

STRATEGY IMPLEMENTATION:

University Operating Plan

2025–2030



MACQUARIE
University
SYDNEY · AUSTRALIA

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land upon which this University is situated, the Wallumattagal people of the Dharug Nation, whose cultures and customs have nurtured, and continue to nurture, this land since time immemorial.

We pay our respects to the Dharug people and the Wallumattagal Clan.

We also wish to acknowledge and pay our respects to the Elders of the Dharug Nation – past, present and future.

We further wish to honour and pay our respects to the ancestors and spirits of this land. We humbly ask that all members of the Macquarie University community are granted the capacity to wingaru – to think, to learn and to walk safely upon this ngurra (this land). The University continues to develop respectful and reciprocal relationships with all Indigenous people in Australia and with other Indigenous people throughout the world.



Strategic context

The dynamic global and domestic context requires universities to respond with focus and adaptability.

The global higher education sector is experiencing unprecedented disruption as interconnected forces reshape the operating environment. Geopolitical tensions, declining institutional trust, economic pressures and technological advancement pose challenges to higher education. These shifts are particularly evident in the erosion of public confidence in higher education, evolving immigration policies that impact student mobility, and pressures on financial sustainability.

In Australia, these global dynamics are amplified by shifting government policy and regulatory reforms. The implementation of the *Australian Universities Accord* introduces new strategic imperatives, while shifts in immigration settings and research regulatory change pose additional challenges to higher education.

Operating Plan 2025–2030 sets out how Macquarie University will navigate these challenges while advancing our institutional core missions of education, research and health, with long-term sustainability.



Our purpose, vision and values

STRATEGIC FRAMEWORK

Our University: A Framing of Dynamic Futures, the University's long-term strategic framework, is designed to enable the University community to navigate complexity, uncertainty and rapid change by fostering adaptability, innovation and collaboration.

PURPOSE

Macquarie University is a university of service, engagement and empowerment.

We serve, engage and empower our people, nurturing a culture of innovation in education, research and healthcare as a thriving academic community that transforms and improves lives.

We serve our communities, Australia and around the globe, working with partners who share our values and passion for positive impact to create a better world.

VISION

We aspire to be a transformative power. We will be renowned for the exceptional quality of our education and the experiences of our students, our world-class research with far-reaching impact, and the highest standards in Australia in our progressive academic health system. Macquarie University will respond to the needs of a rapidly changing world and shape its future, becoming:

- a destination of choice for students
- a continuously accelerating powerhouse of impactful research
- an employer of choice for our staff
- a provider of choice for people engaged with our health enterprise
- a community where everyone is valued, included and respected
- more deeply aligned with First Nations peoples
- a nexus for partnership and innovation in Australia and around the world
- a place of pride for graduates and alumni
- agile in response to the rapidly changing national and global landscape
- enduring and sustainable.

VALUES

As the custodians of Macquarie University and all that it stands for, we deeply value and commit to:

Collective ambition

We harness the diversity of individual talent and the power of the collective to excel in everything we do, creating positive impact.

Purposeful collaboration

We are results-focused and actively collaborate to achieve our shared mission and our mutual objectives. We thrive on the open exchange of ideas, sharing expertise and resources within and far beyond the University.

Bold innovation

We are courageous in our pursuit of groundbreaking ideas and transformative solutions. We go beyond the ordinary through creative enquiry and unceasing curiosity.

Genuine care

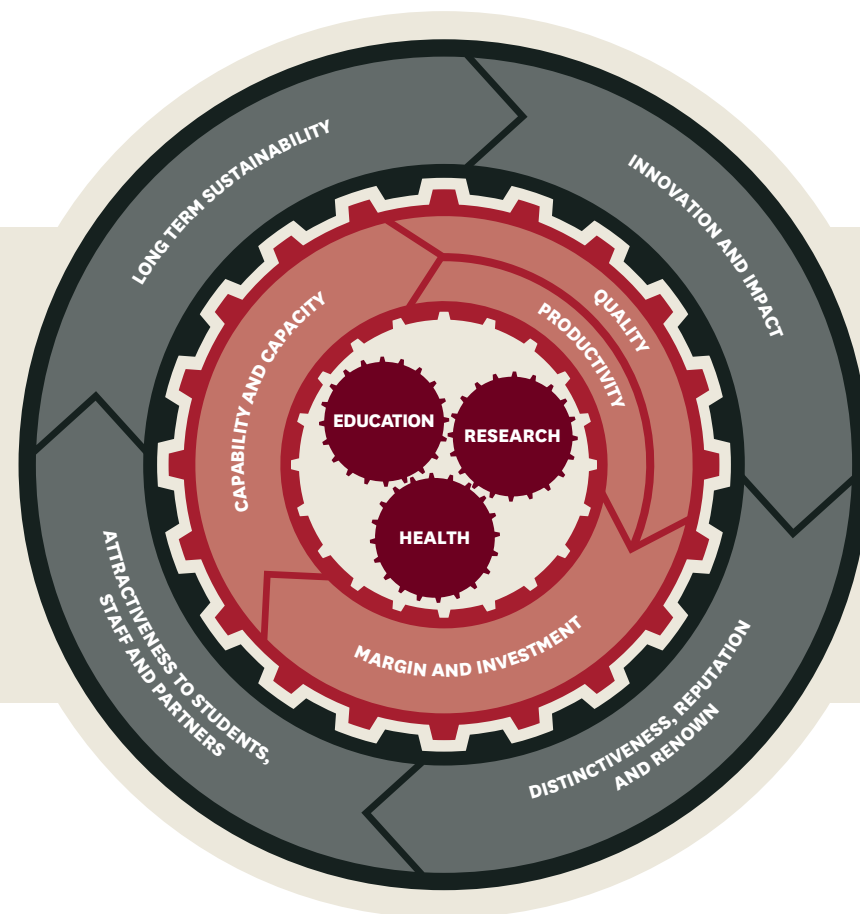
We demonstrate care, empathy and concern for the wellbeing of individuals across our community and act with integrity and inclusion to foster the reputation and success of the University.



