

Division of Global Strategy and Engagement

Proposed Divisional Structure

*Report on Consultation
20 June 2014 – 18 July 2014*

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Executive Summary

The Deputy Vice-Chancellor released a proposed divisional structure to the University community for consultation on 20 June 2014. Affected staff were invited to participate in the consultation process through information sessions held in Townsville and Cairns on 20 and 24 June 2014 and by providing feedback through email or an anonymous web based form. Individual meetings were held with staff directly affected by the proposed divisional structure. A dedicated page on the JCU The Future website was also established to provide information to staff and facilitate feedback.

Consultation on the proposed Division of Global Strategy and Engagement structure was conducted over a four week period from 20 June 2014 to 18 July 2014.

Staff engagement during the consultation process was good with approximately 803 interactions taking into consideration attendance at meetings, information sessions, website page views and written submissions.

Feedback submissions were overall very supportive of the proposed Division structure and the opportunities that it would provide for renewal and collaboration.

Concerns raised during the consultation process generally focused on the following themes.

1. **Names** - proposed names of Directorates.
2. **Location** - allocation of activities and functions within proposed Directorates and placement of areas identified in the change proposal as requiring further consultation within the University structure.

The Deputy Vice-Chancellor has reviewed and considered the feedback received during the consultation process. Based on the feedback, a revised Divisional structure was presented to, and approved by, the Vice Chancellor on 23 July 2014.

This document provides an overview of the consultation process, feedback received, alternatives suggested and the responses to the feedback.

1.0 Purpose

This document reports on the consultation process undertaken in relation to the structure of the Division of Global Strategy and Engagement.

The Deputy Vice-Chancellor released a proposed Divisional structure to the University community on 20 June 2014 for consultation. The purpose of this consultation was to obtain feedback and suggestions for changes to the proposed structure from staff. This information would be used to refine the proposed structure which the Deputy Vice-Chancellor presented to the Vice Chancellor on 23 July 2014.

Notes from the information sessions were compiled and a consultation register was used to capture all written submissions.

This document provides an overview of the consultation process, feedback received, suggested changes and the responses to this feedback.

2.0 Objectives

The objectives of the consultation process for the Division structure were to:

- Provide balanced and objective information to staff to ensure awareness of the proposed structure, the rationale and the level of change proposed;
- To provide staff with the opportunity to contribute to and influence the decision- making process; and
- To provide staff with the opportunity to raise concerns and provide written responses, including suggested amendments.

3.0 Consultation Mechanisms

Several approaches were used during the consultation process to ensure that staff were informed and had the opportunity to discuss, raise concerns and contribute suggestions. Senior staff were provided with additional opportunities to ask questions and provide feedback as their positions were directly affected by the proposed Divisional structure.

The proposed structure of the Division was provided to the Joint Consultative Committee for feedback and comment at their meeting on 15 July 2014. The proposed structure was also made available to all JCU Australia staff for feedback through the JCU – The Future web site.

The communication and consultation mechanisms utilised are provided below.

Two-way communication

- **Individual correspondence to directly affected staff.** All directly affected staff were contacted via email by the Deputy Vice-Chancellor on 17 June 2014 to advise that the proposed Divisional structure was being released on 20 June 2014. All Senior Managers also received written correspondence from the Deputy Vice-Chancellor regarding the potential Divisional structure and consultation process.
- **Individual meetings with directly affected staff.** Following the release of the proposed Divisional structure, the Deputy Vice-Chancellor met personally with 19 directly affected staff members including all Senior Managers. The Deputy Vice-Chancellor also met with the Deputy Vice-Chancellor, Academic, the Director, Student Services and Director Learning, Teaching & Student Engagement of the Division of Academic and Student Life.

These meetings provided staff with the opportunity to seek further information on the proposed Divisional structure and to provide feedback directly to the Deputy Vice-Chancellor.

- **Staff meetings hosted by the Deputy Vice-Chancellor.** These were held on 20 June 2014 face to face in both Cairns and Townsville. A further meeting was held on 24 June 2014 and was video conferenced from Cairns to Townsville. At the meetings the Deputy Vice-Chancellor delivered a presentation outlining the rationale for the proposed Divisional structure and presented the proposed Divisional structure. There was an open question and answer session and staff were also made aware of opportunities to access further information and provide feedback.

