Australian Government

Department of Education and Training

2017 Mission Based Compact: between the Commonwealth of Australia and Monash 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 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 which includes that year.

MISSION

The University's strategic plan, *Focus Monash 2015-2020*, was approved in mid-2015. This document details the University's primary focus and aspirations for the term of this compact and beyond.

The sections that follow are drawn from this plan. At the heart of *Focus Monash 2015-2020* is a commitment to excellence measured by the highest international standards, as per the University's 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.'

The following guiding principles (values) will underpin the actions and decisions of the University:

- 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, and 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.

To deliver on the University Mission, 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.

Monash can best serve the interests of its stakeholders by:

- Maintaining and strengthening the strategies that have proven effective in enhancing research performance.
- Working to ensure our curricula is highly relevant and transforming our pedagogy to reflect the best available thinking, incorporating appropriate technology.
- Building on international partnerships and offshore campuses into a global research network.
- Ensuring our students graduate with an international outlook and capabilities that reflect the international character of the University and prepare them for a globalised world.
- Building deep partnerships with organisations that have the national and international reach necessary to address major challenges and have impact across regions and populations.
- Engaging deeply with government, industry and alumni to ensure that the skills Monash students learn prepare them

for a successful and varied career.

- Developing and employing a highly targeted admissions program including pathways, transition approaches, and quotas and scholarships for students from disadvantaged backgrounds to increase access and success.
- Supporting a superb experience for students and staff that enhances cohesion in a diverse community.
- Fostering mutually beneficial relationships with alumni by building a global alumni network that leverages their expertise, perspectives and connections.
- Drawing the wider community into dialogue with us by building on and expanding our proactive contribution to public discourse.

To ensure that each campus is well placed to support Monash in achieving its vision for excellence, Focus Monash 2015-2020 also calls for sustainability in the on-going development of our four Australian campuses. In 2017 the first stage of the Peninsula master plan and academic plan will be implemented.

Monash has made rapid progress in the international academic arena to secure a position as one of the world's foremost globalised research intensive universities. As illustrated by the University's mission to have an international focus and supported by the *International Plan 2015-2020*, activities in this arena will also form part of our priorities in 2017. Namely:

- To build on the University's international 'networks of excellence' with leading educational, research and industrial innovators to enhance the University's capacity to impact global challenges.
- To engage and leverage Monash's global alumni, government and industrial network to build new opportunities for students and staff.
- To integrate Monash's international campuses and alliances into the university's overall offering to students, researchers and external stakeholders to expand educational and research opportunities.

INNOVATION

Focus Monash stipulates that the University will nurture, recognise and reward curiosity and innovation and build enduring partnerships with industry, government and other organisations that will enrich our ability to innovate. The University's *Implementation Plan 2016-2018* outlines the core and supporting initiatives that will be put into place at an institutional level to bring *Focus Monash* into fruition. Current strategies in this document that will continue in 2017 to directly foster innovation include:

- *Better Teaching, Better Learning:* a large program of work (detailed below) that includes strategies to use new technologies to enhance teaching and learning effectiveness as well as building capacity to encourage the development of new pedagogy to reflect the best available thinking.
- *Research Leadership:* a program of work that includes grant schemes to encourage, support and develop innovative interdisciplinary institutional level research capability.
- *New Learning and Teaching Environments:* an initiative involving a series of capital works to aims to provide learning and teaching environments that support innovative pedagogy and enhance the student experience.
- *Proof-of-concept funding* and support for disclosures, patents and licensing to improve translational outcomes.

The University also has in place enabling plans to play a key role in shaping the culture, infrastructure, environment and resources required to achieve Monash's strategic goals. The *Industry Engagement, Partnerships & Innovation Enabling Plan 2017-2018* includes the following broad strategies to encourage research translation and commercialisation, including collaboration and engagement with industry and other end users:

- Focused investment in research platforms that enable internationally leading research and translational partnerships.
- Investment in Graduate Research Industry Partnerships (GRIPs) to encourage cross-disciplinary collaboration, skills development and industry engagement for our graduate research students.
- Operation of Monash Industry Council of Advisers to give strategic advice to Monash on where we need to be in industry engagement in five years.
- The appointment of an inaugural Deputy Vice-Chancellor and Vice-President (Enterprise) by the University Council will commence in 2017 and will drive Monash's enterprise and innovation agenda.
- Maintenance of the Monash Research Impact Fund, to better enable proof of concept funding and meet increasing range of opportunities for significant impact.
- Development of a dedicated co-working space and incubator facilities as part of the Monash "GENERATOR" program which includes hackathons, accelerator activities, start-up companies for students and staff.
- Development of a student-run science and technology portal to link SME questions and other ways to increase student led ventures.
- Continued development of *BioCurate* - a joint venture of Monash University and the University of Melbourne - launched in June 2016, with an aim to traverse in the field of biomedical drug development.

