LIVE
THE FUTURE
Agenda 2020
2014 edition
I am delighted to present our Strategic Plan LIVE the future to our students, our staff, alumni and the members of the communities we serve.

Deakin University’s family tree is an impressive one, involving a series of successful mergers with strong partners, each of whom 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 now in its fourth decade. Much has changed in Australia and in the higher education sector. We now live in a global, connected world with a digital economy influencing every aspect of our lives. Competition and accelerating expectations mean that students rightly expect a premium 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 now 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 seize the opportunities of the future, and move to the next level of excellence and relevance.
Deakin University is Australia’s ninth largest university. We have almost 47,000 students of whom approximately a fifth are international students from more than 100 countries and almost a third of our students 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 2012 the operating budget was $660 million and capital budget was $200 million.

Deakin University has four campuses, one in Melbourne’s eastern suburbs, two in the port city of Geelong just south of Melbourne, and one in Warrnambool on the south-west coast of Victoria. Each campus has a distinctive character, rich culture and a strong presence in the local community. In addition Deakin has a prestigious multipurpose facility in Melbourne’s CBD, a network of learning centres stretching across regional Victoria and international offices in India, China and Indonesia.

Deakin is a sector leader for student satisfaction, rated first in Victoria for three consecutive years (Australian Graduate Survey 2011, 2012 and 2013). 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 information technology in education while providing highly personalised experiences.

Advances in research have been a hallmark of Deakin’s success in recent years with impressive growth in quality, impact and income. In the Excellence in Research for Australia (ERA) national assessment Deakin had five disciplines rated ‘well above’ world standards (materials engineering, medical physiology, human movement and sport sciences, zoology) and two clusters rated ‘above’ world standards (engineering, medical and health sciences).

Deakin is renowned for developing award-winning partnerships with industry, governments, communities, professional associations and other education providers. Building on successes across Australia these alliances now spread to over thirty countries. Deakin’s alumni networks also stretch across the globe with approximately 50,500 members from over one hundred countries.
BUILDING ON OUR SUCCESS

LIVE the future builds on Deakin’s Strategic Plan 2008–2012: Developing Effective Partnerships.

Through LIVE the future, Deakin will 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 that is now globally connected and 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 focussed 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 borderless and personalised relationship, creating the power and opportunities to live the future in a new 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

As a globally joined university, informed by its Australian and Victorian context and engaged locally in the communities it serves, Deakin promises to advance:

Learning offer brilliant education where you are and where you want to go
Ideas make a difference through world-class innovation and research
Value enhance our enterprise, strengthen our communities and enable our partners
Experience delight our students, our alumni, our staff 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, and we know we can only manage that which we measure. so we will monitor progress through a set of strategic tracking indicators – 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 brilliant education where you are – and where you want to go.

Deakin will advance this Promise through an integrated response:

L1 Provide premium cloud and located learning
L2 Deliver globally 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 integrated and inclusive curriculum, Deakin students will 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 will deliver 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 will use located and cloud learning to provide accessible, media-rich, interactive and active educational experiences designed for excellent learning outcomes and optimum employability. They will incorporate the best that Deakin has to offer together with excellent external resources available from around the world.

Deakin will renew 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
2. Globally connected learning experiences
3. Student success
4. Graduate employment and further study
IDEAS

Make a difference through world-class innovation and research.

Deakin will advance this Promise through an integrated response:
L1 Grow research capability, depth and quality
L2 Develop targeted commercial research partnerships
L3 Develop a strategic international research footprint.

WHAT WILL THIS MEAN FOR DEAKIN?

Through LIVE the future research and innovation inform learning and teaching. Building on its success in pure and applied research and in scholarship and by utilising enhanced multimedia and technology, Deakin will create and share ideas.

By utilising its industry, government and institutional networks, Deakin will strive 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 will develop and nurture a few areas where we are the world’s best, strengthening the learning/research nexus and the link between knowledge transfer, policy and practice.

Deakin will expand its international research footprint. It will foster 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.

Through research-infused teaching and learning, Deakin will strengthen the evidence base of learning, stimulating discussion, innovation, debate and dissemination of ideas.

IDEAS TRACKS

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

1. Research capability
2. Innovation impact
3. Research outputs
VALUE

Enhance our enterprise, strengthen our communities and enable our partners.

Deakin will advance this Promise through an integrated response:

V1 Deliver services and support to enrich the learning, living and social experience for students
V2 Build employee capacity, capability and productivity
V3 Progress a sustainable and competitive enterprise.

WHAT WILL THIS MEAN FOR DEAKIN?

Through its network of partnerships, Deakin will strive 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 will provide sector leading programs that will add value through the creation and use of Deakin’s intellectual, human, physical, electronic and financial capital.

