KEYS FOR SUCCESSFUL INDUSTRY-EDUCATION ENGAGEMENT
Strong leadership, clearly articulated workforce strategies and a diverse workforce: together, these are what drive successful university-industry engagement, but how are they best approached?
Welcome

The Australian higher education sector is at a juncture. On the one hand are tales of innovation, with well-connected, savvy institutions finding agile ways of working with industry to drive funding, amplify academic research, boost student employment and create vibrant, world-class talent hubs. On the other sits the intricate reality, with education its own complex, historical and layered masterpiece with multiple stakeholders to manage, and significant responsibilities to uphold.

How are most institutions responding? Workforce strategies can significantly influence the success of university and industry engagement when driven from the top by industry-savvy HR leaders. Inclusive leaders in higher education, who are able to bring together people with diverse backgrounds and experiences, will be key to driving the industry engagement and collaboration agenda over the coming years. Yet Mercer’s research and conversations with experts in higher education suggests there is substantial work to be done...

For university leaders and people teams this topic could not be more important.

This juncture is an opportunity. By industry engagement we mean all forms of external engagement with the private and public sector, as well as no-for-profit (NFP) organisations.

But how should it be approached, and what systems and processes should underlie any change? Inside this paper you’ll find the challenges outlined, and also the opportunities, of which there are many. You’ll find workforce strategies and solutions: different ways to consider academic-industry collaboration, new initiatives for talent mobility between the higher education and public and private sectors, starting at the Higher Degree Research (HDR or PhD) level, and continuing through all academic levels in an organisation, and key suggested approaches on integrated workforce planning.

In a time of rapid and complex change, new thinking is required. When driven by inclusive leaders and underpinned by agile yet robust processes, that thinking can flex and respond to its changing contexts, and deliver significant improvements and results. Engagement between the higher education sector and industry can offer new funding streams, better student employment futures and greater outputs for academics and Australia alike. That’s elevating Australia, and that’s good news.
The stakes are high for academic and industry collaboration in Australia today. We are a nation that highly values the ideal of industry collaboration, substantially punching above our weight in global academic performance, but when it comes to the practicalities and processes of working with industry and business, we are trailing much of the developed world.
THE BURNING PLATFORM

INDUSTRY-EDUCATION ENGAGEMENT A MAJOR PRIORITY

In every strategic plan (life blood for future viability and relevance), industry engagement is mentioned as a strategic priority for the university (in addition to engagement with other key groups such as business, government and non-government organisations).

Regardless of the form or title e.g. Centre of Excellence, Division of Enterprise, New Venture Institute etc., industry engagement with universities has existed, and in many cases continues, recognising the historical need by university and industry to collaborate to answer problems and develop new technology, products and services.

However, in the same manner that new technology, products and services created through university and industry collaboration is celebrated for its impact to disrupt markets and industries, there are similar new disruptions and threats for universities. As new Ed Tech players enter the market changing the way education is delivered, university and industry collaboration is more important than ever to continue to evolve, tap into new markets, and show relevance in a changing education landscape.
TIME FOR IMPROVEMENT: LEADERS IN INDUSTRY ENGAGEMENT

There is a strong imperative in all universities to lead in engagement with industry, however there is a distinct gap between the current and desired state in many universities. Mercer recently surveyed industry engagement leaders across Australian universities, as well as MBA Directors across Business Schools. This showed a disconnect. At the leader level, there is a general view that engagement capabilities have been built in two-thirds of universities, with the acknowledgement that more needs to be done. In Business Schools however, the view is that a lot more needs to be done to fulfil the university-industry engagement objectives, with 60% of MBA Directors disagreeing with the view that great inroads have been made. Developing capability and articulating a cohesive narrative around industry engagement differentiates those universities that have a more intentional approach to their engagement strategy.

Source: Mercer (University – Industry Engagement Survey), 2019
A strategic approach to industry engagement can reward universities in multiple ways. Many universities approach industry engagement in an ad hoc way.