The Clayton Cluster, with Monash University at its centre, also has critical mass of leading education, health, industry development, research and commercialisation facilities including the Australian Synchrotron, the Melbourne Centre for Nanofabrication, Monash Medical Centre, CSIRO's largest site in Victoria, Monash Business Incubator and Monash Biomedical Imaging. There are also 27 research platforms, such as the Cryo Electron Microscopy, Biomedical Materials Translational Facility which all encourage research translation and commercialisation. Further, there are a number of world class industry and research centres such a as Melbourne Centre for Nanofabrication, Monash Institute of Medical Engineering, Australian Regenerative Medicine Institute, Monash Centre for Additive Manufacturing, Woodside Innovation Centre and the Food Innovation Centre.

The combination of the human capital, industry and academic collaborative partnerships and research infrastructure makes the Clayton cluster Australia's most diverse, adaptive, creative and innovative cluster all of which is driving innovation and economic growth on an international scale. In 2017, Monash and the Victorian Government will work collectively to further advance the Clayton Cluster of driving innovation and economic growth on a national and international scale.

The Victorian government will build the Victorian Heart Hospital (VHH) on Monash's Clayton campus. The VHH will be an Australian-first heart hospital, bringing together the world's best in cardiovascular care, research and training. In 2017, Monash University will contribute to the planning to inform the establishment of the VHH. The VHH will be an iconic, purpose-built centre of excellence that will enable the integration of clinical and scientific resources and expertise as well as modern technology. It will facilitate and drive world-class novel and innovative clinical and basic research, advanced models of education

and clinical training, to create a new cardiovascular care paradigm accelerating the translation of major discoveries into timely and meaningful outcomes.

Finally, the University supports and promotes open access to research publications and data through a number of mechanisms. These include the research management system MyResearch, which encourages the submission of Open Access copies of publications, provides advice on publisher conditions, and makes the copies available online via researcher profiles; Monash University Publishing, which makes peer reviewed scholarly monographs openly available online; and monash.figshare.com, which provides a researcher managed storage and open publication mechanism for research data, these and other research outputs. All of the services are actively promoted and managed by the Library and/or the Research Office. The University encourages the use of Creative Commons licences for the sharing of publications and data.

TEACHING AND LEARNING

Focus Monash 2015-2020, articulates the following priorities for teaching and learning:

- A commitment to develop and recognise education excellence and ensure that we have roles that support innovation in curriculum and pedagogy.
- A focus on student outcomes.
- Support for the best in pedagogy and flexible delivery through contemporary technologies and learning spaces and effective management of our education.
- Working to encourage greater student mobility, physical and virtual, and increase interaction between students from different countries.
- Ensuring that both the curriculum and pedagogy inculcate the development of intercultural competence.
- Direct engagement between students and industry, community and government partners – including projects and internships.
- Developing and employing a highly targeted admissions program including pathways, transition approaches, and quotas and scholarships for students from disadvantaged backgrounds, in addition to transition approaches to increase access and success.

These priorities are implemented through the strategies detailed in the University's *Academic Plan 2015-2020* and *the Better Teaching, Better Learning Agenda (BTBL).* Originally released in April 2013, the Agenda's core philosophy is to enable students to better connect with their peers and with their educators by challenging Monash's approach to learning and teaching.

The implementation and realisation of this Agenda represents a significant four-year strategic investment made by the University, including funding under the four interconnected themes of the *Better Teaching, Better Learning Agenda* detailed in the table below.

Improve the offering	Superior student experience and graduate outcomes – Ensure a superior-quality study experience and post-study outcomes for our graduates through student-centred reform of courses and units. This theme includes: - Unit enhancement, the centrepiece of the BTBL program of activity is designed to ensure our units are delivering an outstanding learning experience. - Embedding graduate attributes to form the foundation for course and curriculum design. - Skill building through industry and community collaboration. - Exploiting the potential of Monash's international connectivity. - Implementing the Student Futures initiative –to provide a systematic framework for students to develop, recognise, reflect upon and articulate relevant skills and attributes they have gained during their time at Monash. - Student-led activity in all aspects of the learning experience including at all levels of curriculum development and review processes within the schools, faculties and at the University level.
Communicate the offering	First-choice university – Clearly communicate the Monash learning and teaching value proposition in a strategically targeted way to prospective students. This theme includes: - Market analysis and communication to ensure benefits of *Better Teaching, Better Learning* are clearly and appropriately communicated to external audiences, especially prospective students. - Alumni re-engagement to leverage our sizable alumni contingent and encourage closer involvement in curriculum design, industry based experiences and mentoring.
Support the offering	Work smart entails investment in and the leveraging of technological developments to: - Maximise efficiencies in terms of education delivery. - Create a data- and evidence-driven environment to better understand and engage students in their learning journey. - Identify and systematically address impediments that hamper education innovation. The unit rationalisation project that has been embarked upon within the faculties is a critical

enabling platform that both underpins and complements this theme.

