

LIVE THE FUTURE

Agenda 2020

2015 – 2017 TRIENNIUM | 2015
EDITION



DEAKIN
UNIVERSITY AUSTRALIA
Worldly

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A MESSAGE FROM THE VICE-CHANCELLOR

I am delighted to present our updated Strategic Plan *LIVE the future* to our students, our staff, alumni and the members of the communities we serve.

The first triennium of this Plan, 2012-2014 has been outstandingly successful for Deakin as we transition into our fifth decade. Deakin is now Australia's eighth largest university and in its 40th anniversary year, enrolled its 50 000th student and celebrated the success of its 200 000th graduate.

Reflecting Deakin's growing international research reputation, in 2014 Deakin was ranked in the top three per cent of the world's universities, one of 15 (out of 40) Australian universities to be in the top three per cent in each of the three major international ranking systems¹. We entered the digital world with flair, introducing DeakinSync, Deakin Anywhere and Watson to all our students and staff, and we are ensuring our students have the learning outcomes for employability in the fast connected world in which we now live.

Much has changed in Australia and in the higher education sector in the last three years. Our world is now truly connected with the rise of machines, mega data and personalisation the three mega trends of the previous triennium. We now face a digital economy wherein our nation depends on highly educated and skilled graduates who are able to embrace the age of smart machines and an age in which many occupations and jobs will disappear before the end of our next triennium. We must all learn to work with machines and in the spaces between machines. These challenges are real and will remain with us. How we react will be measured by the quality of the students we educate and graduate, and the quality and impact of the research we contribute to the communities we serve.

Our students expect a relevant, contemporary learning experience that will prepare them for life and careers in a rapidly changing world. Our governments, our partners and our citizens expect excellence and a clear return on their investment in us.

Our role, as it has been for 40 years, is to ensure that Deakin graduates are able to thrive in any environment, with the skills and values to enable life-long success. Therefore we must continue to be brave, to be savvy in seizing the opportunities of the future, and in ensuring our people are inspired and enabled to access our education and research so that our communities move to the next level of excellence and relevance.

LIVE the future 2020, informing the 2015 – 2017 triennium, continues to provide us with a framework for a bold and exciting future, and outlines the strategies we need to achieve this vision. It responds to changes in national policy and shifting market conditions, but holds true to Deakin's character. As we plan for a future that is already different from that envisaged in 2010, it is appropriate to continue to define and distinguish our University in the run up to 2020.

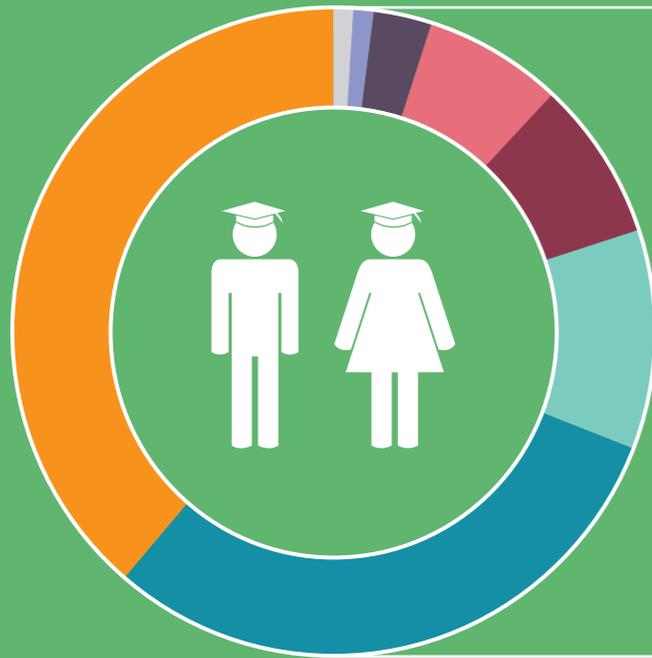
Once again, I call on those whose lives have been touched by Deakin, to join with me in achieving our vision – that we will be Australia's premier university in driving the digital frontier to enable education for the jobs of the future and research that makes a difference to the communities we serve.

Join us. *LIVE the future* with us.