The value to the university of strategic industry engagement can be demonstrated through:

- securing financial and resource support for research projects that have potential industry benefit – bringing the true meaning of applied research to the fore
- streamlining the commercialisation of research in targeted fields, leveraging the intellectual property capability of big business
- profiling university research outcomes in broader circles, beyond academic publications
- providing enhanced student experiences through innovative placements and immersive projects; this includes the possibility of international placements within global businesses
- opening doors to valuable networks within the business community, accessing business leaders as Adjunct Professors and mentors of top learners
- streamlining pathways into key industries to accelerate graduate employment outcomes
- harnessing the full power of alumni as a conduit to industry and to support foundation goals
- recognising the learning that occurs within industry, micro-credentialling and securing an ongoing stream of learners through preferential pathways into the university for industry partners

For each university, it is about being an integral part of the ecosystem in which businesses operate, and where people live, learn and thrive. To harness the full potential requires an intentional engagement strategy – at an industry, business, leader and individual level.

“...Improving the employability outcomes of all our graduates – both for domestic or international students – is crucial to the University’s future. It will attract outstanding students and contribute to deeper industry partnerships.”

La Trobe Strategic Plan – 2018-2022
Australia, while reasonably competitive in numbers of researchers, pales in comparison globally with the amount of researchers within industry and the amount who feel they engage well with industry. Yet the stakes are high: with collaboration can come new revenue streams, better employment for students and greater innovative research outcomes.
THE CHALLENGE

Our biggest organisation and people challenges to enable industry engagement (IE) success...

- Developing the right culture for IE: 24
- Working together on IE across university: 22
- Finding the right people/capability within university: 19
- Ensuring the right staffing mix for IE: 15
- Leadership in IE: 15
- Having the right IE metrics/measures: 14
- Career paths for IE talent: 13
- Finding the right people/capability externally: 12
- Retaining high performing IE talent: 10
- Clear role definitions/expectations: 7
- Managing individual performance: 3
- Assessing/developing right skills: 2
- Others: 2

*University Executive’s perspective on biggest challenges*

*Source: Mercer (University – Industry Engagement Survey) – MBA Directors Forum Participants and IE Executives, 2019*

MBA directors place ‘developing the right culture for Industry Engagement’ at the top of their list of the biggest people and organisational challenges to enable success. A key part of this desired culture is collaboration, with ‘working together on Industry Engagement across the university’ ranked second.
DEVELOPING THE RIGHT INDUSTRY ENGAGEMENT CULTURE

Universities are often large, bureaucratic organisations, characterised by silos and red-tape. The traditional academic culture generally values research and teaching outcomes more highly than industry engagement – and rewards accordingly.

Industry engagement would be enhanced by fostering a culture which creates space for experimentation (including ‘failing fast’), embeds interdisciplinary industry engagement and rewards for high performance in industry engagement.

“Equally our expectation must be that our research creates innovative outcomes contributing to the economic and general public good. It is imperative that we provide the right support and incentives for our staff to take their ideas outside the University.”

Australian University
**WORKING TOGETHER ON INDUSTRY ENGAGEMENT ACROSS THE UNIVERSITY**

In universities there are many roles involved in industry engagement leading to lack of clarity, overlapping responsibilities and multiple touch points. Not knowing where or who is the ‘front door’ can be confusing internally as well as to your external partners and stakeholders.

For example, industry engagement activities might be coordinated by Marketing, often in joint ownership with a PVC Industry/Partner Engagement, Heads of School or Research Disciplines, and – hopefully – academics across all levels will initiate and nurture industry relationships. School Advisory Boards might be eager to support industry engagement – and then there are Community Engagement roles as well as Alumni and Events coordination roles with strong, ongoing external relationships, plus Development Managers to support academics in external engagement.
We asked two groups – MBA Directors and University Industry Engagement Executives – to what extent universities have a well-functioning governance process in place.

**FINDING THE RIGHT TALENT AND CAPABILITY FOR INDUSTRY ENGAGEMENT WITHIN THE UNIVERSITY**

Industry engagement is not part of the typical success profile of an academic (featuring deep subject matter expertise and research expertise). Industry engagement requires a more commercial mindset, high level, strategic partnering and relationship building competencies. This is manifested as the ability to co-create mutually beneficial value propositions for the university and the partner organisation.

