



## Terms of Reference

### Markets and Partner Management Committee (MAPM)

Trim Location	13/G/5-3
Responsible Officer	Deputy Vice-Chancellor (Students & Communities)
Approval Date	13/12/2017
Approval Authority	Deputy Vice-Chancellor (Students & Communities)

## 1 Role

The Markets and Partner Management Committee is to have institutional oversight for USQ International and Domestic Marketing, Market Research, Brand Management, Partner Management and responsibility to ensure alignment of the marketing strategy with the USQ Strategic Plan.

1. Strategic Responsibilities: University-wide Markets and Partner Management strategy; defines and informs strategy and ensures strategic alignment; a communication interface to the University as a whole;
2. Resource Scope: University-wide Markets and Partner Management related strategic spending; all Marketing organisations and staff;
3. Value Delivery: Ensures Markets and Partner Management contribution effectively achieves University strategy;
4. Risk Management: Oversees all Markets and Partner Management related risks and related risk exposure; and
5. Performance Measures: Industry benchmarks; Marketing effectiveness.

## 2 Function

The Markets and Partner Management Committee (MAPM) has strategic and management oversight of issues associated with Domestic and International Marketing, Market Research, Brand Management, Partner Strategy and Management, Strategic Marketing Plans, and Strategic Marketing Fund Management.

The interface and communication channels between the Markets and Partner Management Committee and the Academic Division is considered crucial.

The Markets and Partner Management Committee shall:

1. develop, monitor and review principles, policies, procedures, guidelines, standards and strategies with respect to all issues concerning Markets and Partners at the University and make recommendations about these to the Vice-Chancellor as appropriate;
2. receive an annual analysis of all University expenditure on Markets and Partners and provide advice and make recommendations to the Vice-Chancellor regarding budget and subsequent policy implications for Market with Partner developments and other major initiatives;
3. consider and report on any matter referred to the Committee by the Vice-Chancellor;
4. be responsible for corporate governance of Markets and Partners; oversee the implementation of the University's Strategic Marketing Plan, and ensure alignment to other relevant University plans;
5. monitor Market identification, penetration and conversion along with risk associated with Markets and Partners Management across the University and provide appropriate advice;
6. recommend and monitor the performance of, and report and respond against related Key Performance Indicators (KPI) and compliance; and
7. delegate duties, set parameters and develop clear scopes for each subordinate working group and monitor their performance.

### **3 Authority**

The Vice-Chancellor through the Executive Restructure in June 2012.

### **4 Membership**

Membership of the MAPM shall be:

1. Chair: Deputy Vice-Chancellor (Students & Communities)
2. Senior Deputy Vice-Chancellor or nominee (2)
3. Deputy Vice-Chancellor (Enterprise Services) or nominee
4. Deputy Vice-Chancellor (Research & Innovation) or nominee
5. Chief Financial Officer or nominee
6. Executive Director, Marketing & Student Attraction
7. Executive Director, USQ International
8. Director, Corporate Communications and Public Relations
9. Executive Support: Executive Officer to the Deputy Vice-Chancellor (Students & Communities)

#### **4.1 Responsibilities of Committee Members**

Members are identified as representing all USQ Divisions to facilitate the consultation process. However, members are not appointed to represent their particular organisational constituencies, and are expected to contribute to the Committee in the overall interests and objectives of the University. Members of the Committee will be able to present recommendations to existing committees, play a facilitation role, and ensure that appropriate consultation and communication occurs.

#### **4.2 Casual Vacancies**

Ex-officio members may be represented by acting staff at Committee meetings when necessary.

### 4.3 Working Parties, Co-option and Observers

- 1 The MAPM may establish ad hoc working parties where required.
- 2 The MAPM may co-opt other persons as required to provide advice and assistance in respect of specific issues being considered or when specialist expertise is required.
- 3 By endorsement of the MAPM, observers may be invited to attend meetings, noting that an observer will have no voting rights.

## 5 Meetings, Reporting and Minutes

**Frequency of Meetings:** Five times per year between February and December. Special meetings may be called by the Chair as required.

**Reports to:** Vice-Chancellor.

**Minutes:** Minutes for all meetings will be kept in the form of an Action Sheet. The Action Sheet from each meeting will be provided to the Vice-Chancellor with dissemination to other Academic Division-based Marketing committees as required. Aside from confidential material, the agendas and confirmed minutes of the MAPM will regularly be made available to the University community via the USQ SharePoint.

The Markets and Partner Management Committee is expected to work in conjunction with other Academic Division-based Marketing Committees; and with the Students and Communities Division to collaborate, communicate and draw on the work and outcomes of various committees.

## 6 Ethical Practices, Confidentiality and Independence

**Members of the Committee are to:**

- Exercise objectivity and integrity in the discharge of their duties and responsibilities;
- Refrain from entering into any activity that may prejudice their ability to carry out their duties and responsibilities objectively and independently;
- Act in a proper and prudent manner in the use of information acquired in the course of their duties and responsibilities, particularly in regard to the maintenance of confidentiality and privacy of information;
- Exercise sound judgement guided by highest personal standards of honesty and integrity in all matters relating to membership of the Committee;
- Ensure that they do not place themselves in situations which could lead to, or be perceived to give rise to a conflict of interest;
- Disclose to the Committee any matter which could compromise, or be seen to compromise, the performance of their duties on the Committee or give rise to a perception of a conflict of interest; and
- Have a sound understanding of the University's Code of Conduct.

## 7 Secretary

The Secretary to the Markets and Partner Management Committee is the Senior Executive Officer to the Deputy Vice-Chancellor (Students & Communities).

## 8 Review of Terms of Reference

The Terms of Reference will be reviewed annually by the Chair in conjunction with Committee Members.

## 9 Modification History

<b>Date</b>	<b>Source</b>	<b>Details</b>
06/02/15		Update to membership (C. Cavaye)
30/01/16		Update to membership via MAPM (C. Cavaye)
05/01/17		Review via MAPM – format changes only (C. Cavaye)
06/10/17		Update to membership (C. Cavaye)