic Plan. The MOU will frame a strong and diverse partnership between the University and the City and will encompass clarity on the following areas of collaboration and development:

- Research, including routine data collection, analysis, evaluation as well as broader open-ended and long term research agendas
- Planning, including institutional engagement around issues of strategic planning, place management, site development, community impacts, use of technology, leadership/workforce development and sustainability
- Development, including student-based engagement across the undergraduate and graduate coursework in City of Ryde programs and projects through the Participation and Community Engagement program (PACE)
- Funding and in-kind contributions from each partner
- Intellectual property issues arising from research
- Publications.

Macquarie-Ryde | Vision

Our shared vision is to develop an enduring 'town and gown' relationship of international standing that demonstrates the importance of knowledge to the City's aspiration to be the place to be for lifestyle and opportunity @ your doorstep.

The vision will be realised by:

- Public commitment to a Research Partnership for the period 2012-2032
- Development of a credible, high-profile public think tank branded as *Macquarie-Ryde | Futures* (or similar) that develops global recognition of the region as an innovative location in urban, community, technology and related research
- Integration of strategic research planning with Council including; strategy development, community capacity building, urban planning, place making, workforce planning (including creating greater opportunity for women and members of culturally and linguistically diverse communities), leadership development, environmental sustainability and the utilisation of technologies to enhance citizen engagement and customer service
- The University's innovative Participation and Community Engagement program will secure long-term capacities to collect data relevant to regular evaluation, enhancement and development of the City's Community Strategic Plan, and the University's capacity to deliver innovative service and research to its host communities
- Development of national and international recognition of Macquarie-Ryde as a centre of world class research, innovation, civic engagement, leadership and service.



Macquarie-Ryde | Commitment

MACQUARIE UNIVERSITY WILL:

- Host the initiative and provide research leadership, developing a series of four-year strategic plans, externally referenced reviews and reporting
- Provide a Full-Time Programs Director for the partnership
- Provide financial support in research-related funding and additional support for approved projects in the initial three-year period 2012-2014 (See Schedule A - Financial Commitments)
- Coordinate the development of high quality, sustainable programs of research-based placements, service learning, community service and related opportunities across the undergraduate learning and teaching program through its PACE initiative, and under the strategic leadership of the Steering Group to foster strong and diverse links across the breadth of the City's and the University's portfolios
- Support development of a strong research network within the University to provide leadership across diverse research areas that fosters innovative research in collaboration with the City of Ryde and commercial and community interests within the Ryde LGA
- Develop a strategic plan that delivers routine data collection, project and program evaluation reporting on a range of target areas.

CITY OF RYDE WILL:

- Commit funding annually for approved projects linked to its Strategic Plan and its four year delivery plan (See Schedule A - Financial Commitments)
- Seek external funding sources to commit to identified projects.

City of Ryde will contribute to the management of this initiative by providing:

- A nominated project manager for each identified project
- Its project management methodology (PM CoR)
- Mutually scoped and agreed projects by February of each financial year for commencement in July of the following financial year.

City of Ryde will collaborate in the development of:

- Shared knowledge
- Intellectual property
- Commercial undertakings in partnership with the university.

Governance/Management

STEERING GROUP

Makeup

DVC-R (University), Provost (University), PVC-SI (University), General Manager (City), Group Manager Environment and Planning (City), Group Manager Public Works (City), Group Manager Community Life (City), Group Manager Corporate Services (City) and Programs Director (ex officio).

Role

The Steering Group will be responsible for:

- Strategic forward planning related to the Partnership
- Seeking out and developing partnerships that create opportunities for broader exposure and development of co-developed projects
- Monitoring, and as required making changes to, the working structure of the Partnership
- Reviewing and monitoring progress of approved projects
- Assessing and approving projects

Operation

The Steering Group will meet no less than quarterly at a time and place of their choosing.

PROGRAMS DIRECTOR

Role

The Programs Director will be responsible for:

- Regular monitoring of work undertaken within the partnership
- Responding to arising issues
- Reporting to the Steering Committee on a regular basis
- Oversight of the Project Delivery Program (Outcomes), Project Delivery Program (Research) and Project Delivery Group (PACE).

National Partnerships Group
Local Partnerships Group
Site-based Coordination Group



PROJECT DELIVERY PROGRAM (OUTCOMES)

Role

Portfolio of all Projects related to City of Ryde's seven Outcomes. These projects will sit within this program with oversight from the Programs Director. Each project will be lead by a Project Manager and be monitored by, and in accordance with, the PM CoR framework.

PROJECT DELIVERY PROGRAM (RESEARCH)

Role

Portfolio of all Projects related to research. These projects will sit within this program with oversight from the Programs Director. Each project will be lead by a Project Manager in accordance with and will be monitored by and the PM CoR framework.