One-Way communication

- **A dedicated web page.** A web page addressing the proposed Divisional structure and consultation mechanisms was added to the www.jcu.edu.au/future intranet website. The web page provided information on the proposed structure, a copy of the presentation containing the rationale for the proposed structure and the change proposal. The web page also displayed information on mechanisms to provide feedback.
- **Change Proposal.** A Change Proposal was made available to staff on 20 June 2014.
- **Email communication.** This was used regularly to communicate with staff. Directly affected staff emails were sent as follows:
 - **17 June 2014** – Deputy Vice-Chancellor wrote to all directly affected staff inviting them to attend 20 June 2014 meeting in Cairns and Townsville to provide the proposed Division structure and mechanisms for feedback.
 - **20 June 2014** – Deputy Vice-Chancellor wrote to all directly affected staff and all JCU Senior Management, providing the change proposal as an attachment along with a link to the dedicated web page containing the explanatory presentation delivered at the meeting on 20 June 2014 and details of feedback mechanisms.
 - **23 June 2014** – Deputy Vice-Chancellor wrote to all JCU staff providing links to the relevant web page containing the change proposal and the explanatory presentation, and invited feedback through the prescribed mechanisms. Deputy Vice-Chancellor also wrote to the Joint Consultative Committee secretariat providing a copy of the change proposal as an attachment to be provided to the Committee members and requesting their feedback.
 - **15 July 2014** – Deputy Vice-Chancellor wrote to all JCU staff reminding that the closing date for feedback is 18 July 2014.
 - **23 July 2014** – Deputy Vice-Chancellor wrote to directly affected staff to advise that the approved structure and an explanatory presentation would be provided at a staff meeting scheduled for 25 July 2014.
 - **25 July 2014** – Deputy Vice-Chancellor wrote to directly affected staff, Senior Staff and the Joint Consultative Committee secretariat providing the approved structure and explanatory presentation.
 - **28 July 2014** – Deputy Vice-Chancellor wrote to all University staff providing the link to the web page containing the approved structure and the explanatory presentation.

4.0 Participation

Staff engaged in the consultation process for the proposed Divisional structure through staff meetings and information sessions, one on one meetings with the Deputy Vice Chancellor, visiting the dedicated website and/or contributing written submissions. There were approximately 803 individual interactions with the consultation process taking into consideration attendance at meetings, information sessions, website page views and written submissions.

4.1 Forums and information sessions

Approximately 57 staff attended the staff meeting held on Friday 20 June 2014 and 17 staff attended the staff meeting held on 24 June 2014 where the proposed Division structure was released.

4.2 Written submissions

47 written submissions were received during the period 20 June and 18 July 2014, either via email or an anonymous web-based form. These were recorded in a consultation register and distributed to the Deputy Vice-Chancellor on a regular basis. A brief analysis of the written submissions is provided below and a list of those making submissions is attached at Appendix A.

Table 1: Summary Information

Total Submissions	47
Number of individual contributors	42
Staff making more than one submission	1
Group Submissions	4
Anonymous submissions	5

4.3 Website page views

There were 682 individual visits during the consultation period to the website <http://www-public.jcu.edu.au/Future/dgse/index.htm>.

5.0 Summary of Feedback

Submissions and feedback were generally supportive of the overall look and feel of the Divisional structure and the opportunities that it would provide for renewal and collaboration.

Concerns raised during the consultation process generally focused on the following themes.

1. **Names** - proposed names of Directorates.
2. **Location** - allocation of activities and functions within proposed Directorates and placement of areas identified in the change proposal as requiring further consultation within the University structure.

Further detail on the feedback is provided in section 6.0 below including aspects that were supported, issues raised and how these have been responded to in terms of the approved Divisional structure. This overview does not reflect every individual comment or suggestion made, only those comments and suggestions relating to the Divisional structure.

