

# LIVE THE FUTURE

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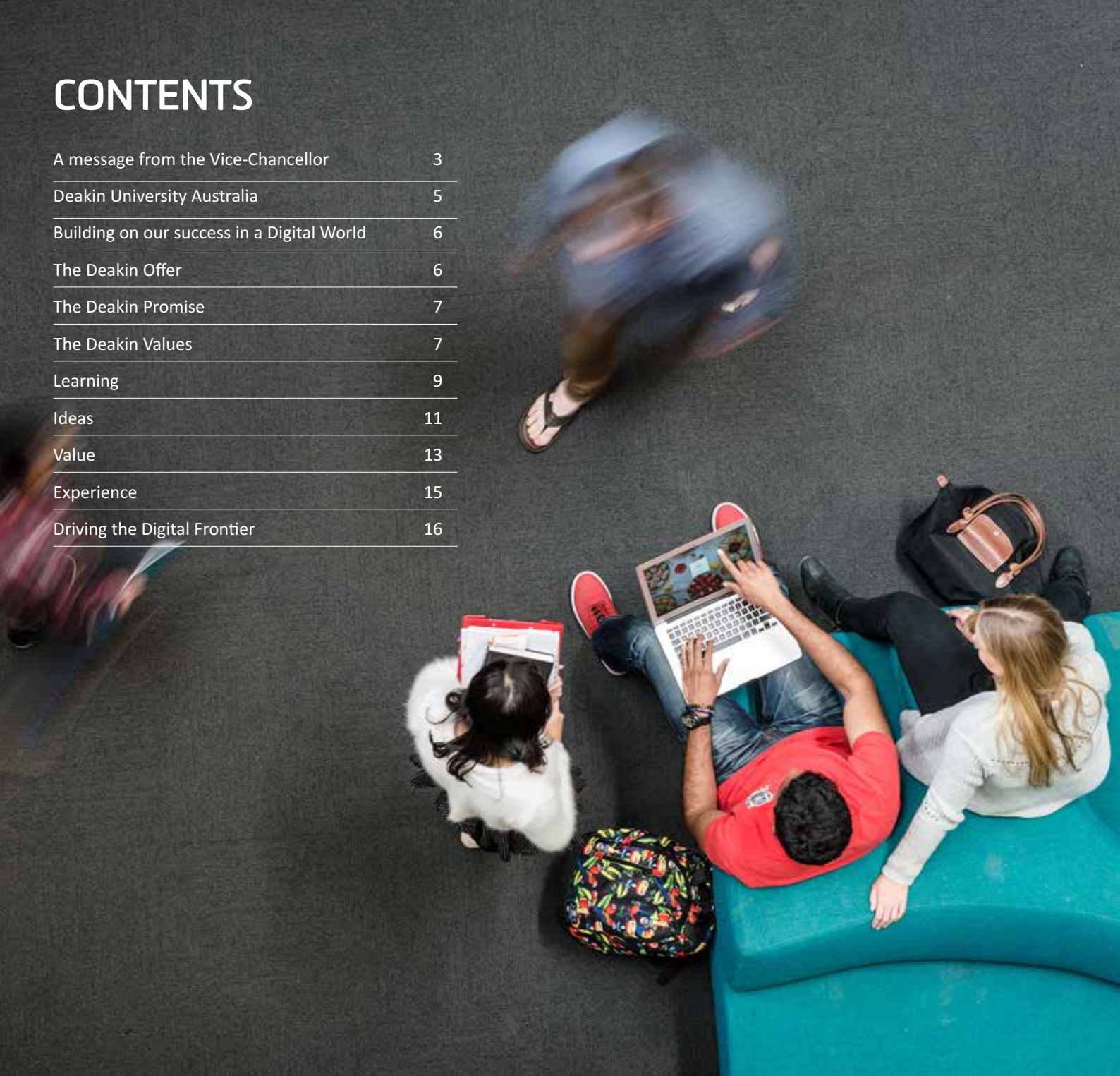
## Agenda 2020

2019-2020 edition



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# A MESSAGE FROM THE VICE-CHANCELLOR

I am honoured to have been chosen as Deakin's seventh Vice-Chancellor and to be leading a university that, by any measure, is a most successful one. I acknowledge the work and vision of the leaders who preceded me, the passion of our staff, the capabilities of our students and the affection of our alumni, our donors and the communities in which we sit.