Jane den Hollander
Vice-Chancellor



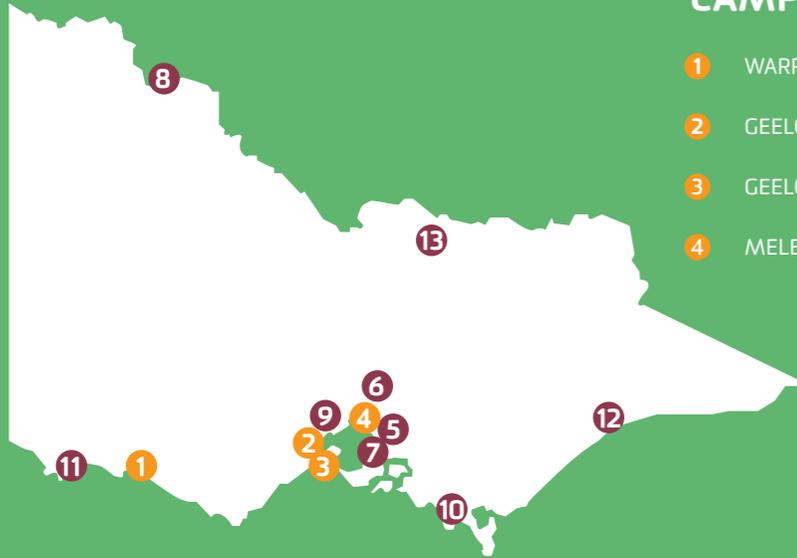
¹ Academic Ranking of World Universities (ARWU), Quacquarelli Symonds (QS) World Rankings and the Times Higher Education World University Rankings (THE)



IF YOU TOOK 100 DOMESTIC STUDENTS YOU WOULD HAVE

- 2 ABORIGINAL OR TORRES STRAIT ISLANDERS
- 2 FROM A NON-ENGLISH SPEAKING BACKGROUND
- 6 WHO HAVE SOME LEVEL OF DISABILITY
- 14 FROM LOW SOCIOECONOMIC AREAS
- 16 WHO WERE BORN OVERSEAS
- 22 FROM A REGIONAL OR REMOTE LOCATION
- 61 FEMALES
- 78 WHO LIVE IN A MAJOR CITY

DEAKIN CAMPUSES



- 1 WARRNAMBOOL
- 2 GEELONG WAURN PONDS
- 3 GEELONG WATERFONT
- 4 MELBOURNE BURWOOD

DEAKIN LEARNING CENTRES

- 5 DANDENONG
- 6 CRAIGEBURN
- 7 ROSEBUD
- 8 SWAN HILL
- 9 WERRIBEE
- 10 WONTHAGGI
- 11 PORTLAND
- 12 BAIRNSDALE
- 13 WANGARATTA

DEAKIN UNIVERSITY AUSTRALIA

Deakin University's family tree is an impressive one, involving a series of successful mergers with strong partners, each of which has contributed significantly to Deakin's culture and values and to its approach to education, ideas and community. Established in 1974, Deakin University was named after the leader of the Australian federation movement and the nation's second Prime Minister, Alfred Deakin.

From the beginning Deakin has been shaped by the twin goals of a focus on regional Victoria and a commitment to widening access to university study, in particular through distance education programs. *LIVE the future* builds on Deakin's tradition and reputation for providing a relevant and enduring experience for its students, its staff, its alumni, its partners and its friends. Deakin is Australia's 8th largest university with over 50 000 students, approximately 16 per cent of whom are international students from more than 100 countries and 25 per cent choose to have a wholly cloud-based experience.

As a public not-for-profit university, established by an Act of Parliament, Deakin combines excellent research and teaching with a strong focus on strengthening the communities it serves. In 2014 Deakin's operating income was \$899 million and its capital and project expenditure was \$125 million.

Deakin University has five campuses, one in Melbourne's eastern suburbs, two in the port city of Geelong, one in Warrnambool on the south-west coast of Victoria and one in the cloud (a fifth of Deakin students study wholly in the cloud). In addition Deakin has a prestigious multipurpose facility in Melbourne's CBD, a network of learning centres in regional Victoria and international offices in India, China and Indonesia.

