MONASH University

MONASH UNIVERSITY STRATEGIC PLAN 2021–2030

IMPACT 2030

The Wominjeka Djeembana Research Lab at Monash Art, Design and Architecture is custodian of this Boon Wurrung Tree for the purpose of teaching and learning, sharing cultural practices and connecting to ancestors and Country.

The Boon Wurrung Tree was brought onto Monash's Caulfield campus in March 2021 with the permission of the Boon Wurrung Foundation, as the centrepiece of a Tree School held in conjunction with the exhibition *Tree Story* at Monash University Museum of Art.

Photograph Warisa Somsuphangsri

Gunybi Ganambarr, *Milŋurr Ŋaymil*, 2020

MONASH UNIVERSITY recognises that its Australian campuses are located on the unceded lands of the people of the Kulin nations, and pays its respects to their elders, past, present and emerging.

Monash is committed to fostering a society that recognises, respects and includes Indigenous peoples, cultures and knowledge.

The University will contribute to the creation of this society by working with and celebrating Aboriginal and Torres Strait Islander peoples, cultures and knowledge, as well as Indigenous peoples of other places where Monash has a campus or major presence.

MONASH UNIVERSITY is committed to supporting and contributing to:

> **The Uluru Statement from the Heart process for a First Nations Voice to the Commonwealth Parliament of Australia; and**

> **Treaty discussions in the state of Victoria and the Yoo-rrook Justice Commission.**

Introduction

MONASH UNIVERSITY was established by Victorian State Government legislation in 1958 to benefit the community as "required by the necessities of the age". In the decades since its foundation, Monash has grown from a single campus in Melbourne to an international, high-quality and globally recognised university with campuses in Melbourne, Kuala Lumpur, Jakarta, Mumbai and Suzhou, and a major centre in Prato. The communities it serves through its education and research are diverse.

The major challenges facing those communities are global, signalling great interconnected shifts in our physical and social environments. Global challenges have profound local, as well as international, effects. Addressing these challenges requires global effort within and between nations, and across governments, industries and communities.

Universities, through partnerships with government, industry, philanthropic and community organisations, can be an important part of alliances and networks that make an impact on these challenges.

The three challenges identified in Monash University's new Strategic Plan will need particular attention in the decade before us. Climate change, geopolitical security and thriving communities present multi-faceted issues to be understood, engaged with and answered. Each of them affects in different ways our environment, our communities and our lives. And the interdependencies between climate change, geopolitical security and the wellbeing of our communities are such that addressing each of these challenges requires broad and sustained attention and effort.

Communities that are disadvantaged and underserved are more acutely affected by these challenges, beyond the particular outcomes that dispossession, discrimination and disadvantage create. Poverty and inequality persist across time and location, and amplify the impacts of these three challenges in our communities.

Monash University has capabilities through its international profile, its record for innovation and collaboration, and the quality of its education and research to address these challenges – developing and equipping graduates and our communities with the knowledge to make a better future.

Yet impact of this type and scale also needs transformation in Monash. The COVID-19 pandemic has demonstrated the need for clear vision over the long term about the communities and environments we wish to live in and create, as well as a need for urgent short term solutions to new circumstances. In the urgency of the moment, we must still focus on what is needed to secure our long term purpose and vision for the future.

This Strategic Plan has a 10-year horizon, not because it is easy to envisage and plot a path across a decade, but because we must demand of ourselves a long term commitment to the outcomes we seek.

This is a Strategic Plan focused on the purpose of our education and research, and how they may contribute to the betterment of our communities. This is about how Monash may work in and with our communities for the future.

We must keep questioning our understanding and striving to make a significant impact through how, with our partners, we shape and connect our research and education and our communities to better meet these global challenges.

This requires a culture that is purposeful, yet also questing and questioning. We must depend on the quality of our staff, yet must also be committed to building new expertise and ways of working to meet an uncertain future. We need to be open in how we collaborate to make the impact we seek.

The distinctive capabilities of Monash and what has been achieved in the past decade are the base from which we can transform to make an impact on the global challenges that should not be ignored, and on which we must concentrate.

Professor Margaret Gardner AC
President and Vice-Chancellor
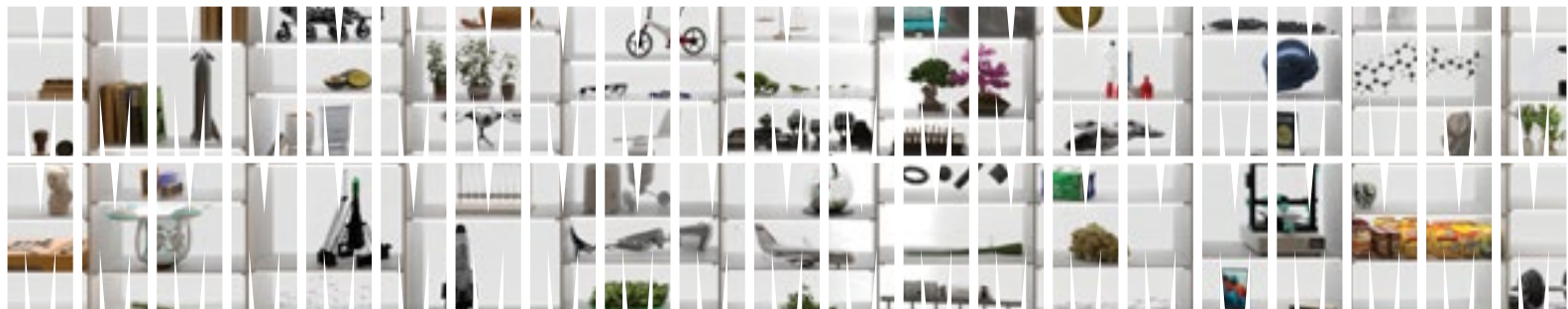
Through excellent research and education, and the strength and diversity of our staff, students and alumni in collaboration with our partners, Monash University will meet the challenges of the age for the benefit of national and international communities.