Deakin's Strategic Plan *LIVE the future* was launched in 2011 under the leadership of Professor Jane den Hollander AO and its implementation has enabled Deakin's rise in size and reputation.

To put context to its success, Deakin continues to be first in Victoria (fifth in Australia) for learning satisfaction<sup>1</sup>, second in Australia for learning resources<sup>2</sup> and third in Australia for the employability of our graduates<sup>3</sup>. In the 2018 Excellence for Research in Australia 100% of Deakin research rated at or above world standard. The positive impact Deakin has on its communities is best evidenced in our headquarter city of Geelong where Deakin's Future Economy Precinct has led to the creation of over 1,000 jobs. Deakin remains in the top 2% of universities in the major international rankings<sup>4</sup>.

*LIVE the future* has underpinned the decisions that have shaped Deakin. It was designed to, and will, provide our strategic framework until the end of 2020.

In the next 6 to 8 months we will commence the development of a new strategic plan that will enable us to continue Deakin's ambitious strategy of addressing the challenges and opportunities of the future. Our thinking will focus on how we as a university, create a distinctive combination of our People, our Purpose and our Place, underpinned by the values that

drive our decisions and actions. We will look at how we best work with our communities – local, regional, State, national and global – to ensure that our core capabilities of education; research, innovation and knowledge transfer; and engagement and leadership make the greatest impact possible.

Deakin is an outstanding University and our new strategy will build on those elements that have seen us succeed – I look forward to working with colleagues across and beyond the university in shaping the next stage of our history.



**Professor Iain Martin**  
Vice-Chancellor



<sup>1</sup> Quality Indicators for Learning and Teaching (Graduate Outcomes Survey UA benchmark)

<sup>2</sup> Quality Indicators for Learning and Teaching (Student Experience Survey UA benchmark)

<sup>3</sup> Times Higher Education 2016 Employability rankings

<sup>4</sup> QS World Rankings; Academic Ranking of World Universities; Times HE rankings; Leiden Rankings 2017



# DEAKIN UNIVERSITY AUSTRALIA

Established in 1974, Deakin University was named after the leader of the Australian federation movement and the nation's second Prime Minister, Alfred Deakin. 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. Deakin today is still a young university with a reputation for being technologically adept and nimble, with a 'can do' approach much valued by its industry partners.

Deakin has five campuses, one in Melbourne's eastern suburbs, two in the port city of Geelong and one in Warrnambool on the south-west coast of Victoria. Deakin's fastest growing campus is in the Cloud where over 15,000 students study predominantly online. Deakin has international offices in South Asia, China, Indonesia, Sri Lanka and Latin America, Europe, Malaysia, Vietnam, Pakistan and Singapore. Deakin's four faculties offer courses across the arts, science, sport, nutrition, architecture, business, law, medicine, optometry, engineering, nursing, allied health, psychology and teaching. With over 61,000 students, Deakin has almost 13,000 international students and its English language Institute (DUELI) is the second largest university English language centre in Australia.

*LIVE the future* builds on Deakin's tradition and reputation for being flexible, accessible and friendly. Deakin is justly proud of its inclusive and student-focused culture and its reputation for using innovative digital solutions to provide an engaging, premium learning experience. Deakin is committed to lifelong learning, providing students with choices about how, when and where learning occurs. Almost a quarter of Deakin's students study wholly in the Cloud;

however, all students, regardless of their campus or mode of study, benefit from our award-winning digital environment. Deakin has partnered with *FutureLearn* to offer full degrees online and short free open courses through *FutureLearn's* global platform, a learning environment designed for social learning and engagement. Deakin has programs in place to encourage student participation in globally connected study, developing important strengths in cross-cultural understanding. Employability continues to be a core focus for Deakin, with assessable curriculum and extramural programs to improve employment outcomes for students and strengthen engagement with industry.

