



MONASH
University

FOCUS EDUCATION

AGENDA 2018 – 2020



Monash is transforming our educational offering to enhance our students' and graduates' ability to thrive and lead in uncertain times.

The future environment is characterised by change – continuous, rapid, volatile. For students, learning will be not just preparation for work, but a core practice, enabling innovation and adaptation throughout their careers.

For Monash, creating education that interweaves with students' careers and lives means focusing on both student experience and graduate outcomes.

The Monash student experience will enable students to take charge of their learning, guided by expert educators, using the best in educational technologies and spaces, in settings informed by and engaged with industry and community.

Learning between peers will be particularly important, and Monash will strive to bring together inquiring minds, across barriers of geography and disadvantage, to explore difference and create new solutions.

These engaged active learning experiences in diverse cohorts will prepare Monash graduates to excel in their professional fields, and to contribute as innovators in the community.

The Focus Education Agenda sets out how we will achieve these aims over the next three years.

Professor Susan Elliott

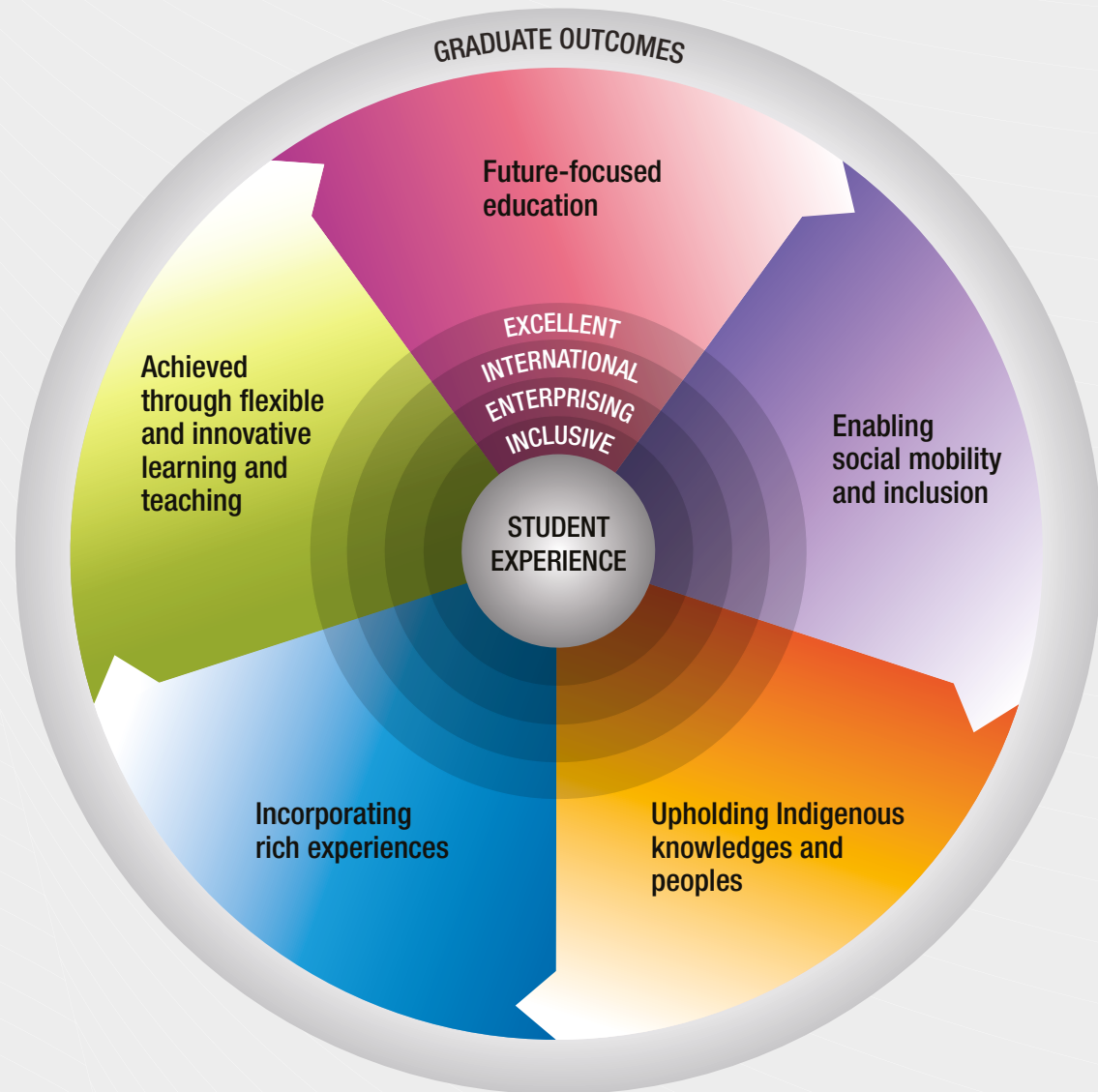
Deputy Vice-Chancellor and Vice-President (Education)