6.0 Summary of Issues, Suggestions and Management Response

Issue	Suggestions provided through consultation process	Management Response
Business Development Directorate	<ul style="list-style-type: none"> Opportunity to give the product development and management tasks to the business development managers. They can work with Deans of Colleges to create new courses and curate the existing set. 	Opportunity noted. It is envisaged that this will be the case
Website, social media and digital strategy	<ul style="list-style-type: none"> Several submissions acknowledge the hard work undertaken by the staff who currently maintain the website – need to stop saying we will ‘fix’ the website as they are doing as much as they can with the resources available and therefore isn’t actually broken. Instead, use the term ‘modernise’ or ‘improve’ when talking about the website. Need to question much of our current spending on advertising and publications. More and more of our prospective student and stakeholder engagement will take place on the web, will need to provide infrastructure to the entire university for this engagement to occur, including a better CMS, web writers (or training in such), photographers or photography, designers, and web/app developers for the forms and tools we need. Worth considering a structure within the marketing directorate that encourages the transition to digital to ensure consistency in what we say online and what we do through other channels. General feedback is that we need to invest considerably more money in the website and the web marketing team. Suggest a Brand Stories Manager instead of a Brand and Publications Manager, and outsource the production of publications. Suggest replacing Advertising Manager with Campaign Manager. Suggest a Course Content Manager role be added to this area. Suggest a second Social Media staff member as this will grow in importance. Suggest a marketing Data Manager role in charge of data collection and responsible for developing and managing processes and systems and providing analytical data for marketing activities. Current role of Group Manager Web & Social Media could be changed to Content Strategy Manager, reporting to the Marketing and Market Intelligence Director. Need to promote a ‘digital first’ approach and spend more money and provide more resources in this area than on publications, print, TV, radio etc. A few submissions suggest putting the location of Web and Social Media under Special Projects initially. Suggest the website be the responsibility of the Marketing function. Suggested that the website and digital strategy should be spread across the three directorates as this is central to the core business of the Division. 	<p>Detail noted for next phase of consultation.</p> <p>Importance of web and social media noted. DVC already has identified this as a priority for the Division and JCU as a whole. Location to remain in Directorate of Marketing.</p> <p>Need for realignment of spend noted.</p> <p>Change of title activities from web and social media to Digital strategy</p> <p>Inclusion of Content development included in marketing directorate.</p> <p>Comments on roles noted. To be subject of next stage of consultation.</p> <p>Analytical data capabilities are provided by Directorate of Quality, Planning and Analytics</p>

	<ul style="list-style-type: none"> Noted that intranet will still need to be managed by various areas of the University (e.g. HR) 	
Study Abroad/ Exchange / Mobility	<ul style="list-style-type: none"> Several submissions ask if Study Abroad and Exchange Inbound processing can be managed by centralised Admissions. If not, will Cross-Institutional and Miscellaneous applications and processing move to Mobility (they are 1-2 subjects i.e. short-course) currently processed by Domestic Admissions? The term Mobility should be dropped in favour “Study Abroad” or “Student Exchange” or similar as feedback is that people assume it is related to disability/accessibility services. 	Recruitment of students on exchange, study abroad and inter-campus mobility to sit with Student recruitment team. Recruitment of JCU students to go overseas for an international experience needs to be strengthened. Processing of applications and admission to move with international admissions to Directorate of Student Services.
International Student Support	<ul style="list-style-type: none"> It is critical that support be driven / overseen by those who have recruited the students, formed a relationship with them and perhaps even made some commitments to them. The ISS function needs to continue to work closely with the Student Life Unit as they share the role of ensuring students are engaged and involved in Campus life and the overall university experience. The current interrelationship between the Support, Compliance and Recruitment teams provides critical information links that are crucial to each team’s performance on a day-to-day basis. If the teams are all located in separate Directorates/Divisions, there is a concern as to how decisions will be made in a timely manner so the current level of service to staff, students, agents and other stakeholders can continue. There is strong support for compliance and International Student Support to be co-located. Decisions needing both a Support and Compliance perspective will be hard to make if the teams are located under two different Directorates within two different Divisions. Location of the Support team in the same Directorate as the UIL Relationship Manager is also very important as many issues arise with packaged students which Support need to be aware of and involved with. One submission suggests that the name of the Directorate could be changed to “Student Recruitment and Relations” to include the support and compliance areas. Only one submission suggests separating the JCI Compliance team and the International Student Support Team (but doesn’t say why). The same submission also suggests having a separate Directorate for Student Support and Compliance. Reasons why Student support should not be in the Division of Academic and Student Life: <ul style="list-style-type: none"> - The vertical reporting structure that the GSE would offer the International Support team will ensure that the team will have a strong voice amongst the University community to have the resources we need to continue to provide a high level of support to international students. - The focus of the LTSE is on domestic students (including students from indigenous and equity groups) and the 	<p>International student support currently work very effectively across Divisions, especially since their relocation. This will need to continue under the new structure.</p> <p>As the submissions highlight, feedback as to where this function should sit is split. International student support is seen as a critical function to support recruitment both before and after students arrive at JCU.</p> <p>Decision is that International student support will sit in the student recruitment directorate. This decision has been based on the critical importance of agent, UIL and scholarship body relationships to future international student recruitment, especially increasing recruitment of Australia Award students. As Australia Award support and compliance cannot be separated, relocating the international student support function to the Division of Learning, Teaching and Student Engagement would mean international compliance would be split across 2 Divisions. Compliance is critical to JCU being able to continue to recruit onshore international students and it is desirable that all international compliance be co-located in a single Directorate.</p>