As a Victorian university with a global impact, Deakin is translating its research into the commercial outcomes that will drive the innovation Australia's economy needs now and into the future. Research at Deakin focusses on innovation and robust partnerships with industry and business and it is building a formidable international reputation in areas of emerging national social, economic and political priority in its core areas of health, carbon fibre, energy and cyber security. Deakin has integrated its research growth plan into its overall strategy of service, developing its base in advanced manufacturing, which is vital for the Geelong community and Information technology, which is strong in the surrounds of its Melbourne campus.

Deakin's growing reputation is reflected in its rapid rise in international rankings; Deakin ranks in the top 1.1% per cent of the world's universities in the prestigious Academic Ranking of World Universities (ARWU 2018). The Deakin alumni community, now in excess of 250,000 graduates, is the most important evidence of Deakin's excellence.

# BUILDING ON OUR SUCCESS IN A DIGITAL WORLD

During the third triennium of *LIVE the future Agenda 2020* we will build on our success as we continue to drive the digital frontier

*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)

Deakin has two Guiding Plans (*Student Learning Experience and Research*) and five Enabling Plans (*Globalisation, Community Engagement, Workforce Management, Digital and Capital Infrastructure*). The *LIVE Implementation Plan* details the strategies and actions to achieve the *LIVE the future* goals and provides the template for monitoring progress. The planning architecture is underpinned by *Deakin's Financial Plan*.

*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:

- we offer a personalised experience with premium digital engagement, creating the power and opportunities to live in a connected and evolving world.
- we aim to 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 contexts 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** – 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 elements spell the acronym 'LIVE'.

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

# THE DEAKIN VALUES

Our values are enduring, informing who we are, what we believe in, how we behave and what we stand for as individuals and as a university community contributing to the public good.

## EXCELLENT

We will strive for excellence in all aspects of our work, taking pride in being the best we can be.

## ETHICAL

We will always conduct our business with the highest standard of professional behaviour and integrity.

## INCLUSIVE

We will value our diversity, embrace difference and nurture a connected, safe and respectful community.

## SUSTAINABLE

We will care about our shared future, integrating economic, environmental and social dimensions of sustainability in all we do.



# THE DEAKIN RESPONSE

Deakin will advance its strategic agenda through four integrated responses for each of the 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 globally connected education
- L3 Welcome, support and retain committed and capable learners
- L4 Empower learners for the jobs and skills of the future.

## WHAT DOES THIS MEAN FOR DEAKIN?

Deakin offers committed and capable students a brilliant education where they are and where they want to go to fulfil their personal and professional futures, particularly for the jobs and skills of the future. It includes rich human interaction and streamlined processes at all our campuses, including the Cloud Campus, from prospective student and enquiry, to enrolled student engaged in learning, to successful graduate.

Premium quality learning at Deakin means:

- Consistently high-quality, constructive and timely feedback on assessment
- High-production-value learning resources
- Engaged communities for learning or socialising, face-to-face on screen and onsite
- Proactive coaching and advice for all students
- Multiple ways and times for students to start or advance in their course
- Quality indicators evidenced by comprehensive analytics
- Unit teams which make optimal use of academic and professional staff time to support student success.

Deakin has a long standing and deep commitment to equity and inclusion and to providing opportunities for students from diverse backgrounds. Deakin also recognises the special place Aboriginal and Torres Strait Islanders have as the Original Peoples of Australia and is committed to improving the tertiary education outcomes of Aboriginal and Torres Strait Islander Peoples, recognising that all learning is enhanced through multiple ways of knowing and different cultural perspectives.

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

Premium enhanced courses	1st in Victoria and top 5 in Australia for Overall Satisfaction with the learning experience
Global and connected learning experiences	1st for Graduate Qualities and access to global mobility
Student Success	1st in Victoria for success
Graduate employment and further study	1st in Victoria for employment



# IDEAS

## Make a difference through world-class innovation and research

- L1 Grow research capability, depth and quality
- L2 Develop targeted commercial research partnerships
- L3 Develop a strategic international research footprint.

## WHAT DOES THIS MEAN FOR DEAKIN?

Deakin partners with industry, government and its institutional partners to make a difference through world-class research in four core areas:

- Improving health and wellbeing
- Designing smarter technologies
- Enabling a sustainable world
- Advancing society and culture.

As a local university with a global impact, Deakin aims to translate its research into the commercial outcomes which are relevant and meaningful to improving the future of its communities.