Focus Education Agenda

At the heart of our vision for education is a commitment to an outstanding student experience framed by the four pillars of the Focus Monash Strategic Plan.

We will strive to achieve excellence in education to ensure our students serve the good of their communities. Curriculum will be infused with internationalism and enterprise to prepare our graduates for their futures in a multi-skillset workforce. We will be inclusive – seeking talent independent of social or economic circumstances.

The success of our efforts will be measured by the quality of our student experience – how well our students learn, and graduate outcomes – how well our graduates achieve their career, academic and personal goals.





Future-focused education

We have now entered the fourth industrial revolution – an era where automation, machine intelligence and universal interconnectivity are transforming the world and our workplaces, and redefining opportunities. Over the next 15 years, analysts predict that 40 to 50 percent of jobs in developed countries will be under threat from automation, with this disruption expected to create a range of new career opportunities that will allow workers to focus their time and effort on higher order tasks. The nature of employment and careers will also change, with professionals increasingly generating their own income through small and micro-enterprises, alongside more traditional employment models.

As the landscape of work transforms, Monash's curriculum and programs will develop our students' capabilities to navigate the professions of the future. These capabilities – including creativity, critical thinking, enterprise skills, intercultural competence, and digital literacy – will be at the heart of our education programs. Curriculum will increasingly be driven from interdisciplinary perspectives, focussing on solution-generation and collaboration.

Students will have a relationship with Monash as a trusted curator of learning across their careers, including formal and informal opportunities for learning. We will walk beside our graduates through their careers and provide ongoing opportunities for articulation of skills and achievements.

STRATEGIC PRIORITIES

Future-focused education will integrate disciplinary excellence, interdisciplinary engagement and practical skills, with a focus on drawing on the input of industry, alumni and academics to ensure that the Monash course profile and curriculum are attuned to the industries and professions of the future.

Course profile

We will work to:

- expand our student base, course profile and content across expected employment growth areas;
- expand and enrich our capability in digital education to deliver more flexible, engaging learning to more students;
- streamline our policies and processes around course and unit design and development to ensure that they are appropriately agile and responsive to the rapidly changing context in which we operate;
- significantly expand professional development education and continuing education offerings offered on a credit and non-credit basis that are aligned with Monash's award courses;
- develop an approach to micro-credentialing to increase the employability of our graduates; and
- appropriately configure mechanisms to record and present students' skills for professions of the future, leading to measurable employment outcomes.

Curriculum

We commit to:

- incorporate capabilities of the future into units or subject curriculum, including, but not limited to big data, innovation, commercialisation, entrepreneurship, skills to lead and transform communities and digital proficiency;
- expand our cross faculty/disciplinary unit and course portfolio at all levels of study to provide the appropriate skills for our students' varied and diverse careers;
- prepare students to work effectively across boundaries of culture, place, organisation and discipline, and requiring that all Monash students have an understanding of at least one culture other than their own; and
- increase the proportion of delivery and assessment that integrates deep problemsolving into curriculum and learning and teaching.

Measures

- Graduates in employment (Graduate Outcomes Survey)
- Skills development (Student Experience Survey)

FOCUS MONASH ALIGNMENT

Excellent	International	Enterprising	Inclusive
Striving to address and anticipate challenges of the future through critical and creative capabilities, disciplinary expertise and interdisciplinary learning	Engaged with place, culture, and global context	Ensuring we equip our students with the skills to thrive in an unpredictable future, to create and lead within the businesses and organisations of the future	Addressing diversity of culture, identity and experience as a driving force into the future



Enabling social mobility and inclusion

In the Focus Monash Strategic Plan, we commit to seek talented students irrespective of social and economic circumstances and to build a connected University that is deeply engaged with the wider community.