Realising our vision

The University's vision unfolds amid an increasingly dynamic operating landscape.

- An uncertain external environment:
- geopolitical shifts
 - challenge to social license
 - regulatory and funding challenges
 - competition and challenge.



- A unique and steadfast community of service, engagement and empowerment with deeply held values of:
- collective ambition
 - purposeful collaboration
 - bold innovation
 - genuine care.

THE MACQUARIE UNIVERSITY STRATEGIC FLYWHEEL

In response to external forces – including geopolitical shifts, declining public confidence in universities, regulatory and funding changes and an evolving competitive environment – the figure below illustrates how strategic focus is an imperative to continue delivering excellence in education, research and health. The flywheel guides our priorities, ensuring alignment between strategic objectives and day-to-day operations in an environment that demands both resilience and adaptability.

MACQUARIE UNIVERSITY'S STRATEGIC LANDSCAPE

The University has developed a consistent language and structure designed to align current strategies and plans towards our vision.

- *Our University: A Framing of Dynamic Futures* sets the foundational vision, articulating long-term institutional priorities.
- The Operating Plan translates long-term ambitions into actionable, medium-term objectives.
- Core strategies provide the strategic direction for our three missions of Education, Research and Health.
- Faculty and college strategies intersect these core areas, each integrating and adapting the core strategies to their specific domain and fostering cross-disciplinary collaboration to achieve mid-term outcomes.
- Enabling plans are critical to operational success by providing the infrastructure and support needed to drive the core strategies forward. These plans are guided by the enabling priorities outlined in the Operating Plan.

STRATEGIC FRAMEWORK

Sets the long-term vision of institutional priorities

OPERATING PLAN (2025-2030)

Defines the overarching objectives and strategic outcomes for the medium term

CORE STRATEGIES

Articulate the strategic direction for each of the three core, mission-critical University endeavours

- Education strategy
- Health strategy
- Research strategy

FACULTY STRATEGIES

Intersect the core strategies to deliver mid-term strategic outcomes

- Faculty of Arts
- Faculty of Science and Engineering
- Faculty of Medicine, Health and Human Sciences
- Macquarie University Business School
- Macquarie University College

ENABLING PLANS

Enable the successful delivery of strategic outcomes.

These include the campus master plan, digital transformation plan, international plans, diversity, inclusion and belonging framework, industry engagement plan, marketing and recruitment plan, people plan and so on.

Core strategies

Our core strategies—Education, Research and Health—are designed to advance Macquarie University’s mission and align with *Our University: A Framing of Dynamic Futures*.

Collectively, they define our focus on delivering world-class education, producing research with global impact and offering exemplary patient-centred healthcare.

These strategies ensure we remain agile and relevant in a rapidly changing world, embodying our commitment to quality and excellence.

EDUCATION

With a relentless drive for quality, we are committed to excellent pedagogy, student experience and outcomes.

The University’s education strategy *The Macquarie Advantage* sets our aspiration to be distinguished by the quality of our education and the experience of our students, along with commitments to:

- providing a safe and welcoming environment in which students thrive
- offering programs of study that enable our students to succeed
- providing assessments and feedback that allow our students to excel
- engaging with industry and the professions to prepare our students to be the changemakers of the future
- offering a connected approach to digital technology and our environment
- providing an approach to service quality that empowers our students.

RESEARCH

Through accelerating areas of strength among our research staff and students, and by judiciously seizing new opportunities, we will contribute to solving local, national and global challenges.