STRATEGIC PARTNERS

- **UNIVERSITY OF WARWICK**
  COVENTRY, UK

- **KING'S COLLEGE LONDON**
  LONDON, UK

- **PENNSYLVANIA STATE UNIVERSITY**
  PENNSYLVANIA, US

- **UNIVERSITY OF CALIFORNIA SAN DIEGO**
  CALIFORNIA, US

- **UNIVERSITY OF BRITISH COLUMBIA**
  BRITISH COLUMBIA, CANADA

- **SOUTHEAST UNIVERSITY**
  JIANGSU (PROVINCE), CHINA

- **EUROPEAN MOLECULAR BIOLOGY LABORATORY**
  HEIDELBERG, GERMANY

- **TATA INSTITUTE OF SOCIAL SCIENCES**
  MUMBAI, INDIA

- **INDIAN INSTITUTE OF TECHNOLOGY BOMBAY**
  MONASH RESEARCH ACADEMY
  MUMBAI, INDIA

- **UNIVERSITY OF PADOVA**
  PADOVA, ITALY

PURPOSE

MONASH PRATO CENTRE
PRATO, ITALY

MONASH UNIVERSITY MALAYSIA
BANDAR SUNWAY

A partnership with
MONASH SUZHOU 蒙纳士苏州
SUZHOU, CHINA

A partnership with
INDIAN INSTITUTE OF TECHNOLOGY BOMBAY
MONASH RESEARCH ACADEMY
MUMBAI, INDIA

MONASH UNIVERSITY INDONESIA
BUMI SERPONG DAMAI (BSD) CITY,
SOUTHWEST JAKARTA

MONASH UNIVERSITY AUSTRALIA
CLAYTON, CAULFIELD,
PARKVILLE, PENINSULA

THE **CHALLENGES** OF THE **AGE**

In every age, people grapple with realising hopes, surmounting testing circumstances and quelling threats. Universities have a role in understanding and providing ideas and solutions to shape and respond to the challenges they, their partners and communities experience.

While challenges of major significance are evident sometimes only in retrospect or through the lens of another time and order, the University's quest for new knowledge, and explanations and solutions to pressing problems, harms and dilemmas proceeds from what is known at this time.

This strategy defines priorities and actions for the University for the next decade to meet these challenges for a better future. In this third decade of the 21st century, among many challenges, three are significant for us all and global in their scale and implications: climate change, geopolitical security and thriving communities.

All three global challenges are experienced unevenly and unequally within and across nations. In all three, the already disadvantaged, vulnerable and underserved populations are those most likely to be negatively affected and to have least access to the solutions that mitigate their outcomes. The University can contribute to imagining and creating better futures for all.

Monash University's purpose is to reach beyond the University to develop what is best with and for our communities – local, national and international.

Responding to climate change, preserving geopolitical security and fostering thriving communities are fundamental challenges for our age…

…Monash can actively contribute, through its research and education, to how we will meet them.
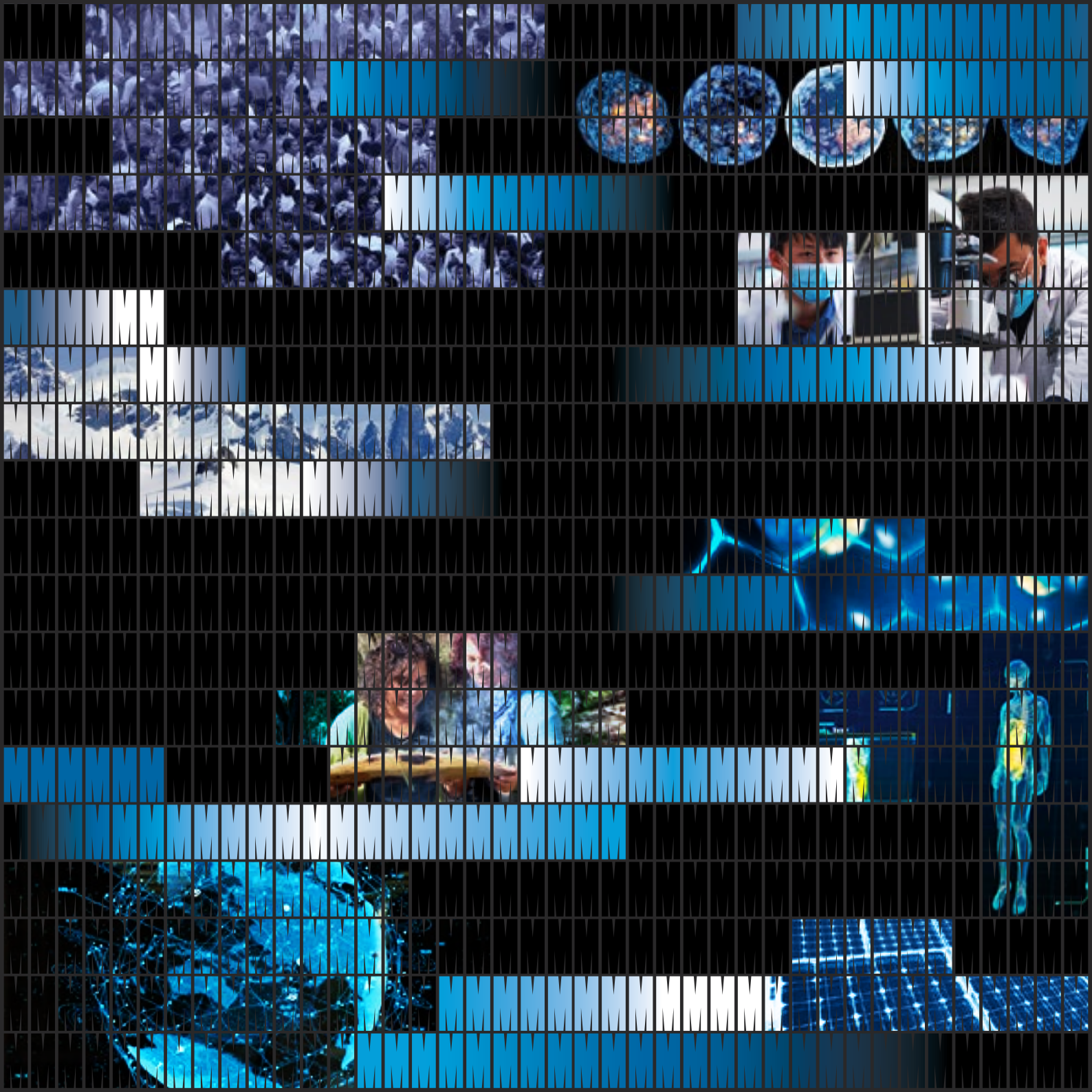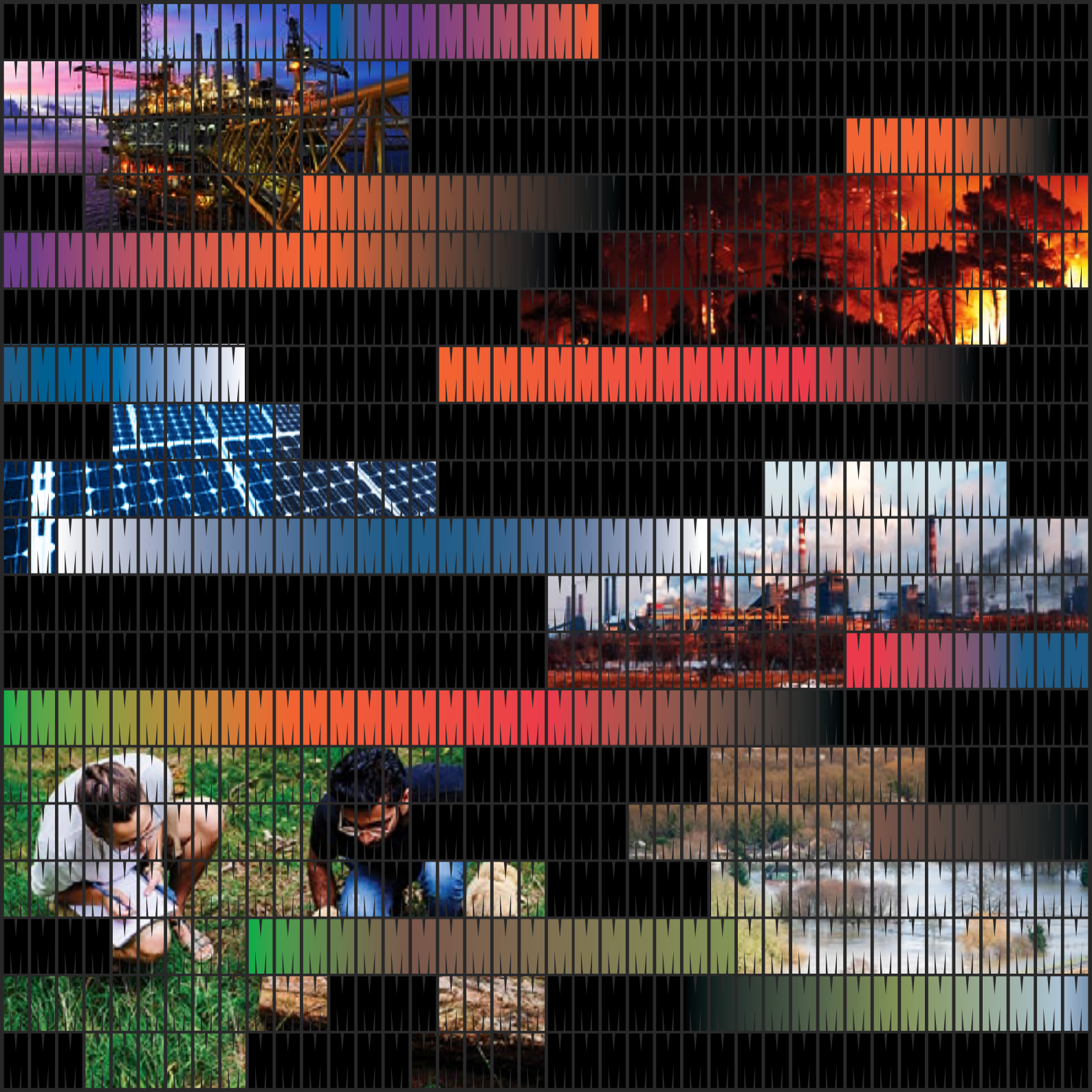
Climate change