PROJECT DELIVERY GROUP (PACE)

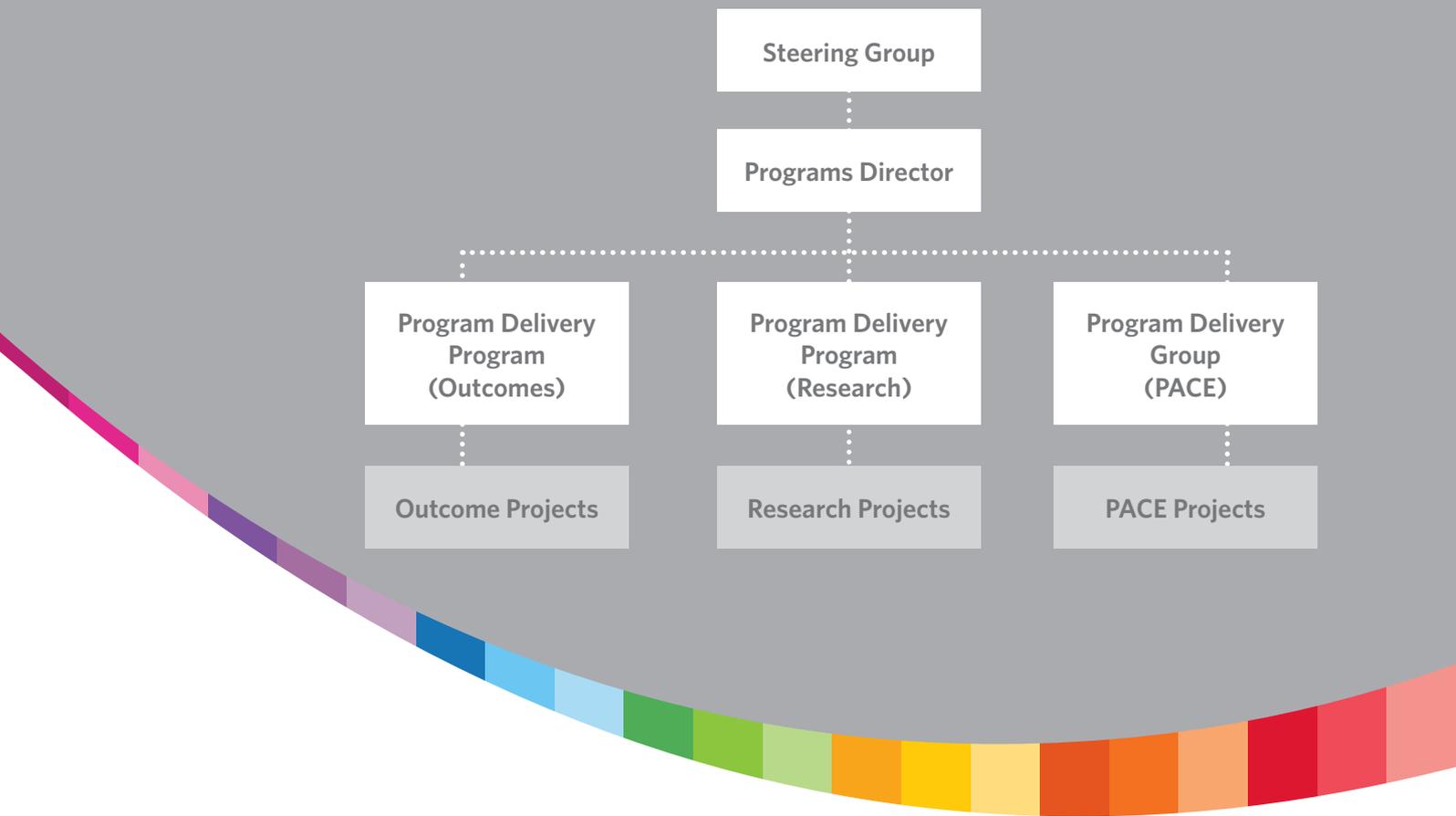
Makeup

Programs Director, PACE Director (University), Manager (City)

Role

Portfolio of all Projects related to, and involving the University's PACE program. These projects will sit within this program with oversight from the Programs Director. Each project will be lead by a Project Manager in accordance with and will be monitored by and the PM CoR framework.

To be convened as necessary at the discretion of the Steering Committee. Leadership and membership to be determined.