An education technology roadmap has been developed to enable effective delivery of learning technologies across the university. Each of the roadmap's student-focused initiatives are flexible for both learner and educator needs and have broad application across all faculties

A Learning Space Strategy is being developed which uses a principles-based approach to maximise the quality, flexibility and utilisation of all formal and informal learning and teaching spaces. Substantial investment has been made in a new Learning and Teaching Building, currently being built on the Clayton campus, to support innovation in education and create the environment to foster better learning outcomes for our students.

The *Student First* project has also been developed aimed at improving the student experience by simplifying and modernising student administration and services. This will help attract and retain top quality students. It will also deliver efficiencies that will allow us to invest in new services that students expect from their university experience. The broad priorities of this body of work involve: implementing a student centric services function, supporting academic staff to do their jobs properly, supporting a professional services culture, streamlining business processes, modernising technology platforms and exploiting our strengths to implement a change program.

Deliver the offering	Building educator capability – Constitute a new lifelong learning system for Monash educators that will link professional development directly to Monash's current challenges and build an effective change coalition focused on developing staff capacity and capability. This theme will be delivered though:

- The Monash Education Academy – launched in 2015 to inspire, promote and celebrate teaching excellence.
- The continued implementation Excellence Development (CEED) framework for the University's academic staff. This facilitates an exploration of innovative and collaborative teaching practice, the discovery of different ways to motivate and inspire students, and practical experience of how the effective use of technology can facilitate learning, utilising a portfolio of tools and resources for enhancing practice and improving student learning.
- The Better Learning Bytes (BTBL Bytes) complement the CEED framework, providing an online suite of digitally enabled, capacity-building resources, offering open-access, just-in-time training resources for all educators across Monash.
- Support and Opportunity frameworks to provide a holistic approach to professional development/learning, support activities and engagement opportunities for staff in education-focused roles and the newly constituted Scholarly Teaching Fellows positions.
- The introduction of a new Education Performance Standards (EPS) framework provides appropriate expectations for educators, enabling recognition of their achievements, assessment of current performance and triggering opportunities for further professional development.

Additional significant investment has also been incorporated in the institutional information technology budget to ensure adequate support in this agenda's realisation.

RESEARCH AND RESEARCH TRAINING

Focus Monash 2015-2020, articulates the following priorities for research and research training:
- Investment in the development and recruitment of high-performing researchers and graduate research students.
- Focus investment in areas where Monash has or is capable of having impact and research expertise of high international standing.
- Continued investment in our world-class infrastructure that aligns with our research priorities and supports engagement with external research partners.
- Fostering research that leverages the breadth and depth of our expertise, bringing together disciplines to tackle major challenges.
- Identification of areas of research collaboration across our networks international with particular attention paid to linkages between higher degree by research students and supervisors. Furthermore, work will be carried out to ensure our offshore campuses contribute to our research performance.

The current strategies in place to bring these priorities to fruition are detailed in the University's *Academic Plan 2015-2020 and the Research Agenda (2016-2020).*

Firstly, to continue to improve the quality and impact of research, the University is building on the previously highly successful *Talent Enhancement Strategy.* The University is committed to continue to support existing, and attract and support new research leaders to address global research challenges and deliver world-leading research with impact.

Connectivity will also be a more significant focus for Monash in the coming year. This will involve developing deep partnerships with industry and world-leading collaborators through our engagement models, our participation in networks of excellence and our facilitation of interdisciplinary research. Through our Networks of Excellence we will provide a flexible funding pool to support high impact network building activities that will enrich access to the best thinkers, multi/interdisciplinary collaboration, impact and reach, measurable research milestones, and diverse pools of funding. We will continue to invest in interdisciplinary research and foster a strong culture of collaboration.

These are further supported by strategies in the graduate research arena which offer unique opportunities to better equip our students to achieve success and make an impact in industry, academia, government and the broader community. The innovation in graduate research at Monash is captured in Monash Doctoral program which ensures that a research project is enhanced by innovative training options through three modalities: Professional Development; Coursework; Graduate Research Industry Partnerships program (GRIP). The GRIPs are designed to connect industry, businesses and end users with graduate research students who can apply their expertise to solving real world problems. Graduate research students in a GRIP are trained to become thought leaders and captains of industry. All modalities of Monash Doctoral Program are designed to enhance research, develop future leaders and provide a range of internship and mentoring opportunities.

To ensure the above strategies in the research and graduate research space are adequately supported Monash will invest in both our infrastructure and services.

