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Australian Government
**Department of Education,
 Skills and Employment**

2021-2023 MISSION BASED COMPACT BETWEEN THE COMMONWEALTH OF AUSTRALIA AND LA TROBE UNIVERSITY

PURPOSE

This compact is an agreement between the Commonwealth and the University. Entering into a compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a mission -based compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

MISSION

The [La Trobe University Strategic Plan 2020-2030](#) recommits La Trobe to ensuring it is a University for the public good. Our aim is to emerge a more resilient, future focused and more efficient institution that will thrive in a post-COVID world by being more sharply focused on the needs of our community, and by playing to our strengths in teaching and research.

Key Outcomes	Strategies	Key Performance Indicators
Learning and Teaching: Reshaping to better meet student needs and improve teaching quality	<ul style="list-style-type: none"> • Learning and Teaching Plan 2018 -2022 • Student Success and Retention Plan 2018-2022 • Clever Learning • Student Equity Strategy • Digital Transformation Strategy 	<p>KPI 1: Top 12 nationally for percentage of graduates in employment as measured by the Graduate Outcomes Survey</p> <p>KPI 2: Top 12 nationally in the Student Experience Survey for Teaching Quality and Overall Experience</p>
Research: Focusing on our strengths, impact and global challenges and becoming the Strategic Partner of Choice for Industry and Government	<ul style="list-style-type: none"> • Research 2030 • University City of the Future • Innovation and Entrepreneurship Program • Digital Transformation Strategy • Regional Campus Learning and Engagement Hubs 	<p>KPI 4: ERA 4 or 5 ratings in fields of research where La Trobe has more than 10 FTE and more than 5% of Australia’s research effort, defined by ERA FTE</p> <p>KPI 5: Increase Category 2–4 and Medical Research Future Fund research income revenue by 50 per cent from 2019 baseline by 2025</p>
Our regions: Transforming our communities	<ul style="list-style-type: none"> • Regional Campus Learning and Engagement Hubs 	<p>KPI 6: Increase the number of students studying at, or supported by, regional</p>

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	<ul style="list-style-type: none">• Regional Connect• La Trobe University's Strategy for Regional Victoria• Albury Wodonga Campus Plan• Bendigo Campus Plan• Mildura Campus Plan• Shepparton Campus Plan	campuses, and increase the number of TAFE graduates who study with us
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The [Strategic Plan](#) includes other critical strategic objectives and KPIs related to internationalisation; empowering the workforce inspired by our values; and improving efficiency and productivity. Annual targets are set for each KPI, with reporting to the executive and University Council.

FREEDOM OF SPEECH AND ACADEMIC FREEDOM

For more than 50 years La Trobe has been an institution which has embraced free speech and enabled a robust diversity of views. The [La Trobe University Act 2009](#) requires that the University serve the public interest by “promoting critical and free enquiry, informed intellectual discourse and public debate” and the [La Trobe University Collective Agreement 2018](#) expressly addresses academic freedom and intellectual freedom.

In March 2019, the Vice-Chancellor established the Freedom of Expression and Academic Freedom Working Group, which reviewed how La Trobe might best adopt the French Review Model Code, particularly in light of the University’s current staff Collective Agreement and policies and procedures.

Following the usual process of University-wide consultation, the University formally adopted the Code in December 2019 and made a number of revisions to existing policy statements to ensure alignment to the Code. La Trobe’s approach is fully aligned with the Code and was commended by the 2020 Walker review as an exemplar in the sector. In a 2021 Human Rights Watch report on academic freedom at Australian universities, La Trobe’s approach to protect its students was cited as ‘best practice’ in Australian universities.

Links:

- [Protection of Freedom of Speech and Academic Freedom Policy \(ie the French Model Code\)](#)
- [General statement of commitment to freedom of speech and academic freedom](#)

IMPROVING TEACHING AND LEARNING OUTCOMES FOR AUSTRALIAN STUDENTS

As per section 1, the primary objectives in learning and teaching are:

- reshaping to better meet student needs
- improving teaching quality

The summary of strategies and the relevant KPIs are shown above. KPIs and related management indicators are based on nationally comparable data such as QILT measures, student retention and success. More information is available in the [Learning and Teaching Plan 2018-2022](#), and [Student Success and Retention Plan](#).