Deakin has made a substantial and continuing investment in its *Future Economy Precinct* in Geelong and some of Australia's, and the world's leading advanced manufacturers now call the Precinct home. The Precinct integrates Deakin's high level research capabilities with specialised research equipment and industrial scale infrastructure. Together with its partners, Deakin leverages end-to-end solutions

in areas of emerging national social, economic and political priority. The University's growing international profile is reflected both in its improved standing in all the major global rankings (213 in the Shanghai Jiao Tong ARWU ranking) and in its international partnerships, particularly in India and China. In 2017 Deakin launched the TERI-Deakin NanoBiotechnology Centre, further strengthening its long-standing relationship with India.

Deakin is actively encouraging the next generation of future researchers, including programs to increase the number of women in the sciences. Deakin's innovative PhD-Xtra program emphasises the preparation of students as discipline experts who can interact with their community and apply research thinking to real world issues. Research training programs prepare Higher Degree Research (HDR) students for a broad range of career opportunities, early career researchers for productive careers and supervisors for 'best practice' supervision.

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

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



# VALUE

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

- 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 DOES THIS MEAN FOR DEAKIN?

Through its network of partnerships with community, industry and government, Deakin strives to add value by contributing to the social, economic and business life of each of its communities.

Deakin adds value to its own community by providing the right mix of physical spaces, resources and technological systems and processes. Innovation in digital technologies continues to be one of Deakin's key strengths, providing innovative and personalised learning environments which are effective, secure, supported and integrated.

Deakin is committed to recruiting and retaining a workforce of the highest calibre, and fosters a workplace culture that celebrates diversity and supports excellence in teaching, research, and administration.

Deakin is focussed on embedding sustainability in all aspects of its organisation, reducing environmental impact, maintaining its financial viability and promoting the social aspects of sustainability whilst nurturing and enabling the future leaders of our world. As a financially responsible institution Deakin is committed to sustained improvement and to continued investment to achieve our strategic goals.

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

ICT and Infrastructure initiatives that meet Deakin needs	Acknowledged excellence of the Deakin digital ecosystem and efficient, effective and contemporary infrastructure
Workforce productivity	Improving workforce productivity (labour cost per EFTSL; turnover during first six months of employment; per cent of academics with a PhD)
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

- E1** Optimise our services and support to meet the prioritised needs of students
- E2** Deliver services, resources and facilities 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 DOES THIS MEAN FOR DEAKIN?

The goal of nurturing the personal development and wellbeing of its students and staff is fundamental to Deakin. Deakin is committed to being an inclusive and culturally safe learning environment that values, supports and benefits from the diversity of its communities. Each of its campuses, including the Cloud Campus, is designed to provide vibrant, dynamic spaces for students to think, to discuss, to share great ideas and to learn.

We have a 'one-Deakin' approach to planning, program design and service delivery, evidence-based and with a focus on personalisation, agility and innovation. Deakin invests to ensure its staff are supported to develop the flexibility, skills and experience they need to meet the challenges of disruptive change in the workplace.