This is also closely related to the feedback around the right staffing mix and leadership in industry engagement.
HAVING THE RIGHT INDUSTRY ENGAGEMENT METRICS

Metrics often emphasise more traditional elements of the academic role (i.e. 40/40/20 research, teaching and other metrics). This can also be linked to clarity of role design and role expectations around industry engagement for academic roles.

CAREER PATH FOR INDUSTRY ENGAGEMENT TALENT

Promotion and progression criteria in traditional academic roles are often based more on research and teaching criteria rather than industry engagement. For industry engagement roles there is often no clear career path articulated (beyond the current role).

FINDING THE RIGHT TALENT AND CAPABILITY FOR INDUSTRY ENGAGEMENT EXTERNALLY

Industry engagement with its unique combination of strategic relationship building and deep understanding of the research and teaching value chain is an emerging skill set from a rather shallow talent pool.
THE OPPORTUNITY

THE NARRATIVE IS SHIFTING – KEY TRENDS

Technology. Disruption. Possibilities. Organisations are facing new challenges that are demanding new ways of thinking. There are five key trends defining our new organisational reality and organisations can also play a role in helping organisations and industries to find appropriate answers and solutions.

AGILITY AND OPEN INNOVATION

Agility is the new mantra reinforcing the need for adaptability and speed, often combined with a willingness to innovate with others beyond narrow organisational boundaries.

DATA, AI AND ALGORITHMS AS CURRENCY

Digital is omnipresent in leadership discussions on the future viability of organisations’ business models. From responding to disruption to predicting how advances in Artificial Intelligence will impact jobs, the digitised workplace will require different thinking and new skill sets.

In a context where data, AI and algorithms are becoming the life blood of businesses and government, deep expertise in data modeling techniques are essential for business. Organisations are looking to progressive educational service providers and universities to meet this critical talent demand.
AUGMENTATION OF WORK

People strategies are now driven more by a need for high skill rather than lowest cost, where jobs, work and skill requirements are transforming rapidly.

PRODUCT TO PROMISE

The move from products to promises is also evident in many sectors – including education.

The promises people are signing up to for MBA programs which might prove to be an incredible learning experience, while developing strong personal and professional networks, but also entrepreneurship success or post-graduate employment and progressing their income and financial wellbeing.

PARTNER ECOSYSTEMS

To maintain their edge and relevance, progressive organisations and individuals are far more deliberate in the way they build and shape networks and partnerships with complementary capabilities ...to deliver on compelling client or stakeholder propositions.

These trends play out differently for industry compared with universities. However, there is a lot of shared opportunity to capitalise.
While opposites often attract, we need to acknowledge the differences between universities and industry... for example the longer-term focus and funding of universities compared to a shorter-term commercial consideration of industry.

There are also shared challenges and opportunities, for example the need for more rapid innovation and business model improvements.

What does good university–industry collaboration look like in today’s world?

This combination provides great opportunities to complement each other for mutual benefit.
At the heart of successful university-industry collaboration is a strong value proposition that captures alignment of values and purpose between partners and how capabilities are complementary to achieve exceptional outcomes.

The more relevant and clear the proposition is articulated the more uplift it will give to the partnership… whereas anxiety, distrust, distraction and poorly aligned cultures and rewards have the opposite effect.

We know from our interactions and work across the sector that there are many good examples of industry collaboration, often driven by individuals that – over time – have nurtured and evolved a strong network with external partners.

However, that doesn’t necessarily translate into organisational capabilities that can be replicated and leveraged across teams, schools and faculties.

Industry engagement success can be defined along two dimensions:

1. on the horizontal axis the type of engagement, and

2. on the vertical axis the level of integration in external partner engagement across the university

“Our task is to bring the talents of our staff and students together with industry and the community to renew ourselves through teaching, learning, research and collaborative innovation, all supported by new technology.”

RMIT – “Our Mission”
The most common types of engagement are:

Ad hoc – a lot of individual activity which is great, but often not aligned with an integrated value proposition/deliberate/intentional engagement.