	<p>International Student Support team would be the only team whose focus is solely on international students. The concern is that we will lose a singular focus on international students if we are located in LTSE and we will have to make a case as to why our 10% of the student population needs the extra resources/support to continue to provide a high level of support.</p> <ul style="list-style-type: none"> • - International students have many idiosyncrasies which are only understood by staff dealing directly with international students. The way that the Support Team need to interact and assist international students will be much more understood in GSE where everyone is speaking the 'international' language. • - If the International Student Advisor role is located in LTSE, there is currently no one in that Directorate in Cairns who has any knowledge of the ISA role or the relevant policies/procedures/legislation who could act in that position or answer questions when the ISA is absent. • - Being located in GSE would mean the current close working relationship with International Compliance would continue without additional effort. • - A close association with the UIL relationship management staff will allow us to smooth this transition through student information and cohort trend sharing. • Reasons why Student support should be in the Division of Academic and Student Life: - The Division of Global Strategy and Engagement is outwardly focused – the change proposal explicitly states this, yet the core function of ISS is the support and empowerment of current international students at JCU. • - The Division of Academic and Student Life is focused on the Student Experience – given that International Student Support is about the International Student Experience, there is a closer alignment in strategic purpose with this Division. • - LTSE offers the Wellbeing services which International students heavily utilise. • - Student Life activities in LTSE are an important part of the International student experience. • - There are also strong links between the Directorate of Student Services and the work of International Student Support in the areas of enquiry management, enrolment, academic progression and exams. Being structurally located in the same Division will promote organisational harmony and strategic alignment. • - The Division of Global Strategy and Engagement will shape the nature of our future international student body, however International Support aside, will have little direct effect on our current international students. • One submission notes that the outcome of staff consultation in the International Student Support unit shows that 5 out of the 7 staff (includes all of the TSV based staff) believe that ISO should be in the LTSE directorate of the Division of Student and Academic Life. Both of the Cairns based staff favor being placed in DGSE. 	
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	<p>However several of these staff believe that the advantages for either location are almost evenly matched – and the priority in either area is that they are able to continue working as effectively as they currently do.</p> <ul style="list-style-type: none"> • Strong support for the Cairns International Office staff to remain collocated for the following reasons: <ul style="list-style-type: none"> • - The current team works very well and support each other; • - Staff are cross trained and can answer student enquiries regarding recruitment/admissions/support and assist staff with international queries; • - Ensures a high standard of service delivery and support going forward. • Critical to retain the position of Manager of the International Office in Cairns as this role provides vital support to all staff in the Cairns office and ensures that the Cairns voice is heard at high levels within the University. The Manager advocates on behalf of each staff member as required, and also for the Cairns office as a whole. The Manager of the Cairns office can also act in the ISA’s role in her absence so any urgent issues or decisions can be dealt with in a timely manner. 	
Engagement	<ul style="list-style-type: none"> • There is strong support for a single point of facilitation, oversight and coordination of engagement activities across the University. • DGSE External Engagement should work closely with the Careers Team in managing external professional relationships. • Community Engagement should also mention the NFP sector. • Will there be any formal connections to WIL through the industry engagement function? • Suggest that Professional Development Training be an integral component of the JCU Engagement Strategy (refer to Mark Frank’s submission for full proposal). • Suggest to include management of Sponsorships and Membership in the External Engagement Directorate. • Would be good to have a dedicated staff member in Engagement team specifically for sustainability engagement which would complement the work done by TropEco. • Need to consider if external and international research collaborations should be shared with the Directorate of External Engagement? • Several submissions suggest that School Engagement activity is managed within one directorate instead of split between engagement and recruitment. • Suggest including an ‘equity’ role relating to school and community engagement. • There is strong support for School and Stakeholder engagement to sit within DGSE. • There is strong support for a focus on engagement with other education providers. • There is support for short courses to be overseen and administered centrally through this directorate. 	<p>NFP sector noted, agreed and added.</p> <p>Will need to work closely with WIL teams in academy and with the careers team. Processes will need to be put in place so that External Engagement team are aware of and can assist in relationship development and maintenance.</p> <p>Need for Professional development to be explicitly noted, agreed and added.</p> <p>Agreed to add sponsorships and memberships to external engagement.</p> <p>Sustainability engagement not agreed as engagement with the sustainability agenda is required across all Divisions.</p> <p>Research collaborations should be shared with External Engagement and this has begun.</p> <p>Schools engagement to sit in single directorate, External Engagement. Details of activities including equity to be developed as part of a holistic School engagement strategy. One</p>