Climate changes now being generated and experienced threaten the fabric of our planet, and the quality of air, water and biodiversity that sustains us. From its adverse consequences unchecked come natural disasters, issues of food and energy security, deteriorating planetary health for our human populations, disruption of habitats, and forced migrations of all living species. The impact of rising carbon emissions affects government policies, national and international, the shape of industry, locally and globally, and the way we work and live.

Addressing this challenge requires new knowledge about its operation and solutions to its impacts, and accessing knowledge previously ignored or marginalised, as can be found in Indigenous knowledge and practices, such as those of Aboriginal and Torres Strait Islander peoples in Australia. It will spawn new technologies, new skills and capabilities, and changes to behaviours and social and cultural patterns. Education to disseminate the knowledge, to develop new capabilities and capacities, and to modify behavioural and social patterns will be vital to meeting the challenge and shaping the opportunities it provides.

We should aim for a better-informed understanding of the nature and impacts of climate change on our environments and lives, for enhanced capabilities in our graduates to engage with these impacts in their work and their lives, and for new ideas and solutions about how we might prevent or mitigate detrimental effects and produce enhanced quality in our natural and created environments.

The response to climate change requires **deep commitment** through our **education and research** to creating a more **globally sustainable future**, and to plotting the paths and possibilities to that end.

Geopolitical security

Disruption is occurring to established institutional orders across nations and within nations.
In the 21st century we are witnessing mechanisms for international security being undermined; some conflicts and their consequences for national, ethnic and religious groups become seemingly intractable; digital disruption felt within and across borders; and trust in institutions and processes, which once bound people across nations, seemingly being eroded.

The impacts of colonisation on Indigenous peoples, of slavery and indentured labour, and its modern forms in the Indo-Pacific and across the world, highlight the continuing inequalities within nations, and the other global forms of insecurity that extend across borders.

Efforts to address these challenges to the peace and security of our communities must recognise and unpack the complexity of international and national relations, from the role of alliances to the regulation of borders, as well as the global principles required to support refugees and those that recognise the obligations of armed conflicts. The paths to peace and reconciliation of past wrongs and conflicts are opportunities to attain greater geopolitical security.