As an institutional priority, investment will be made in new platforms that align to the needs of future emerging research challenges (as addressed via the National Research Infrastructure Strategy). This investment will in turn attract and support researcher, PhD students and partner interactions and will advance research agendas from discovery through to prototyping. We will also continue to operate current platforms at world's best practice to ensure they underpin our research aspirations and meet industry standards for quality certifications.

The development of our researchers/graduate research students and professional staff will be further supported by providing world-leading integrated systems to underpin research and research training practices. To deliver this support to our researchers and graduate research students, Monash will invest in leading edge systems to provide quality support, continue to leading edge systems and implement a targeted approach to connecting researchers to international funding opportunities.

EQUITY

As described in *Focus Monash 2015-2020* Inclusive is one of Monash's four key goals. This Plan stipulates that we will work 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.

Our commitment to this agenda is further embedded in the *Indigenous Engagement Enabling Plan 2016-18* and the *Widening Participation Strategy 2016-2020*

1. Indigenous Engagement Enabling Plan 2016-18 focus areas broadly involve:

- attracting and developing highly talented Indigenous academic staff across a range of discipline areas;
- continuing to build and foster mutually beneficial relationships with Aboriginal and Torres Strait Islander people and communities; and
- demonstrating, not only through our education and research, but also through all of our communications, our physical facilities, and our relationships, the high value that Monash places on Aboriginal and Torres Strait Islander people, cultures and history.

The re-establishment of a visible Indigenous presence on campus will also be essential as Monash continues to build upon the success and achievements of the last fifty years, when it established the Centre for Research into Aboriginal Affairs in 1964.

The work currently planned in this document for 2017 include:

- Attracting and appointing high profile Aboriginal and Torres Strait Islander academics.
- Implementing a talent spotting strategy to attract, appoint and develop postdoctoral fellows and early-career Indigenous academic staff.
- Developing and implementing an Indigenous Traineeship Program to provide pathways to employment at Monash.
- Working toward embedding Indigenous content and contexts in curriculum and teaching practice, and culturally responsive curriculum and pedagogy.
- Enshrining the acknowledgement, respect, recognition and understanding of Indigenous people and cultures in Faculties and Divisions, to reinforce a culturally safe place to work and study.
- Designing, implementing and promoting academic enhancement programs to increase and support academic success for undergraduate students.
- Developing and implementing a strategy to widen access for undergraduate students through direct entry, pathways, and internal transfers.
- Developing and implementing a strategy to increase Indigenous HDR enrolments and completions.
- Expanding opportunities to boost the number of Indigenous students living on campus.
- Piloting a volunteer tutoring program into local schools to provide Monash students the opportunity to tutor/mentor Indigenous students.
- Ensuring that the prominent and visible positioning of the Indigenous place on campus reflects the value that Monash places on Indigenous people, cultures, and history.
- Fostering mutually beneficial relationships that leverage Alumni expertise, perspectives and connections.

2. Widening Participation Strategy 2016-2020 overview

Monash University will enrol more students from low socioeconomic status (SES) communities and ensure that they graduate equipped to make significant contributions in their careers and to the community. We will do this through five Widening Participation priorities and associated initiatives:

Increase demand from talented low SES students	• Scale up mentoring of secondary students by Monash undergraduates. • Boost our national outreach.
Select for talent and equity	• Set targets for each broad course cluster. • Strengthen the university wide signature admissions program, Monash Guarantee. • Implement tailored strategies for fields that are 'hard to reach' and remove unnecessary inhibitors to access.
Provide financial and practical support	• Implement the Scholarships Strategy. • Guarantee access to on-campus and local employment for low SES students.
Ensure Monash graduates are expert,	

engaged and in-demand Promote Monash's commitment to widening participation.	• Prioritise low SES students' access to high-value opportunities. • Connect alumni with low SES students across the student lifecycle. • Reflect widening participation priorities in all our education and administration plans. • Raise the profile of programs for prospective and current low SES students across all channels. • Articulate our aspirations and impact to prospective and current students, partner organisations and the community.

The five Widening Participation priorities work together to create a virtuous cycle with each priority reinforcing and optimising the impact of the others, by building both our capacity to respond and our reputation for access and excellence.

All strategies detailed in this section are in line with the University's *Reconciliation Action Plan* and *Access and Participation Plan* for 2015-2017.

SIGNED for and on behalf of

THE COMMONWEALTH OF AUSTRALIA

by

Dom English

Full name (please print)

Group Manager

Position

of the Department of Education and Training as
delegate of the Minister for Education and
Training.

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Signature

19/12/17

Date

In the presence of:

Cate Hutchinson

Witness (please print)

Policy Officer

Position or profession of witness (please print)

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Signature

SIGNED for and on behalf of

UNIVERSITY
Professor Margaret Gardner AO

Full name (please print)

President + Vice-Chancellor

Position

_____

Signature

In the presence of:

Kerrie Edwards

Witness (please print)

Executive Assistant

Position or profession of witness (please print)

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Signature