Through our education, we aspire to be known as the Australian university with the greatest impact on social mobility, with a capacity to recognise, engage and extend talented students from all backgrounds and support students to achieve their goals.

Monash seeks to support students throughout their careers. The University will continue to develop channels to partner with graduates and alumni through graduate courses, digital education, and mentoring and engagement opportunities.

We will create a learning community that is truly global and inclusive.

STRATEGIC PRIORITIES

Our education will support talented students, irrespective of their backgrounds.

Outreach and engagement

We have a strong commitment to widening participation. This will be achieved through:

- working with schools to identify students with potential and assisting them to develop their academic abilities and skills to enhance their achievements;
- creating student-to-student connections to provide opportunities for our students to act as mentors to prospective students from low socio-economic communities to bridge the gap from school to university;
- developing tailored programs for groups with particular needs, including asylum seeker and refugee students; and
- implementing strategies to increase the recruitment and admission of students from underrepresented communities and targeting more scholarships to support students from educationally disadvantaged backgrounds.

Support for success and graduate outcomes

To ensure our students are prepared for, supported during and achieve career and personal goals after their time at Monash, we will work to:

- consolidate all diversity and inclusion activities across the University to increase access and impact;
- ensure all students are well-prepared for their university experience through an appropriate orientation process and the use of our pathway colleges and networks;
- harness technology to make our education available to students, irrespective of their circumstances;
- provide practical, ongoing support for students, including facilitating peer-assisted mentoring sessions and academic English language development support; and
- leverage our extensive alumni network to assist all students with their transition from University.

Measures

- Low SES access
- Low SES retention

FOCUS MONASH ALIGNMENT

Excellent	International	Enterprising	Inclusive
Seeking the best students, regardless of circumstance	Including and celebrating students from all cultures	Providing opportunities for students to develop critical skills and competencies while giving back to their peers and local communities	Ensuring access to the full range of education experiences for every Monash student



Upholding Indigenous knowledges and peoples

Monash is an international university and we acknowledge and respect Indigenous peoples globally. The Australian campuses of Monash University operate on Indigenous peoples' traditional lands, with a particular presence on the lands of the Kulin nations. Monash has committed, in the Monash University Act, 2009 to realise Aboriginal and Torres Strait Islander aspirations, safeguard their cultural heritages and use our expertise and resources to involve Australian Aboriginal and Torres Strait Islander people in our teaching and learning.

Monash acknowledges the great diversity of Australia's Indigenous peoples, histories, cultures and knowledges – and recognises that their inclusion is critical to excellent, globally engaged education.

By creating an inclusive and engaged environment, Monash will support the success of Australian Aboriginal and Torres Strait Islander students and staff, and foster contribution to strengthening and improving the life outcomes of their families and communities.

STRATEGIC PRIORITIES

Our commitment to providing an education experience that is inclusive of Australian Aboriginal and Torres Strait Islander knowledges and students will be enacted through:

Respect for Indigenous knowledges and peoples

- A stronger Indigenous presence in our spaces, events and activities;
- purposeful development of relationships and engagement with Indigenous communities and organisations; and
- fostering Indigenous leadership across Monash.

Curriculum

- Incorporating historical and contemporary issues drawing on Indigenous perspectives in curriculum and learning environments.

Staff and students

- Targeted strategies for increasing the participation and success of Indigenous students; and
- strengthening the recruitment, development and retention of Indigenous staff.

Integrated planning

- Developing an integrated planning and reporting framework for Indigenous activities and priorities.

Measures

- Indigenous student participation
- Indigenous student success.

FOCUS MONASH ALIGNMENT

Excellent	International	Enterprising	Inclusive
Deeply engaged with communities, cultures and knowledges	Connected to Indigenous networks and scholars globally	Contributing to innovation and social outcomes for Indigenous communities, businesses and organisations	Creating a learning environment that values and promotes Indigenous knowledges and peoples, and recognises and supports Indigenous students and staff



Incorporating rich experiences

As education transforms, students are seeking immersive engagement and challenge.

The University's Graduate Attributes commit to prepare 'graduates to be responsible and effective global citizens who engage in an internationalised world [and] exhibit cross-cultural competence'. In order to achieve this, we must enrich our students with meaningful experiences that will allow them to produce innovative solutions to problems, apply research skills to a range of challenges and communicate perceptively and effectively.