Research Strategy 2035: World-leading Research; World-changing Impact builds on the success of the prior decade of research strategy and sets out a refresh of:

- future shaping research priorities, themes, streams, objectives, goals and strategies
- targets for research income, graduate research student success, publications, innovations and impact.

These are centred around the four key research objectives:

- accelerate world-leading research performance
- develop world-ready research leaders and thinkers of tomorrow
- engage as a world-recognised research collaborator of choice
- deliver research with world-changing impact.

HEALTH

Using our unique position of academically based healthcare integrated with education and research, we will create healthier futures for all.

Heal. Learn. Discover. MQ Health Strategic Plan 2022–2026, represents a continuation of Macquarie University challenging convention with a bold ambition to improve lives and transform healthcare delivery.

The MQ Health strategy focuses ambition and priorities on:

- an integrated healthcare system
- a person-centred and academic culture and identity
- integrated clinical services
- distinctive education
- impactful research.



Enabling priorities

To translate the University's long-term vision into actionable, medium-term objectives, the *Operating Plan 2025-2030* identifies four enabling priorities that will support our core missions of education, research and health. Together, these priorities drive our institutional efforts towards quality, productivity and long-term sustainability.

People and organisational culture

Our people and culture are key to the University's success.

Digital and physical environments

Our digital and physical environments make the University a destination for study, work and engagement.

Partnerships and global networks

Connection with those near and far who share our ambition, values and interests strengthen Macquarie as an international university.

Sustainability and performance

Increasing the resilience of the University will enhance our success and secure the future.



People and organisational culture

Our people and culture are key to the University's success.

We will:

- Develop and implement a comprehensive workforce strategy for academic and professional staff
- Provide varied and relevant development opportunities to empower staff success and satisfaction
- Increase the University's commitment to being a place of success for Indigenous staff and students
- Amplify the existing culture of welcome for everyone who contributes to the life and success of the University
- Drive performance, productivity and accountability to align with the University's ambition and goals.



Digital and physical environments

Our digital and physical environments make the University a destination of choice for study, work and engagement.

DIGITAL ENVIRONMENT

We will:

- Enhance and deliver the digital roadmap and strategy
- Continue to build capability and improve the use of reliable, well-governed data to inform decision-making and performance
- Identify, govern and deploy AI tools in appropriate situations
- Escalate programs to provide enhanced cybersecurity and digital resilience.

PHYSICAL ENVIRONMENT

We will:

- Finalise the rederivation of campus masterplan to meet contemporary education, research, healthcare needs and working practices
- Improve the availability and efficient utilisation of campus space informed by data and modern working models
- Optimise allocation and use of research space
- Promote custodianship and care of the Wallumattagal Campus for current and future generations.



Partnerships and global networks

Connection with those near and far who share our ambition, values and interests emboldens Macquarie as a distinctively Australian and thoroughly international university.

We will:

- Ensure effective industry and external engagement aligned to key priorities, including in international settings
- Escalate engagement with alumni and philanthropic communities in Australia and globally
- Focus on institutional-level partnerships and engagement with identified partner institutions in Australia and around the world
- Grow reputation and renown, including through continued achievement in rankings.



Sustainability and performance

Increasing the University's resilience will enhance our success and secure the future.

We will:

- Increase operating margins to enable strategic investment in innovation in education and research growth along with the digital and physical campus
- Refine our curriculum offering and delivery efficiency to improve student experience and meet future skill needs
- Ensure that market insights, brand promotion, recruitment and admissions functions are convergent and optimised for success
- Improve efficiency of systems and processes to better support education, research and engagement
- Respond to the rapidly shifting government policy environment to optimise coursework enrolment, including consideration of growth in offshore education
- Foster organisational resilience and agility to manage the turbulent external context
- Embed and deliver the University's sustainability strategy.



Approach to strategy implementation

The *Operating Plan 2025-2030* provides a coordinated framework for decision making across the University. While institutional leadership drives the Plan's initiatives, successful implementation is founded upon the active participation and engagement of the University community throughout its execution. This collaborative approach ensures the University fully leverages institutional capabilities to achieve its 2030 objectives.