Deakin is a sector leader for student satisfaction, rated first in Victoria for five consecutive years (Australian Graduate Survey 2011 – 2015). Deakin has a student focused culture with a well-deserved reputation for being accessible, helpful and friendly. It has a long standing record for using cutting-edge technology in education while providing highly personalised experiences. Deakin was awarded the inaugural Oceania Regional Prize in the QS Wharton Stars Reimagine Education global awards for innovative higher education pedagogies enhancing learning and employability – an affirmation of Deakin's pre-eminence as a leader in the digital revolution.

Our research has improved over the triennium. Deakin is now clearly ranked in the top three per cent of the three major ranking systems. Deakin is one of few universities to focus on manufacturing research and its carbon fibre research has captured the attention of automotive and aeronautical manufacturing globally. The ambitious Australian Future Fibres Research and Innovation Centre (AFFRIC) which contains the world standard Carbon Nexus is now on stream. Deakin celebrated 20 years in India in 2014 and its long standing India Research Initiative is bridging the gap between industry and academia through industry relevant research focused areas such as composite materials, food security and biotech applications.

Deakin is renowned for developing award-winning partnerships with industry, governments, communities, professional associations and other education providers. This was endorsed in 2014 when the University received the Premier's Award for International Education Provider of the Year 2014. Deakin was also named Victoria's leading education and training provider in the 2014 Victorian Governor's Export Awards.

Building on successes across Australia, Deakin's alliances now spread to over thirty countries. Deakin's alumni networks also stretch across the globe with approximately 52 000 international student alumni from 106 countries.

BUILDING ON OUR SUCCESS IN A DIGITAL WORLD

During the second triennium of LIVE the future 2020 we will build on our success as we further drive the digital frontier.

Through *LIVE the future*, Deakin will continue to remain true to its founding goals:

1. to develop lasting and mutually beneficial relationships with rural and regional communities, in particular those in Geelong and Western Victoria
2. to offer an educational experience which will widen participation and support students from diverse backgrounds.

These important aims continue to be core to the future of Deakin University. However in a world where excellence and new ideas are available at the touch of a button, we will ensure that engagement and innovation ‘anywhere’ and ‘everywhere we are’ is grounded in all aspects of Deakin life – its teaching, its research and its enterprise – to enable our students and staff to thrive and to excel.

LIVE the future Agenda 2020 describes the broad strategic directions that will be pursued over the remainder of this decade. It seeks to enhance Deakin’s contemporary approach as well as its strong reputation of service to its communities, by developing a distinctive and relevant place in Australia’s university landscape at the frontier of the new economies of the 21st Century.

A cascading architecture describes Deakin’s strategic aspirations in *LIVE the future*.

1. Deakin Offer (vision and mission)
2. Deakin Promise (goals)
3. Deakin Personality (characteristics)
4. Deakin Response (directions)
5. Deakin Tracks (performance measures)

LIVE the future is:

- outward focused and informed by data and analysis of global trends
- underpinned by a consolidated business plan
- monitored through agreed performance measures
- responsive to the fast changing global environment and to the diverse needs of the communities Deakin serves.

THE DEAKIN OFFER

The Deakin vision and mission for its students, staff, alumni, partners and friends is:

Deakin University offers you a personalised experience with premium digital engagement, creating the power and opportunities to live in a connected and evolving world.

Deakin will be Australia’s premier university in driving the digital frontier – to enable globally connected education for the jobs of the future, and research that makes a difference to the communities we serve.

THE DEAKIN PROMISE

Informed by its Australian and Victorian context and engaged locally in the communities it serves, Deakin will continue to advance:

- **Learning** – offer a brilliant education where you are and where you want to go
- **Ideas** – make a difference through world-class innovation and research
- **Value** – strengthen our communities, enable our partners and enhance our enterprise
- **Experience** – delight our students, our staff, our alumni and our friends.

These four important and interconnecting elements make up the Deakin Promise. The initial letters of the four elements spell the acronym ‘LIVE’.

Deakin University recognises the importance of formal accountability mechanisms – the Deakin Tracks.

THE DEAKIN RESPONSE

Deakin will advance its strategic agenda through four integrated responses for each of the four elements of the Deakin Promise – Learning, Ideas, Value and Experience.