As a distinctively modern, international and community-focused University with a large and active alumni network, we are well placed to deliver on these ambitions. We will work to better activate Monash's extensive networks to deliver deeply engaged, authentic and personal learning experiences in industry and community settings globally and locally.

Our education will be characterised by a suite of signature experiences that enable students to develop their leadership, cooperation and creativity in real-world settings.

STRATEGIC PRIORITIES

The diversity of the Monash community, coupled with our international presence and extensive networks mean we are well-positioned to offer students a varied suite of signature experiences as part of their Monash education. To this end, we will focus on integrating opportunities for rich experiences for all students through:

Industry experiences

- Refining and expanding our work-integrated learning (WIL) offerings for all students, including developing international WIL opportunities, such as in-country internships with global partners; and
- broadening access to entrepreneurial skills programs.

Global experiences

- Reconceptualising learning abroad to encompass a more extensive, better integrated set of offerings;
- enabling virtual mobility and shared international classrooms, particularly across our campuses and with key partners, by leveraging technological solutions to bring together culturally diverse cohorts of students, mentors and educators; and
- consolidating the role of CURIE as a hub for undergraduate research.

Increasing engagement

- Refreshing co-curricular leadership programs to increase their authenticity and impact;
- increasing access to and uptake of student-community engagement, such as volunteering opportunities; and
- clearly communicating to students the rich array of experiences on offer.

Measures

- Students completing WIL units
- Students participating in study abroad
- Student sense of belonging (Student Experience Survey).

FOCUS MONASH ALIGNMENT

Excellent	International	Enterprising	Inclusive
Authentic, challenging and impactful experiences will instil important capabilities in our graduates	Including a diverse range of global engagement, from on-campus, virtual mobility to learning abroad opportunities	Developing entrepreneurial and innovative learning and curriculum through broader work-integrated learning opportunities	Fostering in our students a sense of responsibility to change the world for the better and ensuring all programs are accessible to all students



Achieved through flexible and innovative learning and teaching

Globalisation, innovations in technology and shifting expectations are driving universities to challenge their approach to learning and teaching. As such, there is now a growing emphasis on employing flexible, learner-centred approaches to enhance learning engagement and impact.

In order to embed this approach, we must work to develop active learning pedagogy, using technologies to increase active involvement with educators and peers. The advantages of this are twofold – our students will enjoy a truly

world-class, leading-edge education, with high levels of engagement, and will simultaneously be equipped to utilise technology that enables them to develop as skilled professionals.

The professional development of educators plays an important role in the success of the move to a learner-centred, active learning approach. Structured formal and informal professional development will support the development of cross-functional and multidisciplinary teams able to innovate in the design, creation and assessment of learning.

STRATEGIC PRIORITIES

We will strive to develop highly knowledgeable, well-skilled, flexible and globally-engaged students through the provision of excellent and relevant learning and teaching. This will be characterised by discovery, creativity and opportunity, and enabled by excellent educators and the best in technology and learning spaces. Priorities for action include:

Active learning

- Continuous and systematic challenge to and improvement of all aspects of education design, with a focus on student-centred, active learning;
- ensuring an appropriate interplay of physical, digital and cultural space in supporting an exceptional environment for student learning; and
- the development of inclusive, culturally engaged learning environments.

Education technology

- Developing and deploying a signature approach to blended learning in all courses;
- expanding our fully online offerings;
- providing improved learning opportunities for students through a seamless learning management system, the provision of bring your own device cloud-based services and other digitally innovative solutions; and
- utilising novel technology to connect students with peers and experts.

Student success

- More thorough monitoring of student learning success and progress, with the outcomes of this work used to drive decision-making around future priorities;
- the provision of effective feedback as standard across all courses; and
- ensuring assessment is efficient, effective and demonstrates learning.

Educator development

- Providing coordinated, high quality development opportunities, including digital learning, for our staff to foster a community of passionate educators and drive student satisfaction; and
- implement formative and summative peer review of teaching.

Measures

- Educational experience (Student Experience Survey)
- Teaching quality (Student Experience Survey)
- Units delivered with Monash Virtual Environment
- Eligible staff participating in Teaching Review.

FOCUS MONASH ALIGNMENT

Excellent	International	Enterprising	Inclusive
Supported by a culture of continuous improvement in pedagogy, contemporary technologies and learning spaces	Seeking to inculcate a global outlook and intercultural competence	Connecting creative student skill development to practical issues and problem solving	Catering to students' different learning strengths and needs to maximise success