	<ul style="list-style-type: none"> • The proposed model for the Academy suggests that engagement will also occur across other areas of the University. There is also a significant amount of industry engagement that occurs within Careers, under Division ASL, as well as the amount of engagement that occurs across the institution as part of WIL. Need to therefore ensure collaboration with the GSE directorate, to avoid significant duplication. • The proposed Directorate of Engagement (GSE) looks to encompass School Engagement, Alumni Relations, Fundraising and Short Courses. Would it be feasible to also have a Corporate Engagement Unit within this Directorate that serves as the single entry point for industry and provides coordination of industry interactions? • Is it proposed that the GSE Engagement Directorate only manage university-wide partnerships between the University and organisations in the corporate, government and community sectors? • We need to be clear that a key purpose of engagement with schools is recruitment. • Sponsorship activities should be included in the Directorate of External Engagement as it is a key tool for external engagement. • Will School outreach activities be in Engagement or Recruitment Directorate? • Suggest that indigenous engagement be included in the structure. 	<p>of the key purposes of school engagement has been noted as recruitment.</p> <p>Engagement will continue across the University. Directorate of External Engagement will coordinate/facilitate/oversee university engagement through implementation of a University engagement strategy. This is not restricted to University-wide partnerships only.</p> <p>It is intended that the External Engagement Directorate will provide a single entry point for industry. Position/s, title etc. will be considered during the next phase of consultation.</p> <p>Indigenous engagement added in External Engagement.</p>
Marketing	<ul style="list-style-type: none"> • Several submissions highlight the need to put more marketing focus on JCU's research and Postgraduate courses moving forward. • Currently only 1 staff in Cairns for Domestic marketing. This needs to be reviewed. • Several submissions from faculty Marketing Coordinators suggest that the Colleges have an admin staff member dedicated to marketing in relation to activities that still need to be done but are of less strategic importance (e.g. development of simple posters for the Mater Mackay Clinical School). These individuals have a deeper understanding of what is taking place within their school. • United approach to marketing strategy and delivery both at an institutional level and a Divisional level is required. Currently marketing activity is set at an institutional level with little or no involvement of the faculty. • The proposed structure puts a great deal of emphasis on international marketing and not so much on domestic marketing. 	<p>Increase focus on postgraduate and research student recruitment noted.</p> <p>Campus representation across directorates will be considered in next phase of consultation.</p> <p>College staff involved in marketing related activities will be discussed as part of the informal discussions on the structure of the academy.</p> <p>Agree need for a united approach to marketing strategy. Should be achieved through development and implementation of a JCU marketing strategy.</p> <p>Disagree the structure puts more emphasis on international marketing. Domestic marketing, student recruitment and engagement are critically important for JCU.</p>
Domestic Student	<ul style="list-style-type: none"> • Several submissions suggest that there is a need to focus more on recruiting interstate and not just in Queensland 	<p>Need to recruit more from interstate noted</p>

