



FOCUS

FOCUS MONASH

Strategic Plan 2015–2020



Vice-Chancellor's Introduction

Over the last half century, Monash University has forged a path that reflects the ambitions of its beginnings and signals a thirst for further challenge. Monash has evolved to meet “...the necessities of the age” (Murray, 1958), as it was charged at its inception. In doing so, it has sought to develop its education and research on an international stage.

Monash exhibits the achievements and performance characteristic of a large, diverse research university. It also displays some distinctive traits that have resulted from the path it has taken so far. This strategy seeks to strengthen those achievements and performance to equip the University for a more competitive and globalised future. It also seeks to emphasise those traits that distinguish Monash from others and will reinforce the University’s excellence for the betterment of its communities.

At the heart of this strategy is a commitment to excellence measured by the highest international standards.

That excellence is enhanced through the truly international reach of Monash, its students, staff, campuses and partners, including its particular focus in the Asia-Pacific. It is enhanced by its enterprising approach to partnerships and collaboration with industries and governments to maximise the impact of its research and education. And it is enhanced by the inclusive approach the University takes to forming its student and staff bodies.

To be truly international requires ambition. To make an impact on the world through collaboration with others requires openness. As a great university, we recognise our obligation not only to develop talent in individuals but to actively seek talent wherever it may lie. To be inclusive of all is part of our commitment to excellence.

To enable this international, enterprising and inclusive University to fulfil its vision for excellence, we must ensure that our finances remain robust, that our workforce is optimally shaped and that we act responsibly in relation to our environment. The great research challenges of our age are social and environmental ones, and we must practice what we preach.

Institutional sustainability also involves making sure that the shape of the University supports its goals: that each campus contributes appropriately, that we have the right proportions of students at each level and across faculties and courses. Implicit in this is the notion of focused growth: in the long-term interests of the institution, we should not become larger in every element, but should instead target growth to those areas that support our long-term ambitions.

On its own, Monash is great; by reaching out to the community – by being international, enterprising and inclusive – we will be truly exceptional.



Professor Margaret Gardner AO
President and Vice-Chancellor



Mission

“ Through excellent research and education, Monash will discover, teach and collaborate with partners to meet the challenges of the age in service of national and international communities. ”