The intersection of global conflicts and forced movements of people with human rights should unlock the principles that guide our responses to the impacts of insecurity and conflict within and across communities. From new forms of access to, or conflict over, digital surveillance and information, to the insecurity within nations that recognises the gendered nature of violence or its particular impacts related to race, ethnicity or religion – these issues are core to safe and secure societies coexisting across our globe. Creating new **international solutions** will depend on the links of **truly collaborative education and research in partnership with others.**
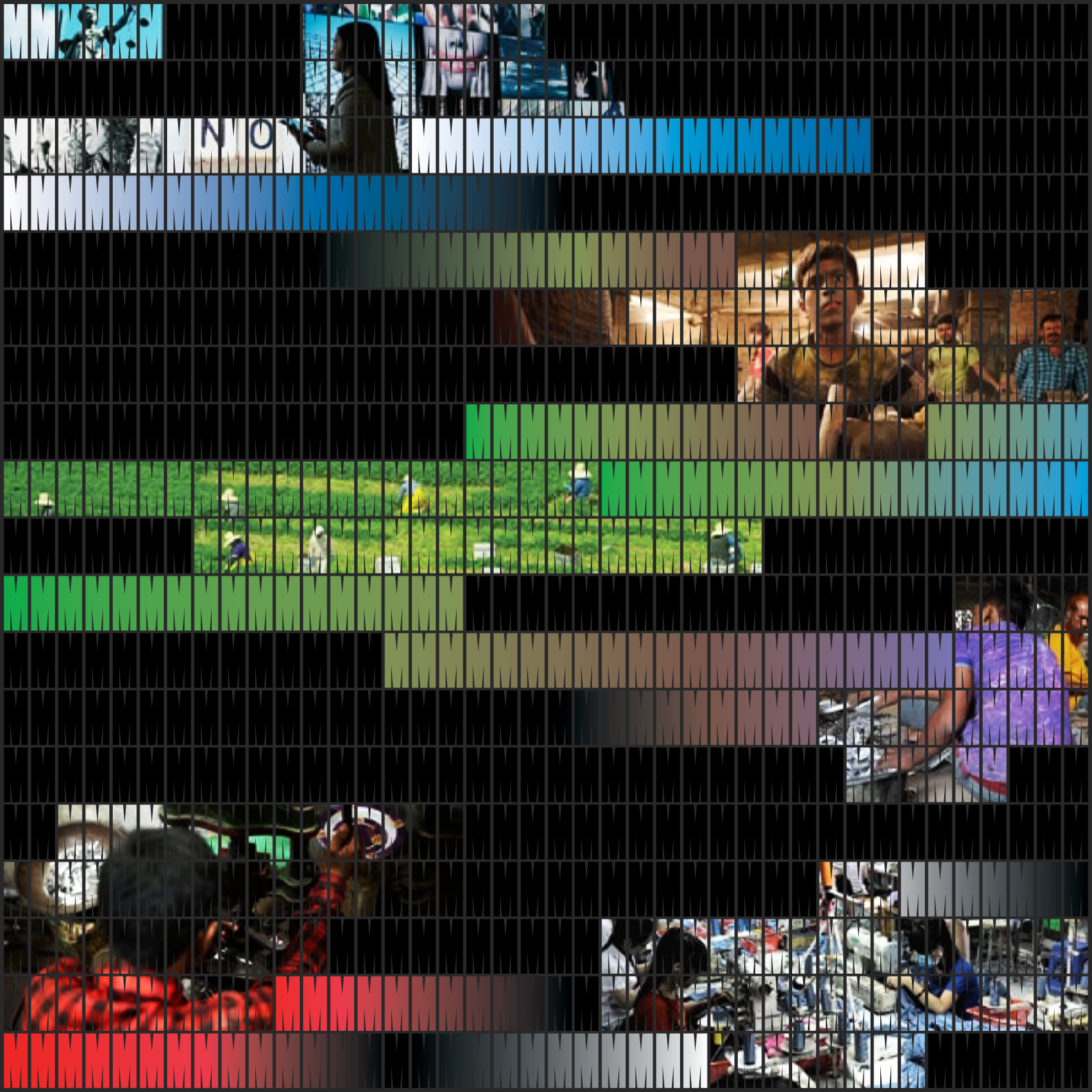
Thriving communities

Thriving communities hold the promise of the 'good life' we seek. This is the challenge of how we live well, and how we live well together. There are medical and health issues about the individual, family and population burden of disease, but also systemic social issues of inequality and disadvantage, intolerance, discrimination and violence requiring understanding and solution.

The quality of lives ranges across medical and social issues from maternal health to ageing, often at a scale not previously experienced. Ways of preventing or managing both communicable and non-communicable diseases that are global in their reach and impact require effective national and global action.

Equally, the challenge of building cohesive and tolerant societies that support the ability of their populations to access adequate shelter, sustenance and education remain key to the success of nation states, and to addressing global disruptions and inequalities. In Australia there are particular challenges from the history of colonisation, displacement and deprivation of Aboriginal and Torres Strait Islander peoples that are central to creating thriving communities in our nation.

The answers come from **better understanding**, as well as from creative and **innovative solutions.** They rely on research, and also on the education that develops new responses, behaviour and practices. And the challenge of creating thriving communities requires **transformative responses** built not for, but with, **communities locally, nationally and internationally.**

Goals **Excellent**

Undertaking education and research of the highest international quality that addresses global challenges and develops understanding and solutions for the betterment of our communities.

Monash **Education** will

> build knowledge and capabilities to understand and meet the future demands of the fields and professions studied – *professions of and for the future*;

> encourage understanding and ability to contribute to the ideas and debates surrounding climate change, geopolitical security and thriving communities, and the objectives of the United Nations Sustainable Development Goals – *sustainability focus*;

> support abilities to learn and adapt to changing circumstances, to communicate with others about key knowledge and skills, and to engage collaboratively to shape outcomes and solutions – *employability and leadership skills*;

> build recognition and appreciation of Aboriginal and Torres Strait Islander experience and knowledge, and of Indigenous peoples in the Indo-Pacific – *cultural enhancement*; and

> provide rich learning experiences for students that:

 - foster deep engagement across international borders and with other cultures, particularly through Monash campuses across the world – *global immersion*;

 - develop and enhance the generation of innovative ideas and projects, individually or in teams – *enterprising and resourceful experimentation*.

Performance
Excellence will be measured by:
a. student retention and success; and
b. graduate employability.

Outcomes
Impact will be assessed through:
c. global alumni employment outcomes; and
d. student and alumni contributions to key global challenges.