Employment Partnerships give students employment opportunities while studying or post-graduation, at organisations with aligned curriculum, cultural and educational outcomes.

Advisory or Consulting Partnerships arranged either on an ad hoc or ongoing basis, depending on the strengths of relationship and areas of expertise needed at the time.

Contract Research Partnerships build trust and connect students with future employment opportunities, as a more short-term research and networking opportunity.

Joint Research Partnerships connect universities, government or private sector organisations together as a means of attracting public funding and grants.

Commercialisation Partnerships drive innovation and non-traditional revenue streams, when higher education values and industry goals are well aligned and in balance.
There is clearly a lot of complexity at play. How can universities get it right?
MAPPING YOUR JOURNEY AHEAD

THERE ARE MANY QUESTIONS UNIVERSITIES NEED TO ANSWER TO BETTER ENGAGE WITH INDUSTRY

LEVELS OF MATURITY LEVEL IN INDUSTRY ENGAGEMENT

A Maturity Model is a way to determine where a university currently sits on the spectrum of Industry Engagement, from less sophisticated to more sophisticated – and what is required to progress to more advanced levels.

For example, at the starting point of Level 1 you would expect only ad hoc application of Industry Engagement approaches; whereas at Level 5 you would expect embedded organisational capability underpinning Industry Engagement.

We asked University Industry Engagement Executives for their perspective on the level of maturity possessed by Business Schools on Industry Engagement. Almost 80% rated this at either Level 1 (i.e. Initiated) or Level 2 (i.e. Emerging) – with no one rated as Level 5 (i.e. Outstanding).

Clearly, there’s still work to do to move universities along the maturity model. Finding the right path is challenging.
KEYS FOR SUCCESSFUL INDUSTRY-EDUCATION ENGAGEMENT

<table>
<thead>
<tr>
<th>LEVEL 1 INITIATED</th>
<th>LEVEL 2 EMERGING</th>
<th>LEVEL 3 EVOLVED</th>
<th>LEVEL 4 ADVANCED</th>
<th>LEVEL 5 OUTSTANDING</th>
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<tbody>
<tr>
<td>• Industry engagement identified as a future strategic priority for the university</td>
<td>• Focus areas identified for collaboration with key industry/community partners</td>
<td>• Industry engagement strategy is contextualised to capture unique and overall propositions and approaches</td>
<td>• Based on a deep understanding of industry partner segments, partnering propositions are articulated, tested and continuously adapted</td>
<td>• Industry engagement is an embedded organisational capability, underpinning investments, funding, culture and leadership success</td>
</tr>
<tr>
<td>• Ad hoc application of approaches</td>
<td>• Roles for industry engagement are defined and embedded across faculties/schools</td>
<td>• Industry engagement success metrics and learning mechanisms in place</td>
<td>• Career paths for industry engagement talent are defined and implemented</td>
<td>• Partner ecosystems are defined, nurtured and continuously advanced at all levels (individual, teams, schools/faculties/universities)</td>
</tr>
</tbody>
</table>

23% 55% 11% 11% 0%

*University Executive’s perspective on Business School maturity in managing industry engagement (n=9)*

*Source: Mercer (University – Industry Engagement Survey) – IE Executives, 2019*
Mercer has developed a self-assessment tool to assist universities in this journey.

You can use the Mercer University-Industry Engagement Maturity framework to assess your current level of industry engagement maturity/capability at your university.

The framework:

• enables facilitated discussions and reflection on your current strengths and required development needs (individual and Business School level)

• supports assessment of prioritised actions to advance industry engagement capability and success for your program/school

Details on the dimensions of the framework as well as a blank template for you to conduct a self-assessment are provided on the following pages.
DimensIons for YOur MatUrIty BaseLine anD aSpIraTIOn