Recruitment	<p>as more degrees go online.</p> <ul style="list-style-type: none"> • Several submissions suggest that engagement with schools (especially local) sits with DSR, or at least shared with the Directorate of External Engagement. • Several submissions from domestic recruitment staff highlight that there appears to be a significant devaluation of their skills and workload (in particular around Domestic backfilling International and International up-skilling domestic). It should be viewed as both sides up-skilling each other. 	<p>Schools engagement needs to be coordinated from one place and is more than just student recruitment. Some activities may be undertaken in other Divisions, Directorates or Colleges.</p> <p>Not intended, agreed up-skilling goes both ways.</p>
Singapore	<ul style="list-style-type: none"> • Suggest more linkages with the Singapore campus through DGSE to overcome feeling of isolation from JCUA, e.g. more cross campus opportunities for staff to build closer relationships with JCUS colleagues. • Need an integrated International Student marketing approach with JCUS and to use Singapore as a stepping stone to attract international students to regional centres. 	Noted
Admissions	<ul style="list-style-type: none"> • Reasons why International Admissions should sit within DGSE: • - need to be very close to student recruitment to maintain consistent student recruitment processes and maintain good relationships with JCU agents; and • - challenges with admissions from high-risk countries (i.e. Nepal and India) which need to be closely consulted with areas of Compliance, Recruitment, Pathways and International Support. • The need to merge International and Domestic Admissions is generally acknowledged and it is suggested should sit within DGSE. • It doesn't make sense to separate international admissions from international recruitment. The International admissions function is much more a part of the pre-enrolment/recruitment process and it makes more sense that admissions remain with GSE together with the other 'pre-enrolment' engagement functions. • It seems odd that student mobility should sit in a different Division to admissions. Student mobility contains two parts, inbound and outbound students. The processing of inbound international students, whether they are undertaking the Study Abroad or Exchange program is one and the same. • International Admissions is an integral part of the recruitment process. Accordingly, it is strongly contended that transferring International Admissions to another directorate would put at risk current international recruitment performance. Also, responsibility for achieving OPTs would be dispersed across directorates, weakening accountability. • There is a concern regarding resource allocation if admissions did not sit within DGSE. 	<p>Comments noted.</p> <p>Larger teams are needed. Decision is to combine, international and domestic admissions teams, includes admissions for study abroad, exchange and intercampus mobility. It is acknowledged that admissions is a critical part of recruitment for both domestic and international students.</p> <p>Although the international recruitment and admission teams are currently co-located, conversation rates of international applications could still be further improved.</p> <p>Many activities at JCU cut across Division/directorates. Cross directorate processes will need to be established to ensure seamlessness and efficiency of end-to-end processes.</p> <p>Budget issues are outside the scope of this change proposal.</p>
Ceremonies and Events	<ul style="list-style-type: none"> • The Office of Engagement and the Manager Ceremonies and Events recommend the retention of a single standalone professional events and ceremonies unit encompassing all the JCUA campuses excluding Brisbane. 	Events is envisaged as encompassing many more events than the current small team does to take advantage of opportunities