Monash **Research** will

> provide new knowledge and extend understanding – *talent enhancement and research*;

> support research platforms and access to data that encourage collaboration on and development of new research knowledge and techniques – *research platforms and datasets*;

> build research capacity across all campuses focused on key research themes able to support strong national and international capability in relation to key global challenges – *global challenge research programs*;

> build doctoral programs that incorporate access to international and industry partnerships and across the Monash campuses – *graduate research training*; and

> develop new programs with partners to understand and provide solutions to key global challenges – *networks of excellence*.
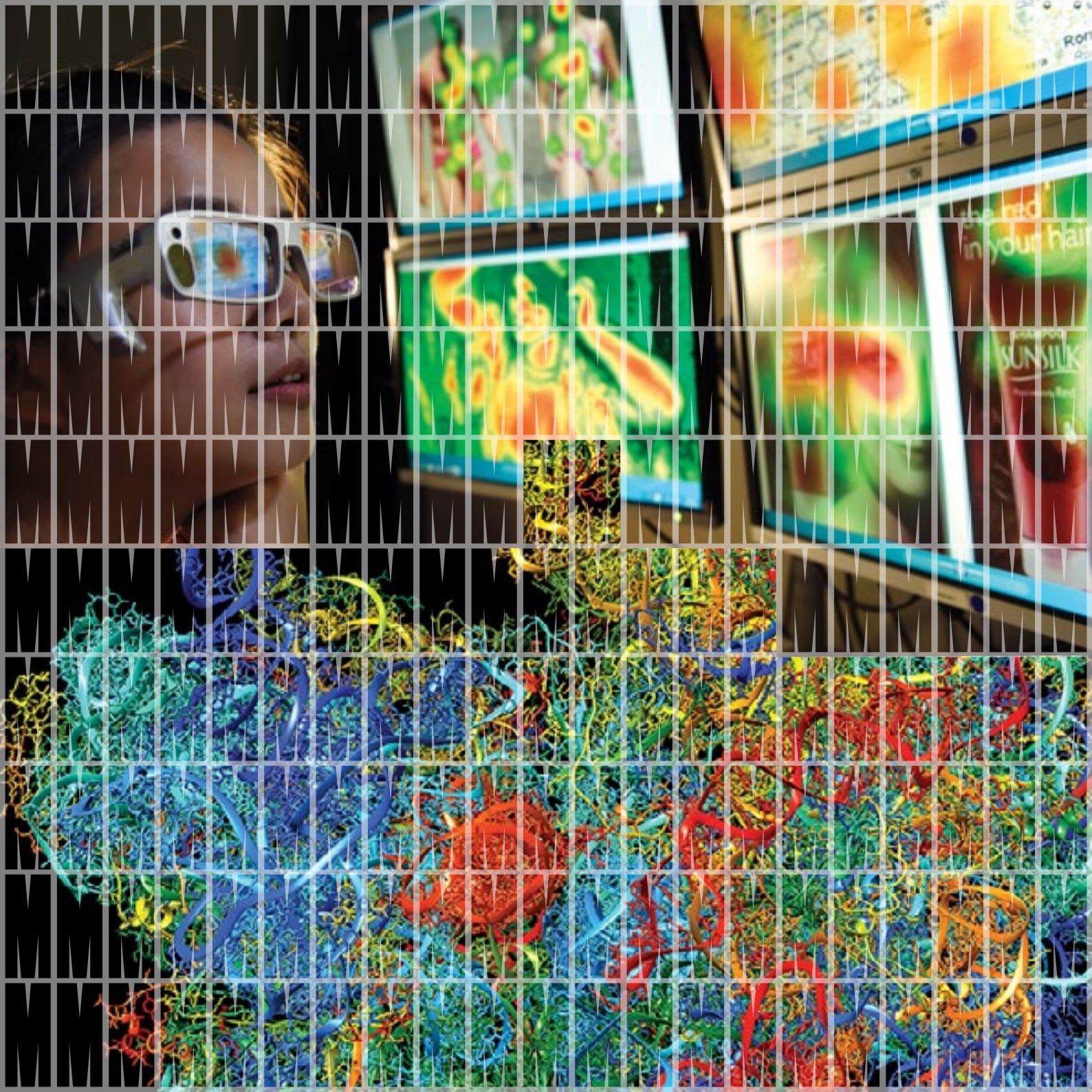
Performance
Excellence will be measured by:
a. field-weighted citation impact and internationally-recognised systems of peer review; and
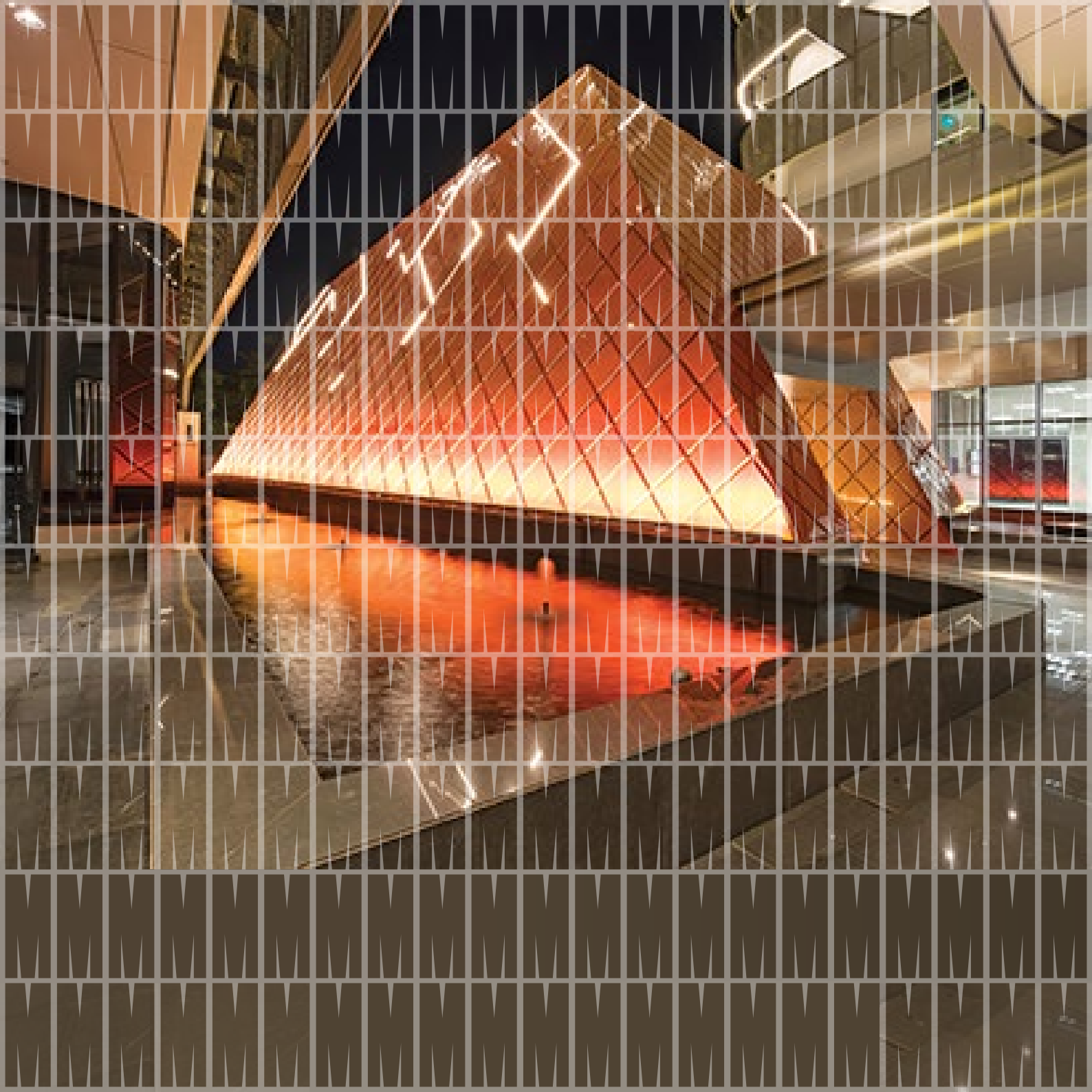b. Higher Degree by Research completions.