<table>
<thead>
<tr>
<th>Business Model</th>
<th>Value Proposition</th>
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<tbody>
<tr>
<td>Industry engagement is an <strong>integral part of the university’s strategy</strong>. Clear industry <strong>engagement proposition</strong> (overall and by school) as well as <strong>partner experience and journeys</strong> (service design and delivery maps).</td>
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<tr>
<th>Platforms and Processes</th>
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<tr>
<td>Platforms and channels to <strong>enable seamless engagement</strong> between industry/community partners and university (e.g. co-working space, innovation/start-up hubs, WIL/employment). Defined <strong>engagement processes, data and insights</strong>.</td>
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<tr>
<th>Organisation Model</th>
<th>Governance and Structure</th>
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<tr>
<td>Defined governance principles and <strong>guidelines for industry engagement across the university and within schools/faculties</strong>. Industry engagement structure enables fast and agile responses to engagement opportunities.</td>
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<tr>
<th>Job Design and Ways of Working</th>
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<tr>
<td><strong>Defined roles and career paths</strong> for both, academic and professional staff involved in industry engagement. Articulated <strong>success measures and metrics at organisational and individual level</strong> that support university-wide collaboration.</td>
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<tr>
<th>People</th>
<th>Capabilities</th>
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<tbody>
<tr>
<td>Articulated <strong>organisational and individual capability requirements</strong> for industry/community engagement. Defined partner ecosystems to continually advance proposition. Ongoing capability assessment, development and sourcing.</td>
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<th>Leadership and Relationships</th>
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<tr>
<td>Compelling vision and strategy, <strong>cohesive and fast decision making</strong>. Strong leadership and role modelling in stakeholder/partner engagement and management. <strong>Best practice sharing and lessons learned</strong>.</td>
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<tr>
<th>Culture</th>
<th>Values, Mindsets and Behaviours</th>
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<tr>
<td>Articulated <strong>desired culture and related mindsets/values/behaviours</strong> to support industry engagement success. Ongoing management of <strong>cultural change and diversity</strong> (expertise, thinking, experience, etc.).</td>
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<tr>
<th>Rewards</th>
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<tr>
<td>**Rewards (financial and non-financial) to encourage individuals, teams and leaders across the university to actively promote a ’whole of university’ approach to industry/community engagement. <strong>Failing fast is encouraged</strong> at all levels.</td>
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YOUR SELF ASSESSMENT

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INITIATED 1  
EVOLVED 2  
OUTSTANDING 3 4 5
All relationships and successful partnerships take work and time to nurture and foster, and industry engagement is no different. Like a relationship, industry and education engagement is a growing, living organism and will morph, and change over time as each party and their needs evolve – and it’s important that any approach to collaboration is flexible enough to allow this.

The challenge to partnerships is that the format and structure for what works successfully for one industry partnership may not work for another, however this should not dissuade. Instead, it is important to understand what each party is seeking from the partnership and to approach them with a ‘win-win’ mindset for all involved.

When executed correctly, the payoff in the form of reputational, operational and financial gain can be significant, which should only lead to further invitation from industry to more collaboration, further allowing the best of industry and university to be brought together.

Now is the time to put steps in place to better industry engagement and bringing your university strategy to life. For assistance on your journey, please reach out to one of our contact persons.

“The partnerships team plays a crucial role in delivering on the Faculty’s business objective of strengthening relationships with the wider community to create opportunities and enrich the student experience”

– University of Melbourne

“Greater collaboration between universities, manufacturers, and associations is crucial in generating the ideas of the future”

– Australian Beverages Council on the collaboration with Monash University
## Appendix