Deakin will add value to our own university community by providing the right mix and availability of physical spaces, resources and technological processes and systems. Deakin will strive 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 managing its assets and resources on a disciplined basis, and supporting continued investment in and improvement towards the University’s strategic goals.

VALUE TRACKS

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

1. Deliver ICT and infrastructure projects
2. Workforce productivity
3. Resource utilisation
Delight our students, our staff, our alumni and our friends.

Deakin will advance this Promise through an integrated response:
E1 Optimise our services and support to meet the prioritised needs of students
E2 Deliver services, resources and environments to enable an engaged, inclusive, productive and satisfied staff
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 will provide 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 will encourage students to develop a life-long relationship with Deakin 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 will ensure 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 will also be critical. Responding to a fast evolving sector and changing student and workforce needs, Deakin will invest 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 cloud learning experiences which is enhanced by located learning.

EXPERIENCE TRACKS

By 2020 Deakin will know it is succeeding by measuring outcomes in:
1. Student engagement
2. Staff and student satisfaction
3. External engagement
DRIVING THE DIGITAL FRONTIER

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

IN RESEARCH AND INNOVATION

The internet is widely used and readily accessible to hundreds of millions of people in most parts of the world. It has had a profound impact on the way ideas are formed and knowledge is created, used and communicated. Scientists, social researchers, engineers or medical practitioners are finding new ways of remotely accessing their instruments, tools and even patients to analyse, manipulate, diagnose and interpret data.

Good ideas remain the touchstone for all progress. But the ways in which ideas are developed, research is conducted and communicated are changing profoundly. Through LIVE the future, Deakin will build and support information, multi-media and technology infrastructures, providing a catalyst for furthering research collaboration nationally and internationally.

IN LEARNING AND TEACHING

Deakin will transform the learning experience by redesigning its programs for delivery through the ‘cloud’ in new, engaging, enriching and personalised ways. This means that all students – not just those who study away from the campus – will have the benefit of premium cloud learning experiences.

A vibrant ‘campus’ life will be a core part of the Deakin student experience, but it will extend beyond Deakin’s formal campuses at Burwood, Geelong and Warrnambool to include work places, hospitals, schools, fieldwork placements and overseas exchange programs.

Deakin staff will work with key industry and community leaders to ensure Deakin graduates are work-ready – able to respond to changing workforce needs and equipped with the intellectual firepower, capacity and skills that will prepare them for a future we can only begin to imagine.

All of Deakin’s learning will continue to be contemporary and engaging. Assessment will be re-designed to improve students’ ability to provide evidence of their achievement of key capabilities – essential badges for highly employable and successful graduates.

CLOUD LEARNING AT DEAKIN

Cloud learning is Deakin’s term for harnessing new and emerging technologies to provide highly visual, media-rich, interactive learning experiences wherever our students are located. It signals our intention to re-imagine assessment and learning experiences – both in the cloud or on campus or industry sites – as personalised and accessible in all time zones, enabling our students to access premium learning resources and work collaboratively with teachers, mentors, peers and potential employers, generating ideas and solving real-world problems in preparation for the jobs and skills of the future.

DRIVING THE DIGITAL FRONTIER
LIVE THE FUTURE – DEAKIN OFFER

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

LEARNING
Offer brilliant education where you are – and where you want to go.

IDEAS
Make a difference through world-class innovation and research.

VALUE
Enhance our enterprise, strengthen our communities and enable our partners.

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

Deakin Response  Deakin will achieve its Promise through integrated strategies:

1. Provide premium cloud and located learning
2. Deliver globally connected education
3. Welcome, support and retain committed and capable learners
4. Empower learners for the jobs and skills of the future

1. Grow research capacity, depth and quality
2. Develop targeted commercial research partnerships
3. Develop a strategic international research footprint

1. Create innovative environments both located and in the cloud
2. Build employee capacity, capability and productivity
3. Progress a sustainable and competitive enterprise

1. Optimise our services and support to meet the prioritised needs of students
2. Deliver services, resources and environments to enable an engaged, inclusive, productive and satisfied staff
3. Strengthen connections with, and add value to, governments, industry, alumni and the communities that Deakin serves

Deakin Tracks  Deakin will know it is succeeding by tracking:

• Premium enhanced courses
• Globally connected learning experiences
• Student success
• Graduate employment and further study

• Research capability
• Innovation impact
• Research outputs

• Deliver ICT and Infrastructure projects
• Workforce productivity
• Resource utilisation

• Student engagement
• Staff and student satisfaction
• External engagement

Deakin Personality  Through LIVE the future Deakin will be:

• Brave
• Accessible
• Inspiring
• Stylish
• Savvy

DEAKIN OFFER

Deakin University offers you a borderless and personalised relationship, creating the power and opportunities to live the future in a new 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.