	<ul style="list-style-type: none"> • One submission was in favour of separating Ceremonies and Events due to missed opportunities from such a small team of two people currently running both activities, and the need to consolidate all events across the University to ensure consistency of image and branding. • What is the extent of involvement of DGSE in events? 	<p>and ensure consistency of branding. Arranging events is a very different function to graduation ceremonies.</p> <p>Graduations more naturally sit with alumni relations.</p> <p>The marketing directorate would have a coordination and oversight role for events across the university and assist with ensuring consistent branding, provide guidance on opportunities to maximise audiences and publicity and provide a whole of University calendar of events however a lot of the content of events will still run within academic divisions or colleges.</p>
HDR application and offer process	<ul style="list-style-type: none"> • Third step in the process (referring to JCI Compliance/Admissions for checking) is not required as this can be done by GRS staff as no special knowledge is required, only requires checking lists or websites. Refer to Helen Marsh's written submission for further info. 	<p>Advantages of checking international compliance early in the process out ways the additional step. There is agreement from the Director of Student Services that the application can remain at the Graduate School during this process to minimize processing time.</p> <p>Domestic and international higher degree admissions to be undertaken by admissions staff in Directorate of Student Services.</p>
General Statements	<ul style="list-style-type: none"> • The proposed structure is strongly received in a positive light by the majority of the staff who submitted written submissions. • There is strong support in general for international recruitment, mobility and support and UIL relationship management to sit within DGSE. • General agreement with proposal to combine international and domestic student recruitment. • Breaking up the various international sections (recruitment/ admissions/ support/ compliance/ mobility) is a mistake. International students have unique and very specific requirements, and whilst there are certainly some areas which can overlap with other parts of the university, the functions that international perform work best when done as a single operational unit, located together. • International Recruitment, Admissions/Mobility and International Support are all integral parts of the international student lifecycle. International Compliance is the central function that provides a vital role in supporting each of these units. If you remove one of the 'spokes' from the wheel, it seems highly likely to me that there are going to be issues with keeping the wheels turning efficiently. 	<p>International admissions addressed above.</p> <p>Agreed student fees and charges will be changed to setting of student fees, charges and scholarships.</p> <p>Specific functions listed will be discussed in the next phase of consultation.</p> <p>Strategy is not divorced from operations as the Directors of the Divisions are an integral part of the strategy development teams.</p> <p>Titles of Directorates have been simplified. Titles of directorates can never cover all activities encompassed.</p>

	<ul style="list-style-type: none"> • The GS&E Change Management Proposal currently states that ‘Student Fees and Charges’ will sit within GS&E. As discussed, the wording needs to change to ‘Process for setting Fees and Charges’. • Good to see the acknowledgement of the difference between school engagement and recruitment in the proposal. • Suggest reviewing the title of the Directorate of Student Recruitment and Mobility as it doesn’t represent all of the functions of the Directorate. • Several functions ought to be mentioned under Student Recruitment and Mobility, which are not currently listed, but are important to note: <ul style="list-style-type: none"> • - Campus tours (international, interstate and local) • - University experience programs • - Guidance officer conferences • - Organisation of information evenings, information sessions and briefings • - Health careers expos • - Engagement with principals associations, guidance officers, parents etc. • - Student ambassadors recruitment and management • There is strong support for management and support of special projects within the DVC GSE Office. • One submission suggested that the separation of strategy and operations as implied by the proposed structure be revisited. 	
General Questions	<ul style="list-style-type: none"> • What does ‘special projects’ mean? Needs clarification. • Where does ‘Sponsorship’ fit in the new structure? • Will connectivity with CBD initiatives in Townsville and Cairns be through Marketing or Engagement? • Will the Faculty/Division/College Marketing Coordinator roles remain in the new structure? • Who will be tasked with the role of liaising between the academic side and the marketing side? • Given that WIL is managed quite differently across various disciplines, should WIL have more prominence in the new structure given its importance? • I’m not sure where engagement associated with WIL is to sit within the new structure? • Will there be a Deputy DVC role? • What does ‘fundraising’ mean? 	<p>Special projects may relate to any of the functions of the Division. They will be project managed from the DVC office and will pull on expertise from across the University to bring them to fruition.</p> <p>Sponsorship will sit in Directorate of External Engagement.</p> <p>CBD is a JCU facility and will be utilized by the Division as is appropriate.</p> <p>Faculty marketing coordinator roles will be discussed in the next phase of consultation including during informal consultation with the academic Divisions.</p> <p>Business development will liaise between the academy and marketing.</p> <p>There will be a close relationship between WIL in the academy and the External engagement directorate.</p>