Outcomes
Impact will be assessed through:
c. collaborations on co-authored papers on global challenges; and
d. research output impact assessments.

Goals **International**

Building the strength and scale of our international research and education programs to ensure they respond to the challenges and opportunities of our nation, our region and the world.

Monash will

> ensure diversified student and staff populations to encourage international perspectives and cultures in its research, education and services – *diversification*;

> ensure that students and staff have development of cultural competence to understand and engage effectively with multiple communities and groups within our campuses and across the nations where we work and study – *cultural competence and global immersion*;

> foster mobility and strong links across campuses and with partner institutions across the world to build understanding and collaboration on research and education across nations, including globally mobile degrees – *global mobility*;

> enhance international networks and alliances of academic and industry partners to address solutions to key global challenges through our education and research – *networks of excellence*; and

> ensure the commitment to international benchmarks in relation to quality, sustainability and impact are reflected in our research, education and services – *international performance benchmarks*.

Performance

Internationalisation will be measured by:

a. diversification of student and staff populations; and
b. mobility of students and staff.

Outcomes

Impact will be assessed through:

c. achievements against United Nations Sustainable Development Goals; and
d. programs with international university partners or networks.

Goals **Enterprising**

Developing enduring alliances and partnerships with industry, government and other organisations, including philanthropic partners, 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 by developing solutions for the betterment of our communities.

Monash will

> make direct engagement between students and industry and government partners, including projects and internships, integral to a Monash education – *work-integrated learning and enterprising experience*;

> support research translation and embedded graduate research teams through deep industry partnerships – *industry partnership program*;

> expand professional and lifelong learning opportunities for alumni and through industry partners – *professional education program*;

> develop opportunities for staff, students and alumni to conceive and launch new enterprise and social enterprise projects – *commercialisation and enterprise*;

> build the Monash Enterprise Quarter to create an ecosystem of translational and enterprising activity to support opportunities for impact in our city and nation – *Monash Enterprise Quarter and Technology Precinct*; and

> build engagement in the precincts in which our campuses are located – *campus engagement*.

Performance

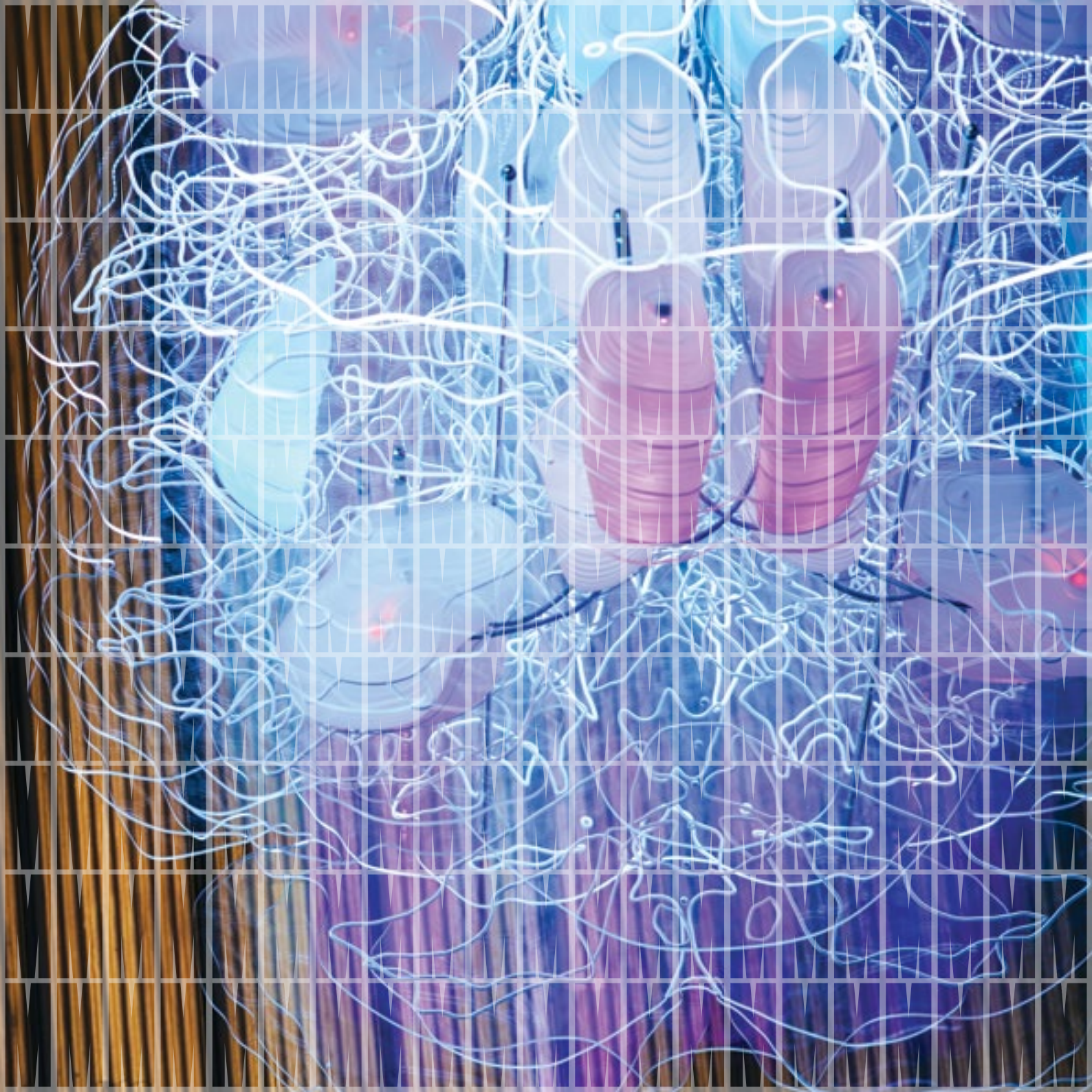Enterprise will be measured by:

a. student participation in industry-based experiences, including start-up creations; and

b. industry research and education revenue.