Vision

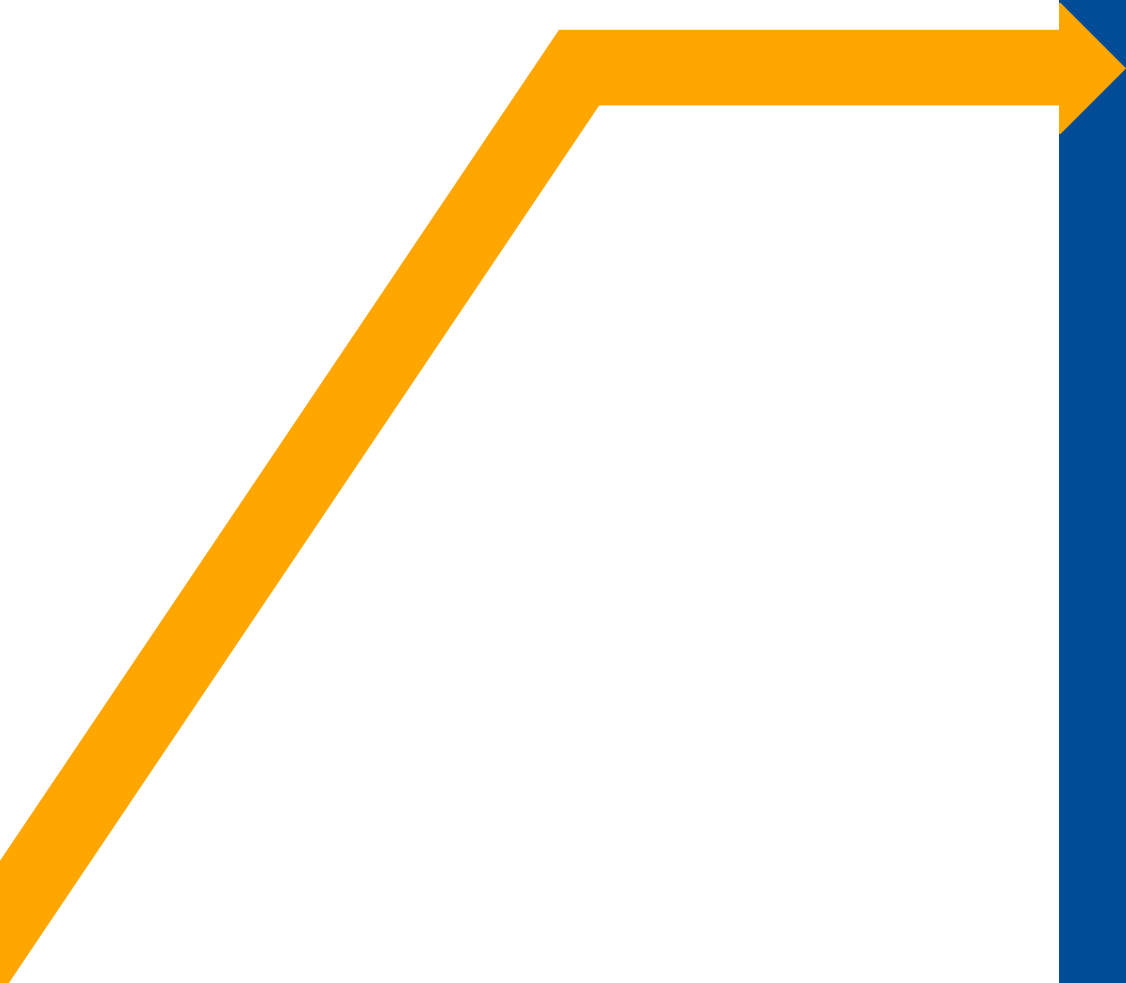
Monash will strive to achieve excellence in research and education, built through a deep and extensive engagement with the world, to serve the good of our communities and environment.

Underpinned by deep and enduring relationships with partners in industry, government, non-governmental organisations and other universities, our research will solve grand challenges and set global agendas.

Our education will be infused with internationalism and enterprise. It will seek out and embrace the talented, without regard to their social or economic circumstances.

Our staff and students will reflect the world we are working towards: diverse, inclusive, innovative and sustainable.

Monash guiding principles



The following principles will underpin the actions and decisions of the University. They will be evident in both the way we treat each other and in the way we conduct ourselves with external partners.

Discovery

We nurture curiosity and innovation in the pursuit of new knowledge.

Ambition

We aim to be outstanding in all we do, constantly pushing ourselves both to improve our performance and deepen our understanding of what excellence means.

Respect

We act ethically, fairly, transparently and with generosity of spirit.

Openness

We seek out new ideas and opportunities, share our knowledge widely, embrace differing perspectives and work to build enduring collaborations.

Service

We act inclusively and responsively, and orient our research and education to the benefit of the whole community.

Goals

Monash will be:

Excellent

To undertake research and education of the highest international quality that addresses the great challenges of the age.

International

To build the strength, networks and scale of our international research and education across campuses and faculties to ensure they respond to the issues and opportunities of our region and the world.

Enterprising

To build enduring partnerships with industry, government and other organisations that will enrich our ability to innovate, to infuse our students and staff with enterprising capabilities and provide opportunities to apply our research to make a significant impact for the betterment of our communities.

Inclusive

To seek talented students and staff, irrespective of social or economic circumstances and build a connected community of students and staff in a diverse University that is deeply engaged with the wider community.

Excellent



Priorities

Excellent research

We will maintain and strengthen the strategies that have proven effective in enhancing research performance. Our excellence in this area will be distinguished by:

- a. **Talent:** World-class research requires world-class talent. We will develop and recruit high-performing researchers and graduate research students from across the globe.
- b. **Focus:** We will invest in areas where Monash has or is capable of having impact and research expertise of high international standing.
- c. **Infrastructure:** We will invest in and maintain world-class research infrastructure that aligns with our research priorities and supports engagement with our research partners.
- d. **Interdisciplinarity:** We will foster research that leverages the breadth of our expertise, bringing together disciplines to tackle major research challenges.