		<p>No there will not be a Deputy DVC role.</p> <p>Fundraising can take many forms, but is designed to decrease the University's reliance on Government funding, for example through provision of scholarships for our students, support of infrastructure or research support.</p>
<p>Other suggestions and issues</p>	<ul style="list-style-type: none"> • Pilot a 'Graduate Internship Program' • Suggest that Divisions and Colleges pay a 'levy' for marketing and engagement services to assist with centralizing all marketing and recruitment activities. • Desire to keep the position of Admin and Projects Officer in CSTE in support of engineering programs. • Suggest to retain the GM Cairns Campus Position to oversee Cairns Campus engagement • Staff morale in the International Student Centre is at an all-time low due to issues following relocation to the new Student Centre in February 2013 including breakdown in communications, misinformation and a general lack of cohesiveness creating a distinct sense of disconnect between JCI staff. From experience, teams in close proximity are better able to maintain both formal and informal communication relationships. • A team of content managers/editors should work together to provide communications for both students and staff in one centralised unit. • There is a critical need to "join-up" individual School/College/Discipline endeavors to provide international (particularly WIL and Service learning) experiences across the institution and work strategically and in a networked way in partnership with national and international organizations. • Suggested that MOOCs are managed by Division of Academic and Student Life. • Desire to lobby for an International Careers position (e.g. similar to JCUB's Joblinx system). • UIL relationship needs strong academic and T&L leverage. 	<p>Pilot program to be considered in strategy development.</p> <p>Budget considerations are outside the scope of this proposal.</p> <p>Admin and project officer positions will be considered as part of the academy informal consultation process.</p> <p>Cairns campus oversight to be built into DVC office.</p> <p>Co-location of international student support and admissions and enquires will continue.</p> <p>Need for content writing specialization noted, agreed and added.</p> <p>Coordination need across the university agreed.</p> <p>MOOCs are currently proposed to be managed from the Division of Academic and Student Life.</p> <p>Careers currently sits with Directorate of Learning, Teaching & Student Engagement. It has been noted that this area needs to be strengthened.</p> <p>Acknowledged that UIL interacts with other areas of the University. Relationship management sits with Directorate of Student recruitment.</p>

APPENDIX A – Written Submissions

Group Submissions

Office of Engagement x2
 Graduate Research School
 School and Community Engagement Staff

Individual Submissions

Name	Area
Adam Connell	Estate Office
Amanda Skinner	FAESS
Angela Doyle	JCI
Angela Rogers	Marketing and Engagement
Anna Truman (on behalf of group)	Marketing and Engagement
Christine Martyn	International Student Centre
Dan Turner	Equity and Student Engagement
Davina Guteridge	Marketing and Engagement
Elizabeth Gilson	Student Life unit
Helene Marsh	GRS
Jane Polak - Scowcroft	Marketing and Engagement
Janine Hourn	JCI
Jo Asquith	JCI
John Chandler	FSE
Joidie Duignan-George	DGS&E
Juergen Reichardt	FMHMS
Julie Woodward	Student Services
Karina Lynch	FLBCA
Liz Pearson	Marketing - FLBCA
Louise Keller	JCI
Mark Franks	Cairns institute
Mark Wolff	Marketing and Engagement
Mia-Bianca Vaudrey	Marketing and Engagement
Michelle Ballard	FSE
Mykalia Dockrill	Equity and Student Engagement
Nicki Stathooles	International Student Centre
Paul Dirks	College of Science, Technology and Engineering
Pauline Taylor	School of Education
Rachel Barber	Equity and Student Engagement
Ross Shaw	Future Program Office
Ryl Harrison	Chancellery
Scott Ashton	FAESS
Stephen Naylor	JCU Singapore
Tara Evans	FMHMS
Tom Bayliss Hack	JCI
Trevor Goldstone	FLBCA / DGS&E
Tui Adams	Marketing and Engagement