LEARNING

Offer a brilliant education where you are – and where you want to go

- L1 Provide premium cloud and located learning
- L2 Deliver global and connected education
- L3 Welcome, support and retain committed and capable learners
- L4 Empower learners for the jobs and skills of the future.

WHAT WILL THIS MEAN FOR DEAKIN?

With a global perspective and a broader, more cohesive and inclusive curriculum, Deakin students develop the awareness, contacts and skills to adapt to an ever changing work place and world – the jobs and skills of the future.

Capitalising on the new technologies, Deakin delivers responsive programs wherever students are geographically (at home, on campus, in the community, at the workplace, in Australia or elsewhere); wherever students are in their learning preparedness; and wherever students are in their career trajectory and life stage.

Deakin provides accessible, media-rich, interactive and relevant educational experiences designed for excellent learning outcomes and optimum employability. Deakin programs incorporate the best that Deakin has to offer together with excellent external resources available from around the world.

Deakin renews its strong commitment to Indigenous education and to equity, improving access and support for students who would not otherwise enjoy the benefits that flow from higher education, so that they can achieve their full potential.

LEARNING TRACKS: By 2020 Deakin will know it is succeeding by measuring outcomes in:

1. Premium enhanced courses	1st in Victoria and top 5 in Australia for Overall Satisfaction with their learning experience
2. Global and connected learning experiences	1st for Graduate Attributes and access to global mobility
3. Student success	1st in Victoria for success
4. Graduate employment and further study	1st in Victoria for employment.



IDEAS

Make a difference through world-class innovation and research

Deakin will advance this Promise through an integrated Response:

- I1 Grow research capability, depth and quality
- I2 Develop targeted commercial research partnerships
- I3 Develop a strategic international research footprint.

WHAT WILL THIS MEAN FOR DEAKIN?

Deakin research and innovation informs learning and teaching, strengthening the evidence base of learning and stimulating discussion, debate and the dissemination of ideas.

By utilising its industry, government and institutional networks, Deakin strives to become one of Australia's leading universities in its entrepreneurial approach to applying these ideas to improve our state, our nation and our world.

By continuing to recruit the best and brightest, Deakin's strategic research focus develops and nurtures those areas where we are the world's best, strengthening the learning/research nexus and the link between knowledge transfer, policy and practice.

Deakin is expanding its international research footprint. It fosters a platform for research collaboration, both located and cloud, in areas of global significance and Deakin expertise with leading groups in Asia, Europe and North America.

IDEAS TRACKS: By 2020 Deakin will know it is succeeding by measuring outcomes in:

1. Research capability	Top 3 in Victoria (no. of co-authored international publications; no. of significant international partnerships; international HDR EFTSL)
2. Innovation impact	Top 3 in Victoria (value of funded research partnerships executed; number of patents held, royalty streams and licences granted)
3. Research outputs	Top 3 in Victoria (research income; percentage rating above ERA world standard; HDR enrolments/completions). Top 300 in the world (ARWU).



VALUE

Strengthen our communities, enable our partners and enhance our enterprise

Deakin will continue to advance this Promise through an integrated Response:

- V1 Create innovative environments both located and in the cloud
- V2 Build employee capacity, capability and productivity
- V3 Progress a sustainable and competitive enterprise.

WHAT WILL THIS MEAN FOR DEAKIN?

Deakin contributes to the cultural, social and economic life of each of its communities. Through its network of partnerships, Deakin strives to add value by enhancing the enterprises of communities, industry and government for public and private benefit – both in our region and globally. Building on its existing strengths, and through the creation of innovative new partnership platforms, Deakin provides sector leading programs that add value through the creation and use of Deakin’s intellectual, human, physical, electronic and financial capital.

We add value to our own University community by providing the right mix and availability of physical spaces, resources and

technological processes and systems. Deakin is committed to recruiting and retaining a workforce of the highest calibre, with a workplace culture that fosters and supports excellence in teaching, research and administration. Deakin strives to be a ‘Green Star Education’ enterprise, integrating environmental sustainability principles into all of its operations, policies and activities.

As a financially responsible enterprise, Deakin is committed to sustained improvement, managing its assets and resources in a disciplined way and supporting continued investment to achieve the University’s strategic goals.