Excellent education

We will work to ensure our curricula are highly relevant. We will also transform our pedagogy to reflect the best available thinking and incorporate appropriate technology. Our excellence in this area will be distinguished by:

- a. **Talent:** World-class education requires world-class talent. We will develop and recognise education excellence and ensure that we have roles that support innovation in curriculum and pedagogy.
- b. **Focus on student outcomes:** We will increase our focus on the outputs as well as the inputs of education, including retention, timely completion, career success and the enhancement of our graduates' skills.
- c. **Learning and teaching environment:** We will support the best in pedagogy and flexible delivery through contemporary technologies and learning spaces and effective management of our education.

To undertake research and education of highest international quality that addresses the great challenges of the age.

International



To build the strength, networks and scale of our international research and education across campuses and faculties to ensure they respond to the issues and opportunities of our region and the world.

Priorities

International research

We will build our international partnerships and offshore campuses into a global research network.

- a. We will identify areas of collaboration across our networks and pay particular attention to linkages between higher degree by research students and supervisors.
- b. All offshore campuses and partnerships will contribute to our research performance.
- c. We will develop our institutional alliances with key international university partners to further the opportunities for international research and education.

International education

We will ensure that our students graduate with an international outlook and capabilities that reflect the international character of the University and prepare them for a globalised world.

- a. We will diversify the countries from which we recruit students and the courses those students study.
- b. We will work with our institutional partners and others to encourage greater student mobility, physical and virtual, and increase interaction between students from different countries.
- c. We will ensure that both the curriculum and pedagogy inculcate the intercultural competence that will be a hallmark of a Monash education.



Enterprising

To build enduring partnerships with industry, government and other organisations that will enrich our ability to innovate, to infuse our students and staff with enterprising capabilities and provide opportunities to apply our research to make a significant impact for the betterment of our communities.

Priorities

Enterprising research

We will build deep partnerships with organisations that have the national and international reach necessary to address major challenges and have impact across regions and populations.

- a. We will ensure our internal structures make it easy to collaborate with us.
- b. We will foster a culture of innovation and align incentives to encourage engagement with external partners.
- c. We will support the translation of our fundamental research to increase its impact.

Enterprising education

We will engage deeply with government, industry and alumni to ensure that the skills Monash students learn prepare them for a successful and varied career.

- a. We will make direct engagement between students and industry and government partners – including projects and internships – a hallmark of a Monash education.
- b. We will draw upon our research strengths and our partnerships to initiate a systematic process to help shape the professions of the future.
- c. We will connect student skills development, both undergraduate and postgraduate, to practical issues and provide opportunities for students to develop their leadership and entrepreneurial skills and business models for commercial and not-for-profit ventures.



Inclusive

To seek talented students and staff, irrespective of social or economic circumstances and build a connected community of students and staff in a diverse university that is deeply engaged with the wider community.

Priorities

Inclusive education

In order to ensure we are educating the most talented students, we will develop and employ a highly targeted admissions program including pathways, transition approaches, and quotas and scholarships for students from disadvantaged backgrounds to increase access and success.

Connection and belonging

We need to support a superb experience for students and staff that enhances cohesion in a diverse community.

- a. We will offer a broad range of co-curricular activities to develop student talents and community.
- b. We will develop and reinforce student communities through increasing opportunities to live on campus or participate in virtual colleges.
- c. We will foster in our students a sense of responsibility to change the world for the better and equip them with the skills to do so.

- d. We will encourage student and staff interaction and innovation through effective digital environments and through well-planned campuses featuring formal and informal spaces that create vibrant, thriving social and cultural life.

Embracing alumni

Alumni have much to offer to help us build a stronger University. We will work to foster mutually beneficial relationships with them by building a global alumni network that leverages their expertise, perspectives and connections.

Public outreach and understanding

We will draw the wider community into dialogue with us by building on and expanding our proactive contribution to public discourse. We will open the life of our campuses to the surrounding community through high quality arts and sports precincts.