Outcomes

Impact will be assessed through:

c. invention disclosures, licences, options and assignments (LOAs) and patents; and

d. spin-outs, start-ups and outcomes from major industry partnerships.

Goals **Inclusive**

Seeking talented students and staff, irrespective of gender, sexuality, race, ethnicity, disability, cultural, social or economic circumstances and any other protected personal characteristic, and building a diverse and connected community of students, staff and alumni who are deeply engaged with the wider community and supporting the dissemination of University knowledge and practice.

Monash will

> ensure that Aboriginal and Torres Strait Islander peoples, their culture and knowledge are represented, understood and celebrated in the Monash community, and that we reach out to other Indigenous peoples in the nations in which we teach and research – *Indigenous voice program*;

> engage with and recruit students and staff, irrespective of any protected personal characteristic, including gender, sexuality, disability, ethnicity, race, religion or socio-economic disadvantage, to build a community that represents the diversity of our communities – *diverse community*;

> ensure that the University prevents discrimination, vilification, harassment, violence and any other unlawful behaviour – *Respect. Now. Always. program*;

> develop communities where our students and staff can build meaningful connections within and beyond the University, and find a sense of belonging in the University – *inclusive community*; and

> build platforms for dissemination of ideas and evidence to support informed and respectful debate, based in academic freedom and free speech, in our communities – *publishing program*.

Performance

Diversity will be measured by:

a. access and success of socio-economically disadvantaged groups; and

b. access, success and employment of Aboriginal and Torres Strait Islander peoples.

Outcomes

Inclusiveness will be assessed through:

c. student and staff sense of belonging in the University; and

d. thought leadership and public debate.

Foundations **Culture**

The following values will underpin the behaviours and decisions of the University and shape Monash culture. They will be evident in the way we treat each other, and in the way we conduct ourselves within our communities – with students, alumni, staff, partners, industry, government and non-governmental organisations – locally and internationally.

Discovering:

We nurture curiosity and innovation in the pursuit of new knowledge to build our understanding of natural and social environments and their peoples.

Learning:

We are open to experiment and testing our understanding with evidence; we adapt and learn from experience, others and new circumstances; we are always 'still learning'.

Purposeful:

We aspire to use our knowledge and learning to improve our communities; we strive to transform our understanding and engagement to make an impact through contributing to solutions to significant challenges and persistent problems.

Collaborative:

We seek to work with others to achieve our goals, and commit to engaging cooperatively, collegially and responsively to developing shared aims and benefits.

Honest:

We commit to acting in good faith with integrity and transparency in our relations within and outside the University community.

Fair:

We pledge to treat all people justly and with respect, making objective and unbiased decisions, and to preventing behaviours such as discrimination, vilification, harassment and violence that inhibit the full engagement of people in our community.

Foundations **Capabilities**

Apart from the values and culture of the University, three other elements are foundational to the capacity to achieve the purpose and goals of this Strategic Plan. Staff expertise, organisational sustainability and financial sustainability form key capabilities on which implementation must rely.

Staff expertise

Monash's education, research and services rely on the quality and expertise of its staff.

Staff expertise requires:

a. programs of recruitment, development, recognition and reward that are aligned with the purpose and goals of the University, that staff are excellent, international, enterprising and inclusive;

b. attention to development, recognition and rewards for collaboration through effective working in and leading teams, project and programs, particularly teams that span internal and external organisational boundaries;

c. effective leadership skills in all parts of the University – academic, professional and administrative – particularly through more coordinated and tailored attention to building the leadership skills necessary to meet the goals of the University; and

d. making 'Ancora Imparo' the motto and the impetus for supporting staff into new areas of knowledge, operation and engagement, able to find opportunity in digital disruption and attuned to the global challenges of our age.

Staff expertise will be assessed by:

i. diversity of staff profile with particular attention to gender, race and ethnicity, and the enhanced participation of Aboriginal and Torres Strait Islander peoples;

ii. alignment of recognition and reward policies and practices to support collaboration and inclusivity;

iii. engagement in 'new' development and leadership programs to support learning new skills and understanding global challenges;

iv. effectiveness of leadership of significant programs and projects;

v. evidence of enhanced partnerships with other organisations; and

vi. cultural transformation to support a sense of belonging among our staff and students, and behaviours that support the University's values.

# Foundations **Capabilities**

Organisational sustainability

The governance, structures and policies of the University must support its culture, values and goals.

Organisational sustainability requires:

a. effective commitment to the advancement and wellbeing of Aboriginal and Torres Strait Islander peoples, including the governance to oversee action against these commitments;

b. effective commitment to the United Nations Sustainable Development Goals, including the governance to oversee action against key goals;

c. new structures to support cross-campus action, large multi-party programs and projects, and major infrastructure or system changes;

d. coordinated governance structures to ensure effective oversight and alignment of controlled and associated entities, joint ventures and alliances to meet strategic goals; and, also,

e. creation of 'loose' organisational means to encourage new ideas and new ventures to start-up before being incorporated into 'standard' governance mechanisms.

