

#### THE MARKET

There are 39 universities in Australia, with a total of some 795,000 students. Of these, nearly 600,000 are undergraduates, just over 140,000 are doing postgraduate coursework and about 40,000 are engaged in higher degree research. Some 650,000 are domestic Australian students and 145,000 are from overseas.

Macquarie is a medium to large research university with 29,000 students. Strongly positioned at the top end of the market, it earns 5 stars in the Good Universities Guide for 'student demand' and does not pursue growth as an end in itself, focusing instead on attracting the highest quality students. With exceptional demand by top quality Australian students for Macquarie's undergraduate courses, it has been the only university to fill all undergraduate places in the first entry round, 1999 - 2003.

Global challenges highlight the risks in depending on particular countries as a source of students. Macquarie thus balances 'mature markets' in Asia with 'emerging markets' such as Latin America, where it attracts Australia's biggest market share from Mexico. Its source countries are deliberately diversified, the largest being China, Hong Kong, Indonesia, Singapore, the USA, Thailand, Korea, Japan, Malaysia, Norway, India and Sweden.

# **ACHIEVEMENTS**

Macquarie is consistently a leader in domestic and overseas fee-paying postgraduate markets, as well

as in its research-based ethos, its professional profile and industry links and its international markets. Half of its overseas students are postgraduates. With a postgraduate progression rate (successful students as a percentage of total students) of 94 per cent, Macquarie has ranked 1st, 2nd or 3rd nationally every year since 1995 on this measure.

It is also one of the world's most international universities, with 28 per cent of its student numbers from overseas. It is Australia's biggest

recipient of students from China. In 2001, it won the NSW/Hong Kong Export Award (Services).

The highly employable graduates are flexibly skilled, with the increasing use of work placements and industry internships. Macquarie is the only university to remain at the top of the ratings scale for 'graduate starting salaries' for eight consecutive years, regularly winning 5 stars in the Good Universities Guide.

By ISI's citation impact, 1995-99, the major international measure for science and technology research, Macquarie ranks 1st in Australia in engineering and technology; 1st in chemistry/biochemistry; and 4th overall.

## **HISTORY**

Sydney's third metropolitan university, described at the time as 'Australia's most radical and unconventional university', and now as 'Australia's Innovative University', was established in 1964.

Macquarie is exceptionally fortunate in its location. Established on 135 hectares alongside Lane Cove National Park, it is now a metropolitan campus in a beautiful spacious parkland setting. It has natural waterways alive with bird life, and its lake provides refills for heli-tankers fighting bushfires in the northern suburbs.

As 'Australia's Innovative University in Australia's Most Innovative City', Macquarie was part of the reason for the development of Australia's 'Silicon Gully', extending from North Ryde to North Sydney. It continues to be a strategic component.

The University's Vice-Chancellor, Professor Di

Yerbury, made higher education history as Australia's first woman Vice-Chancellor when she was appointed in January 1987. Now Australia's longest-serving VC, she is President of the Australian Vice-Chancellors Committee, 2004-5.

### THE PRODUCT

Macquarie's products are teaching programs and graduates; research and its commercialisation; and community outreach.

In Macquarie's community outreach, eight dominant themes, all linked to strengths in research, and research-based teaching, stand out. They are technology transfer and commercialisation; entrepreneurship and management, environment and sustainable development; community health; internationalisation; English language; career development and life-long learning; arts, culture and museums.

It was Macquarie (naturally enough) which developed the Macquarie Dictionary, now an icon with a host of spin-offs including on-line products. Linguistics continues to be cutting edge, and is sought after as a partner in delivery of postgraduate programs worldwide.

In science and technology alone, Macquarie has at least eight world-class groups: lasers; fluorescent systems and flow cytometry; proteomics; astrobiology; industrial enzymes; aspects of semiconductors, including quantum dots; genesis and metallogeny of continents; and cognitive neuropsychology.

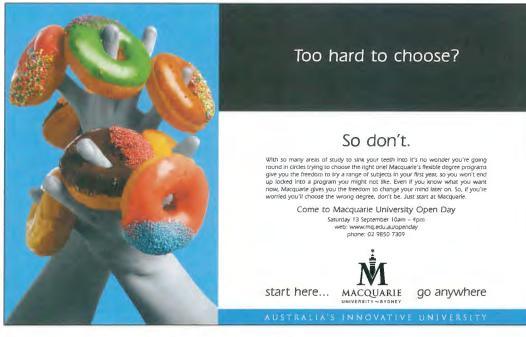
The University has won many national centres

of excellence and worldbest major national research facilities, which attract first class research students.

The Australian Centre for Astrobiology is one of only two in the world to be accepted by NASA as an Associate, and the Ancient History Documentary Centre, with its exceptional collection of papyri, has been explicitly used as the model for a similar centre at Oxford University.