Enabling elements

If we are to fulfil the major goals laid out in this strategy, the University itself must be healthy. We will ensure that the University supports and draws the best from its people, that it is financially and environmentally sustainable, and that we reflect our values and the level of our ambition in the way we operate.

Staff

We will continue to attract, develop and retain the best academic and professional staff and support them to achieve excellence.

- a. **Strengthen the academy:** We will continue to support our academic staff (including our sessional staff) to develop, ensuring recognition and reward for education and research.
- b. **Build a contemporary professional workforce:** We will support initiatives to foster a skilled workforce that is able to respond to the University's needs and priorities and offers clear and attractive career paths.
- c. **Shape the workforce profile:** We will review the way we research and teach and the ways in which academic and professional staff work to undertake and support these activities and we will work to achieve an equity and diversity in our workforce that reflects the equity and diversity we aim for in our students.
- d. **Leadership:** We will develop effective leaders capable of identifying and recruiting talent and of creating an environment in which it will thrive.

Sustainability

Each campus and major program must be environmentally, socially and financially sustainable.

- a. Our campuses will become exemplars of environmental practice.
- b. We will attain a core operating surplus that allows us to invest in our future. This will require effective and efficient use of resources, as well as the ability to generate funds from new sources, including philanthropy.
- c. We will focus growth in those areas that best support the goals articulated in this plan. This will involve growing the number of graduate students, both research and coursework, to enhance our research and respond to the demands for lifelong learning. It will also involve growing the diversity of our cohorts of international students. Some of our smaller campuses have room to grow, which will be achieved by building areas of specialisation on those campuses.
- d. We will ensure that our campuses and presences offshore are financially sustainable.



Indicators

The Strategic Plan will be underpinned by:

1. Delivering an annual core operating margin of 5 per cent.
2. Sustaining the current strong credit rating of Monash University.
3. Maintaining an engaged, effective, and talented workforce and leadership.
4. Investing, over the planning period, \$1 billion in capital infrastructure, including facilities, equipment and information technology.
5. Lowering our impact on the environment through sustainable building and infrastructure development and renewal.

We will demonstrate our commitment to being *excellent* by:

1. Research Strength:

- A 20 per cent improvement in our ranking internationally.
- Being rated, in 100 per cent of fields submitted, as above or well above world class standard in the national Excellence in Research for Australia.
- Growing total research expenditure per annum.
- Increasing our citations to be among the top three nationally.

2. Education Strength:

- Continuing to have high demand from talented students.
- Having timely completion rates for undergraduates, postgraduates and higher degrees by research equivalent to top three in Australia.
- Producing improved career success for our graduates.

3. Developing a set of benchmarks with an international panel of universities to assist in assessing international quality outcomes.

We will demonstrate our commitment to being *international* by:

4. Increasing the diversity of our student population and cultivating a multi-cultural student body studying a range of courses.

5. Increasing the number of interactions between students from different cultures through increased student mobility (both physical mobility and virtual interaction) and opportunities to participate in intercultural competence programs.

6. Increasing international research income by 40 per cent by 2020.

7. Increasing the proportion of quality international co-authored publications to 45 per cent by 2020.

We will demonstrate our commitment to being *enterprising* by:

8. Generating a 10 per cent year on year increase in student participation in industry-based experiences.

9. Increasing invention disclosures and licences, options and assignments (LOAs), as well as commercial revenues.

10. Increasing research revenue from sources other than Federal Government competitive grant schemes by 50 per cent by 2020.

We will demonstrate our commitment to being *inclusive* by:

11. Attracting and retaining talented students regardless of background, with a particular emphasis on increasing the number of able students recruited from low socio-economic backgrounds.

12. Improve, year on year, the impact of alumni giving, for example, through student scholarships, mentoring and internship opportunities as well as the positive impact we can create for our alumni by building an effective alumni network.

13. Increasing the academic contribution published in the media and the level of media citations of academic contributions to major public or industry reports.

14. Being rated in the top quartile, in Australia, for student experience as demonstrated through the QILT Student Experience survey (due to be rolled out in 2015).

15. Monitoring and improving the levels of student engagement and cohesion as demonstrated by student participation in co-curricular activities.



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