### University Strategy and References to Industry Engagement

<table>
<thead>
<tr>
<th>University</th>
<th>Current Strategic Plan/ Next Strategic Plan</th>
<th>Commentary highlights from the Strategic Plan</th>
<th>Highlights of existing industry engagement/ initiatives</th>
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<tbody>
<tr>
<td>University of New South Wales</td>
<td>2015-2025 Strategy</td>
<td>“We will adopt a highly collaborative and cooperative approach to working effectively with universities, institutes, industry and other key organisations in NSW, nationally and internationally reflecting our commitment to adding value to society. This will involve sustained efforts to build new partnerships, which will deliver research, educational, cultural and economic benefit... ...To have an effective industry–staff–student ecosystem for innovation and entrepreneurship and to be known as a place where entrepreneurship is nurtured, so that our best innovative minds can flourish and take new ideas to market or transform the way we look at the world through social entrepreneurship...”</td>
<td>The Division of Enterprise</td>
</tr>
<tr>
<td>La Trobe University</td>
<td>2018-2022 Strategic Plan</td>
<td>“Four features will come to define the university of the future, institutions which will: 1) become physical sites for collocation and collaboration with industry and other partners for research and innovation, including as brokers of relationships between young entrepreneurs and potential mentors, supporters and funders. 2) To become the partner of choice we will engage deeply with the end-users of our research to address industry and community needs. We will work collaboratively to solve problems, co-create, and capture the value we create. We will also consult with clients who can benefit from our expertise. 3) Provide professional development and support to staff so they have the skills required to partner with industry and to take best advantage of the new technologies we introduce. 4) Improving the employability outcomes of all our graduates – both for domestic or international students – is crucial to the University’s future. It will attract outstanding students and contribute to deeper industry partnerships.”</td>
<td>The Office of Industry Engagement</td>
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<tr>
<td>Curtin University</td>
<td>Current: Strategic Plan 2017–2020&lt;br&gt;Next: Vision for 2030 <a href="https://strategicplan.curtin.edu.au/">https://strategicplan.curtin.edu.au/</a></td>
<td>“We will build on our deep collaborations with industry to help our students develop the skills that will be so important to their ongoing professional and personal development, such as leadership, creativity and entrepreneurship. In addition, we will continue to offer international experiences that will develop their intercultural competencies and global perspectives. As a knowledge leader, we will take engagement with our government, industry and corporate partners to a new level. Leveraging our city presence will be critical, as will a focus on ensuring that we are seen as a collaborative and accessible partner of choice, both locally and internationally. To excel in teaching, research and engagement at a global level, we need to create opportunities for all of our staff – whatever their role or level – to develop their personal and professional leadership skills, to embrace change and innovation, to connect with industry and to continually strive to improve performance.”</td>
<td>Commercialisation team</td>
</tr>
<tr>
<td>Macquarie University</td>
<td>Our University: A Framing of Futures <a href="http://www.mq.edu.au/our-university/">http://www.mq.edu.au/our-university/</a></td>
<td>“...We need to consolidate and expand these investments. Therefore, we will extend our engagement locally and beyond: Engaging more strategically and sustainably for mutual advantage with the neighbouring technology corridor, as well as industry, commerce, corporations and government beyond…”</td>
<td>Centre for the Health Economy&lt;br&gt;MQ Entrepreneurial Project&lt;br&gt;Professional and Community Engagement (PACE)</td>
</tr>
<tr>
<td>RMIT University</td>
<td>Strategic Plan to 2020 <a href="https://www.rmit.edu.au/about/our-strategy">https://www.rmit.edu.au/about/our-strategy</a></td>
<td>“Our task is to bring the talents of our staff and students together with industry and the community to renew ourselves through teaching, learning, research and collaborative innovation, all supported by new technology.”</td>
<td>Advanced Manufacturing Precinct&lt;br&gt;Industry Engagement Team</td>
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<tr>
<td>Swinburne University</td>
<td>Swinburne 2025</td>
<td>Strategic Plan</td>
<td>“Industry engagement underpins our teaching and research. It makes our teaching and research meaningful and relevant to our stakeholders. In the 1960s Swinburne was a pioneer of industry-based learning in Australia. As part of our ongoing renewal, we have rebuilt our industry advisory committees across all courses; created Industry Fellowships in order to bring high-level professional experience into our classrooms; introduced new professional experience programs into our business and law degrees; and forged rich variety of industry partnerships directed towards co-creation and co-delivery of courses. We navigate the future of business and law through our engagement with industry.”</td>
</tr>
<tr>
<td>University of South Australia</td>
<td>Enterprise25</td>
<td>Strategic Plan 2018 - 2025</td>
<td>“Technological change is transforming industry – innovative research and innovative content in programs are needed now, more than ever before. The challenges for business and society are more interconnected – they require interdisciplinary responses. Our research themes bring together thought leaders across disciplines to address significant challenges facing society. By taking an industry sector approach, and building partners into large-scale research activities and precincts, we prioritise the translation of knowledge into impact.”</td>
</tr>
<tr>
<td>Australian National University</td>
<td>Current: Strategic Plan 2019 – 2021</td>
<td><a href="https://www.anu.edu.au/about/strategic-planning/anu-strategic-plan-2019-2022">https://www.anu.edu.au/about/strategic-planning/anu-strategic-plan-2019-2022</a></td>
<td>“Australia today remains in transition. We face economic and societal change, and international instability. Government, industry and social institutions all face challenges to their legitimacy and longevity. In response, ANU must innovate in research, teaching and learning, and elevate our understanding of contemporary Australia and our world. We must attract external funding from a range of sources – government, industry, foundations and philanthropists. In research, we must lead in breaking down the barriers between universities, society and industry. We need to become more actively engaged with business and industry, attracting more entrepreneurial expertise to ANU, and do more to develop, encourage and reward entrepreneurial activity. Equally our expectation must be that our research creates innovative outcomes contributing to the economic and general public good. It is imperative that we provide the right support and incentives for our staff to take their ideas outside the University.”</td>
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</table>
The above table highlights some of Australia’s top open universities Strategic Plan excerpts on industry engagement, and example(s) of industry engagement already in effect within the university. Note: the table is to highlight strategic plan commentary and example(s) for illustrative purposes only, and is not an exhaustive list of the university industry engagement commentary and/or accomplishments. For full details, please refer to respective university’s Strategic Plan and university website.
EPHRAIM PATRICK