Macquarie-Ryde | Goals of Partnership

As core outcomes of the partnership, it is expected that it will see the development and ongoing use of the following tools:

- Models for program and project design, development, evaluation and assessment tailored to complement the existing PM CoR framework
- Models for Macquarie University to contribute to City of Ryde’s workforce planning and development through research, planning and ongoing student placements and internships
- Model for longitudinal studies on City of Ryde’s actual and perceived progress against goals and outcomes (as outlined in the City of Ryde Community Strategic Plan) based on surveying of residents and market research conducted through the Community of Interest platform
- Exploration of further and continuing opportunities for Macquarie University and City of Ryde to partner with Not for Profit, Government and Business sectors to develop initiatives to deliver on City of Ryde’s vision of lifestyle and opportunity @ your doorstep.

Each year the partnership will also undertake specific projects:

- The projects will be chosen by the Steering Committee from a selection of projects that form part of, or contribute to, City of Ryde’s Community Strategic Plan
- Projects will be submitted to, and decided on, by members of the Steering Committee in February of each year for commencement in July of each year
- The Programs Director will also consider forward planning of projects over a rolling four year period based on City of Ryde’s four year delivery plan
- Funding for each project will be sourced from Macquarie University, City of Ryde and, where possible, external sources such as State and Federal Government, philanthropic trusts or grants or other partnerships.

Non-binding Memorandum of Understanding

This Memorandum of Understanding constitutes a statement of the mutual intentions of the parties and each party agrees that:

- It does not constitute an obligation binding on either side
- It does not contain all matters upon which agreement must be reached in order for the Agreement to be consummated
- It creates no rights in favour of either party
- This Memorandum of Understanding imposes no commitment on any person to proceed with the Agreement.

Term of the Agreement

In signing this Memorandum each partner agrees to commit to the provisions contained within for a period commencing at the signing of the Memorandum and concluding on 30 June 2016. At the conclusion of this period the partners may undertake, by mutual agreement, to extend the partnership in its current form or to alter it in any way including adding other partners or to cease the partnership.

Review of the Memorandum of Understanding

The Memorandum of Understanding will be reviewed by both parties in June 2012. The purpose of this review will be to examine the Memorandum in light of the experience of both parties over the first six months of the partnership.

Schedule A – Financial Commitments

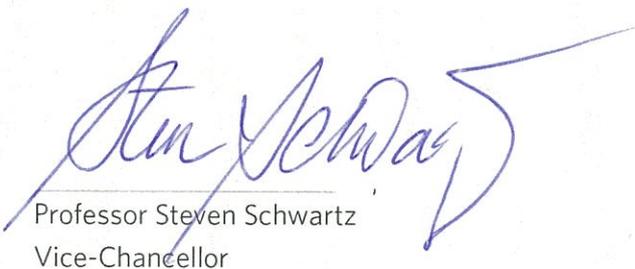
| Contributing Partner | Purpose of Funds | Amount |
|----------------------|---|---|
| Macquarie University | Establishment and hosting of the partnership including provision of a full time Programs Director for 3 years | \$300,000 |
| City of Ryde | Project funding as directed by the Steering Committee | \$50,000 per project (Minimum) |
| Macquarie University | Additional support funding for projects as directed by the Steering Committee | \$50,000 per project (max \$200,000 in the first three years) |

Macquarie-Ryde | FUTURES

On this day, the Mayor, Councillor Artin Etmekdjian and the Vice-Chancellor, Professor Steven Schwartz hereby affirm a continuing partnership between City of Ryde and Macquarie University.



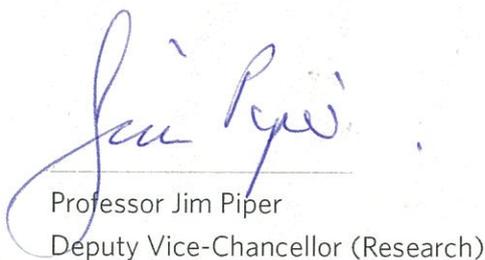
On Monday 12 December 2011 the Common Seal of the Council of the City of Ryde was affixed hereto pursuant to a resolution of Council on Tuesday 8 November 2011 in the presence of



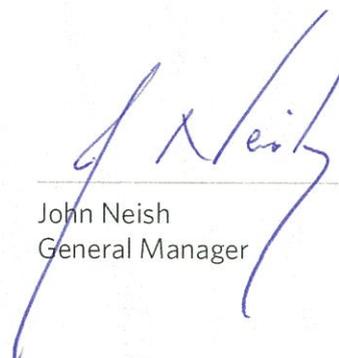
Professor Steven Schwartz
Vice-Chancellor



Councillor Artin Etmekdjian
Mayor



Professor Jim Piper
Deputy Vice-Chancellor (Research)



John Neish
General Manager



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UNIVERSITY



 City of Ryde

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