VALUE TRACKS: By 2020 Deakin will know it is succeeding by measuring the value of its contribution in:

1. ICT and Infrastructure initiatives that meet Deakin needs	Acknowledged excellence of the Deakin Digital ecosystem and efficient, effective and contemporary infrastructure
2. Workforce productivity	Improving (labour cost per EFTSL; turnover during first six months of employment; per cent of academics with a PhD)
3. Resource utilisation	Improving profitability and productivity measures (underlying surplus; growth in student numbers; increase in international student numbers).



EXPERIENCE

Delight our students, our staff, our alumni and our friends

Deakin will continue to advance this Promise through an integrated Response:

- E1 Deliver support services to enable success and enrich the learning, living and social experience for students
- E2 Deliver services, resources and facilities to enable an engaged, inclusive, productive and satisfied University community
- E3 Strengthen connections with, and add value to governments, industry, alumni and the communities that Deakin serves.

WHAT WILL THIS MEAN FOR DEAKIN?

Integral to *LIVE the future* is the goal of nurturing the personal development and wellbeing of its students and staff – to foster a vibrant and inclusive culture which crosses discipline and organisational boundaries.

Building on its base of strong student satisfaction, Deakin provides a global and enriching experience for students and other members of the Deakin community through leading edge technologies, communications and environments. Through these innovations, services for students and staff will become more responsive, customer-focused and mostly available 24/7. Recognising that experience influences one’s whole life, Deakin encourages students to develop a lifelong relationship with their University from undergraduate to graduate to alumni to friend to partner.

Deakin is committed to principles of equity and inclusion. For example in addressing the ‘digital divide’, Deakin ensures diverse student cohorts are supported to take advantage of cloud and located learning opportunities in a global context.

The active engagement of Deakin’s quality workforce of excellent, diverse and committed academic and professional staff is also critical. Responding to a fast evolving sector and changing student and workforce needs, Deakin invests to ensure its staff are supported to develop the flexibility, skills and experience they need to meet the challenges of an increasingly digital and global workplace. This is particularly important in the shift to build premium digitally enhanced learning spaces in the cloud, on campus and in Deakin’s learning centres.

EXPERIENCE TRACKS: By 2020 Deakin will know it is succeeding by measuring outcomes in:

1. Student engagement	Participation numbers in mobility tours, student clubs and other activities
2. Staff and student satisfaction	1st in Victoria (staff and student satisfaction surveys)
3. External engagement	1st in Victoria industry and community engagement (annual community sentiment survey; alumni engagement).

DRIVING THE DIGITAL FRONTIER

Deakin will harness the power, opportunity and reach of the digital world in all that it does



DRIVING THE DIGITAL FRONTIER IN LEARNING AND TEACHING

Learning at Deakin continues to be contemporary and engaging. Assessment is being re-designed to improve students' ability to provide evidence of their achievement of key capabilities expressed at Deakin's Graduate learning outcomes. In addition to discipline knowledge, learning outcomes include communication, teamwork, critical thinking, digital literacy, problem-solving and global citizenship.

'Cloud learning' is Deakin's term for harnessing the possibilities of new and emerging technologies to provide highly connected and visual, media-rich, interactive learning experiences wherever our students are located. Few students today are either solely 'on-campus' with no access to the cloud, or solely 'off-campus' simply receiving and absorbing learning resources online. When students visit a University campus or a learning centre, they want technology-rich learning spaces with ubiquitous Wi-Fi. When students access cloud learning from home, they expect personalised, interactive and seamless single sign on access – 'just in time and just for me'. DeakinSync is a comprehensive and integrated communication, collaboration learning platform, enabling students to video conference with peers and lecturers, work collaboratively on documents, book a computer on campus or even order a coffee from the café!

Deakin's partnership with cognitive computer IBM Watson is a world-first for the sector and provides personalised advice to students 24/7 365 days a year. IBM Watson will give Deakin new

ways of collecting information, enabling us to better understand the student experience and thereby improve the quality of student learning outcomes.