Macquarie's tenants in its R & D Park include Siemens, Becton Dickenson, Goodman Fielder,





CISCO Systems' Radiata, and Dow Corning, with a new building for Nortel currently under construction.

Macquarie Graduate School of Management (MGSM) is ranked first in Australasia and Asia by the Economist Intelligence Unit's 'Which MBA?' survey, and best in the world for quality of students. The Applied Finance masters program is the biggest in the world by a factor of four.

# **RECENT DEVELOPMENTS**

The National Quality Review 2002-3 observed that Macquarie's research outcomes support its claim 'to be nationally and internationally recognised as a leader in selected areas of research'. The Good Universities Guide gives it 5 stars for 'research grants' and 'research intensity'. It ranks 7th for Australian Research Council 'Discovery Grants' (both number and total value).

The same review also noted 'strong support from staff and students about the flexibility of its programs', and

commended Macquarie for 'ongoing commitment to ... flexible learning, and for... using innovative technologies to enhance student learning'. Macquarie was also highly commended in the national survey, 'Preparing graduates for an e-world'.

A key factor in Macquarie's comparative advantage now is the development of excellent transport links by rail (with a railway station on campus in 2007), bus and motorway to Sydney's CBD and major population growth centres. These will provide Macquarie with the best public transport access of any university in Australia.

# **PROMOTION**

With reviews by LD & A and MacGregor Marketing, Macquarie introduced its new slogan 'Australia's Innovative University' in 1996, backed by a new logo and style manual.

An Open Day/Advising Day campaign by LD&A, based on parts of the face ('It raises some eyebrows'; 'It's worth hearing about'; etc), won





the 1999 (American) Goldfish Award for design. Macquarie also won the 1999 National Print Award for an Acrobat Corporate Print design.

The 2001 Advising Day campaign, which ran under the tagline, 'Life's unfair until you get a Macquarie degree', scooped the advertising industry's three major newspaper advertising prizes at the Cannes, Caxton and AWARD Awards in 2001.

The campaign, created by George Patterson Bates Sydney and executed by Acrobat Corporate Print, won Australia's first Gold Lion award at the 2001 International Advertising Festival in Cannes in the print and poster section of the Commercial Public Services category. It also won seven awards at the Caxton Awards for newspaper advertising one for best newspaper ad campaign, three in the corporate, government and public services category, and three for photography. It also won the bronze award for 'print - newspapers, colour' at the AWARD Awards - the only award given in the 'newspaper, colour' category as no gold and silver awards were presented.

Macquarie's newspaper inserts for Open Days and Advising Days have been much-copied. The September 2001 insert for Open Day, for example, continued the tag-line, 'Life's unfair...until you get a Macquarie degree' and highlighted the University's exceptional flexibility, using photographs and brief details of real-life students, eg, 'Business or Psychology?' (with the 'or' crossed out and replaced with 'and'): 'I do both at Macquarie'.

This 'flexibility' campaign resulted in unprecedented demand for undergraduate degrees in Arts, General Science and Education, with Macquarie attracting the highest entry cut-offs in NSW and the ACT for all three areas ever since.

The Management School, MGSM, won an Australian Marketing Institute's Award for Excellence in 2002, and a commendation for 'consumer insight' in 2003.

### **BRAND VALUES**

Macquarie's founding vision highlighted innovation; research; postgraduate studies including research degrees; inter-disciplinarity; multi-mode access, including by distance education and new technologies; flexibility; and industry links. These values are strongly associated with Macquarie today. Macquarie positions itself also as 'high tech', entrepreneurial and international.

# THINGS YOU DIDN'T KNOW ABOUT MACQUARIE

- O Australia's Innovative University was first in the world to introduce a full science degree by distance education, and an Actuarial Studies degree.
- O Macquarie pioneered the electronic tutorial. It is the first and only Australian university with a Natural Language Technology degree.
- O The 24 hour, 7 day 'Follow the Sun' IT Help Desk is a world first. Set up jointly with London School of Economics, it has won a 'Good Practice Award' and a national commendation. Each university services the desk in its own daytime.
- O In this entrepreneurial university (whose Vice-Chancellor was NSW Telstra Businesswoman of the Year, 2002), non-Government income accounts for over 70 per cent of revenue.
- Macquarie established Australia's first (and still the only) privately funded oncampus R&D Park, in partnership with Baulderstone Hornibrook.
- O Radiata, a spin-off company commercialising Macquarie/ CSIRO microelectronics research, was sold to CISCO Systems Ltd in 2000 for \$600m, in Australia's biggest-ever private IT deal.
- O It was a Macquarie researcher who coined the word 'proteomics', now one of the world's key technologies of the 21st century with its focus on breakthroughs in gene research.