Clever Learning

Clever Learning is La Trobe's strategic educational transformational program, including:

- A renewed course portfolio that enables clear pathways and work integrated learning opportunities for all students
- Industry-oriented short course expansion, with stackable and pathway options for career upskilling
- Greater flexibility for students to manage study, work and life, and widening subject access for regional and remote students through online/on-campus choices

Engaging with industry

- La Trobe is committed to co-designing the curriculum in partnership with industry and alumni and including industry-based experiences across all courses

Admissions transparency

- La Trobe's diligent engagement with the admissions transparency initiative was recognised in the TEQSA Good Practice Note in July 2019

Retention strategies

- La Trobe's Student Success and Retention Plan 2018-2022 guides initiatives to facilitate student success. A proactive advising program directly supports students at risk

Student and staff mental health policies

- La Trobe's Mental Health and Wellbeing Plan is being reviewed in light of the University Mental Health Framework and the Victorian Royal Commission into Mental Health recommendations
- The University invests significantly in health and wellbeing services for students and staff

Labour market outcomes

- Student employability is a core feature of the University's Strategic Plan 2020-2030
- La Trobe works with business, industry and the professions to identify and address areas of emerging skills requirements with market research informing the course development and approval processes
- Career Ready Advantage was developed in consultation with employers and supports students to build and record employability skills and experiences

Student return to campus strategy

- The University continues to plan and conduct all activities in a COVID safe fashion. At all times, we seek to maximise the amount of on-campus activities offered, consistent with public health directions

RESEARCH OPPORTUNITIES AND PARTNERSHIPS IN THE NATIONAL INTEREST

As per section 1, the primary objectives in research and engagement are:

- focusing on our strengths, impact and global challenges
- becoming the Strategic Partner of Choice for Industry and Government

The summary of strategies and the relevant KPIs are shown above. More information is available in Research 2030.

Industry engagement strategies

- Implementation of the Research Impact Strategy 2019-2022 will ensure research has

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maximum impact and benefit. A key initiative is the co-funded Industry PhD, which includes a period of industry-embedding

Research commercialisation

- A Research Innovation Framework is in development to support research commercialisation
- The University's Research Commercialisation Team supports engagement with end-users
- Refresh of the Research and Innovation Precinct strategy as part of the University City of the Future Program

Countering foreign interference, including cybersecurity measures and compliance mitigation strategies

- La Trobe has instituted procedures to ensure foreign influence/interference risk mitigation and compliance aligned to the Foreign Influence and Transparency Scheme including:
 - foreign Interference training
 - foreign Influence, interference and sanctions risk management tool
 - changes to standard contract clauses
 - review of all foreign agreements with declarations made to Government as required
 - collaboration through the University Foreign Interference Taskforce
- The University's Cybersecurity Strategy, monitored by Council's Corporate Governance, Audit and Risk Committee, includes cyber risk mitigation strategies based on the Australian Cyber Security Centre's 'Essential Eight Maturity Model'
- Risk Management and Compliance Frameworks operate to identify emerging and current risks and compliance obligations and implement appropriate management responses
- La Trobe is also contributing significantly to building the cyber security workforce, in partnership with industry and Government

IMPROVING STUDENT EQUALITY AND OUTCOMES

The primary objectives include:

- maintaining the University's outreach programs and Educational Partnerships Program and enhancing the university-wide approach to peer mentoring and academic advising
- continuing the University's commitment to core first year curricula and ensuring that equity is embedded within the La Trobe Graduate Capabilities including 'innovation and enterprise'
- continuing to raise participation through expansion of alternative entry pathways, including the 'Aspire' program

Strategies for achieving outcomes for people from low SES backgrounds are included in our [Student Success and Retention Plan 2018-2022](#) and the [Student Equity and Diversity Plan 2020-2022](#).

La Trobe University is committed to providing opportunities for Aboriginal and Torres Strait Islander people, both as individuals and communities, through teaching & learning, research and community partnerships across all of our campuses. Through its [Indigenous Academic Enrichment Program](#) (IAEP), La Trobe provides one-to-one tuition, group tuition and exam preparation support for Indigenous Australian students. Further information about the support for Indigenous Australian students is available in [the Indigenous Support Strategy](#) and at the [Indigenous Students Services page](#).

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Student-related equity strategies are realised in numerous ways including outreach programs to low SES schools; student mentoring and academic support programs; bursaries for outbound mobility and employability experiences; equity scholarships, a dedicated Indigenous PhD Scholarship named in memory of the University's inaugural Pro Vice-Chancellor (Indigenous) Professor Dennis McDermott, and support for students from refugee and out-of-home care backgrounds.

SIGNED for and on behalf of

In the presence of:

THE COMMONWEALTH OF AUSTRALIA

by

Dom English

Ryan Kinder

Full name (please print)

Witness (please print)

First Assistant Secretary

A/g Director

Position

Position or profession of witness (please print)

of the Department of Education, Skills and
Employment as delegate of the Minister for
Education and Youth

Signature

Signature

28/12/2021

Date

SIGNED for and on behalf of

In the presence of:

La Trobe University

by

Professor John Dewar

Rosemary Nanev

Full name (please print)

Witness (please print)

Vice-Chancellor

Executive Assistant

Position

Position or profession of witness (please print)

Signature

Signature