Deakin launched its first Massive Open Online Course (MOOC) in 2013, developing its own open learning space. The MOOC development has informed Deakin's redesign of its learning management system, ensuring that the online classroom environment is visually engaging, collaborative and connected, and enabling all students to create and curate evidence of learning for employability. Deakin believes the education-skills nexus has never been more important and that Work Integrated Learning (WIL) opportunities have a critical place in preparing students for 21st century life and careers. Deakin staff are working with key industry and community leaders to ensure Deakin graduates are work-ready and able to respond to changing workforce needs. Increasing WIL opportunities locally, nationally and internationally is a core part of Deakin's *LIVE the future* strategy.

A connected and vibrant 'campus' life remains a core element of the Deakin student experience – at our Cloud Campus, at Burwood, Geelong and Warrnambool, at our Learning Centres, and wherever our students learn in workplaces, hospitals, schools and overseas programs.

DRIVING THE DIGITAL FRONTIER IN RESEARCH AND INNOVATION

The internet has had a profound impact on the way ideas are formed and knowledge is created, used and communicated. Through *LIVE the future*, Deakin is developing information, multi-media and technology infrastructures, providing a catalyst for research collaboration nationally and internationally. For example the Humanities Networked Infrastructure (HUNI) which is Australia's

largest humanities and creative arts database and is continuously enriched through crowdsourcing. Deakin was the first Australian university to make use of crowdfunding to fund small high impact research projects, engaging our communities in research that matters to them.

DEAKIN OFFER

Deakin University offers you a personalised experience, with premium digital engagement creating the power and opportunities to live in a connected and evolving world.

Deakin will be Australia's premier university in driving the digital frontier to enable globally connected education for the jobs of the future, and research that makes a difference to the communities we serve.

LIVE THE FUTURE – THE DEAKIN PLAN

Deakin Promise As a globally joined university, engaged locally and informed by its Australian context, Deakin promises to advance:

<p>LEARNING</p> <p>Offer a brilliant education where you are and where you want to go</p>	<p>IDEAS</p> <p>Make a difference through world-class innovation and research</p>	<p>VALUE</p> <p>Strengthen our communities, enable our partners and enhance our enterprise</p>	<p>EXPERIENCE</p> <p>Delight our students, our staff, our alumni and our friends</p>
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Deakin Response Deakin will achieve its Promise through an integrated Response:

<ol style="list-style-type: none"> 1. Provide premium cloud and located learning 2. Deliver global and connected education 3. Welcome, support and retain committed and capable learners 4. Empower learners for the jobs and skills of the future 	<ol style="list-style-type: none"> 1. Grow research capacity, depth and breadth 2. Develop targeted commercial research partnerships 3. Develop a strategic international research footprint 	<ol style="list-style-type: none"> 1. Create innovative environments both located and in the cloud 2. Build employee capacity, capability and productivity 3. Progress a sustainable and competitive enterprise 	<ol style="list-style-type: none"> 1. Deliver support services to enable success and enrich learning, living and social experience for students 2. Deliver services, resources and facilities to enable an engaged, inclusive, productive and satisfied University community 3. Strengthen connections with, and add value to governments, industry, alumni and the communities that Deakin serves
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Deakin Tracks Deakin will know it is succeeding by tracking:

<ol style="list-style-type: none"> 1. Student satisfaction with learning experience 2. Globally connected learning experiences 3. Student success and completions 4. Graduate employment outcomes and further study 	<ol style="list-style-type: none"> 1. Research capability 2. Innovation impact 3. Research outputs 	<ol style="list-style-type: none"> 1. ICT and Infrastructure projects that meet Deakin needs 2. Workforce Productivity 3. Resource utilisation 	<ol style="list-style-type: none"> 1. Student engagement and satisfaction 2. Staff engagement and satisfaction 3. External engagement and satisfaction
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Deakin Personality Through *LIVE the future* Deakin will be:

- Brave
- Accessible
- Inspiring
- Stylish
- Savvy

**MELBOURNE
BURWOOD CAMPUS**

221 Burwood Highway
Burwood Victoria

**GEELONG
WAURN PONDS CAMPUS**

Pigdons Road
Waurnd Ponds Victoria

**GEELONG
WATERFRONT CAMPUS**

1 Gheringhap Street
Geelong Victoria

**WARRNAMBOOL
CAMPUS**

Princes Highway
Warrnambool Victoria

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