Ephraim is a Sydney-based Partner and global thought leader at Mercer in People Strategy, Analytics and Organisational Performance. He has developed and implemented strategies with Human Resource and Business Executives in different industries in Europe (East and West), the Middle East and Africa.

He has worked extensively across Australian universities, education, consumer goods, sports and financial services. Ephraim has 20+ years in human resource management and consulting covering workforce strategies and architecture, workforce planning and analytics, organisational design, as well as restructuring and post-merger integration – on local, regional and global levels.

Before joining Mercer, he was VP HR Strategy and Structure for a European multinational company.

Ephraim holds an Executive MBA from Henley Business School (UK), as well as a degree in business and education, University of Heidelberg (Germany).

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DAVID HEAZLETT

David is Client Engagement Director in Mercer’s Career business, based in Sydney. David has 20+ years human capital consulting experience and established Mercer’s Sales Effectiveness business in Australia.

Previously David served as Sales Enablement Leader in the Pacific market, responsible for managing sales analytics and sales capability building, essential for improving sales force productivity.

Prior to that David served as Global Leader for Mercer’s Sales Effectiveness practice for five years, focusing on maximising the performance of the sales function, employing Mercer’s unique Sales Effectiveness model and associated tools and methodologies.

David has a Bachelor of Commerce degree with a marketing major from the University of New South Wales and an MBA from the Australian Graduate School of Management. He is a Graduate Member of the Australian Institute of Company Directors.

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JENNY ANDERSON

Jenny leads Mercer’s Higher Education and Research Sector. She is a Principal within Mercer’s Government, Education and Community Practice, and leads the Melbourne Talent consulting office. Jenny has a depth of experience in leading major engagements and projects across a broad range of Australian organisations. Her special areas of interest are the Education and Research Sectors within Australia. Prior to her consulting career with Mercer, Jenny worked in the Victorian TAFE sector for many years.

Jenny holds a B App Sc with Distinction (Mathematics) from RMIT University, a Diploma of Education and a Graduate Diploma of Information and Communications Technology Education, both from the University of Melbourne.

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VIKKI HARTLEY

Vikki Hartley has recently joined Mercer as Director for the Higher Education Practice spanning services across, but not limited to, Mercer Talent Solutions and Evolve Intelligence.

Vikki works with clients to ensure holistic solutions are positioned to solve the critical talent challenges of the Higher Education sector. Having recently spent the last four years leading the talent team of a top Australian University, and throughout her 15+ years’ experience in Human Resources and Talent Acquisition, Vikki is experienced to support clients on both a strategic and operational level.

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