IMPLEMENTING THE OPERATING PLAN

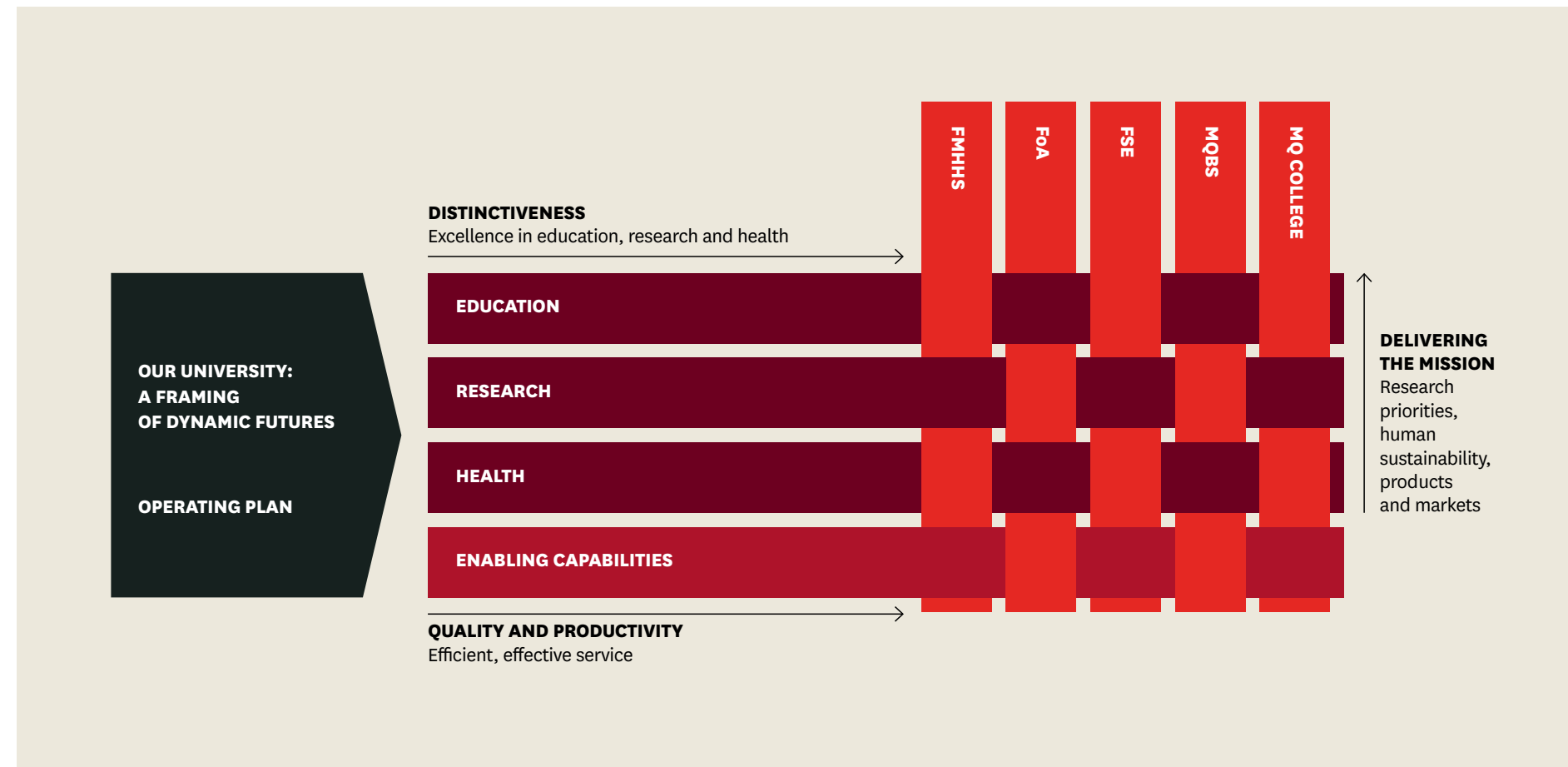
To succeed in this endeavour, the implementation of the Operating Plan is guided by five key principles:

- Adaptive to a changing environment: planning for both short-term (1-2 years) and medium-term scenarios (3-5 years)
- Focused on the mission: differentiating and disaggregating core strategies from enabling plans to ensure the core is supported for success
- Aligned: ensuring vertical and horizontal alignment unlocks collaboration within and across the University's faculties, college and portfolios
- Outcomes-focused: establishing shared targets and cross-portfolio responsibility for outcomes
- Prioritised: embedding a proactive approach to resource allocation through a prioritised decision framework stemming from the plan.

MEASURING OUR PROGRESS

The University's progress will be monitored through an integrated institutional performance scorecard that tracks Key Performance Indicators (KPIs) across two-time horizons: immediate (2025-2026) and medium-term (2027-2030) priorities. This approach will enable the University to balance immediate priorities with longer-term strategic objectives.

To successfully execute this Plan and ensure institutional sustainability, each KPI will have designated ownership and clear accountability, with quarterly performance review cycles embedded across the journey.





Macquarie University
Wallumattagal Campus
Macquarie Park NSW 2109
T: +61 2 9850 7111
mq.edu.au

CRICOS Provider 00002J

Photos: AdobeStock (Taras Vyshnya),
Chris Barlow, Cole Bennett, Joanne Stephan,
Jesse Taylor, Paul Wright

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