Organisational sustainability will be assessed by:

i. performance against the Aboriginal and Torres Strait Islander Framework goals;

ii. performance against key goals of the United Nations Sustainable Development Goals, as reported through the Environmental and Social Governance Statement and overseen by Monash University Council;

iii. increased numbers of, and success in, cross-campus programs and major multi-party research and education projects and programs;

iv. successful implementation of major infrastructure or system change;

v. range and diversity of new ideas and ventures nurtured through to approval and implementation; and

vi. effective communication of outcomes from major initiatives to internal and external communities.
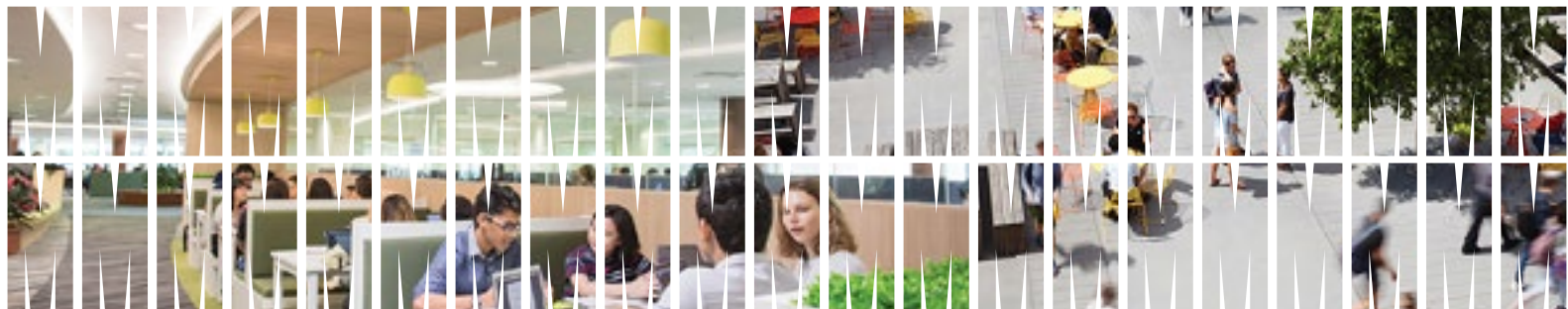
Financial sustainability

The financial profile of Monash is currently balanced between Australian Government and private sources of income, and both are currently significant enough that a decline in any one major source has a direct and negative impact on the University's ability to operate effectively.
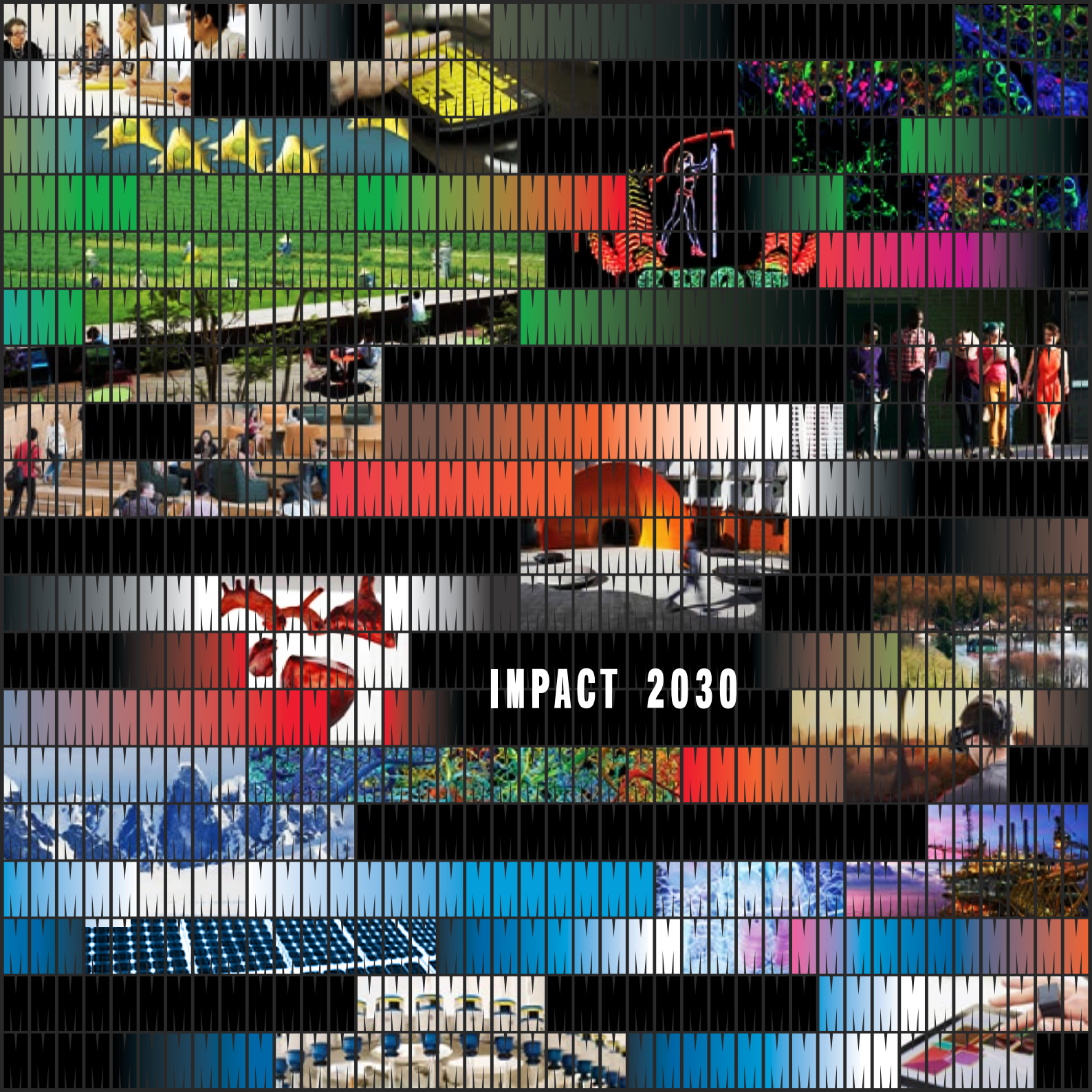
Financial sustainability requires:

a. an ability to maintain an operating surplus sufficient to
   > ensure the quality of education, research and services; and
   > invest in new knowledge, new curriculum and new modes of operating that make a positive impact on our world and our communities.

b. diversification of key revenue sources by
   > reducing dependence on national government for research grant income; and
   > increasing the range of nations and teaching modes from which education income is derived.

c. the foundation to provide long-term capacity
   > to provide scholarship assistance to students affected by disadvantage; and
   > to support new ventures contributing to the betterment and wellbeing of our communities.

Financial sustainability will be assessed by:

i. operating surplus;

ii. diversified revenue sources;

iii. growth of the foundation to support University goals;

iv. growth of scholarships supported by University and external funds; and

v. successful investment in ventures and operations to address key global challenges.

IMPACT 2030