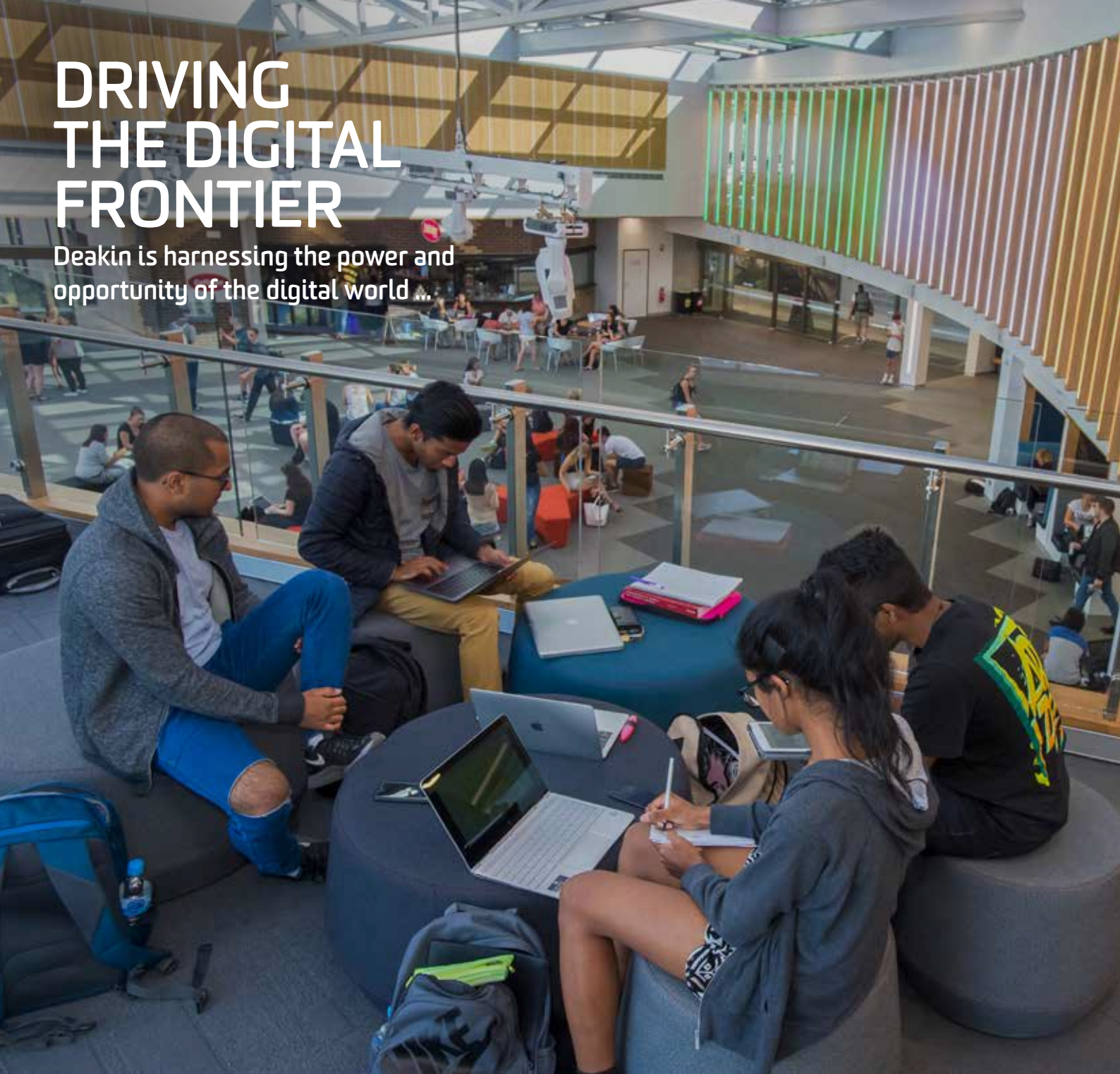
Recognising that experience influences one's whole life, Deakin encourages students to develop a lifelong relationship with their University, from undergraduate to graduate to alumni to friend to partner. We acknowledge that our alumni are our most effective ambassadors and the best evidence of our success. Deakin continues to strengthen its connections with government, industry and alumni, making a significant contribution to the intellectual, social and economic life of each of the communities we serve.

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

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

# DRIVING THE DIGITAL FRONTIER

Deakin is harnessing the power and  
opportunity of the digital world ...





# LEARNING

Our partnership with *FutureLearn*, one of the world's largest global open learning platforms is triggering a shift in the quality, profile and scale of Deakin's Cloud Campus courses.

*Deakin students use self-directed modules on academic integrity and laboratory safety built on Smart Sparrow's adaptive learning platform.*

Deakin Hallmarks give students a digital employability credential that can be shared publically through social media and professional platforms like LinkedIn.

# IDEAS

Together with our partners the Australian Bureau of Statistics, we are harnessing the opportunities of Big Data to solve problems, reduce duplication, cut costs and glean new insights.

*Through our Centre for Cyber Security Research we are engaging with industry and government to develop innovative technologies and methods for securing cyberspace.*

Deakin's Centre for Pattern Recognition and Data Analytics is using pattern recognition and data driven models to solve problems in a diverse range of fields from health to industry.

# VALUE

Deakin Genie includes chatbots, AI, voice recognition and predictive analytics. It provides a new way for students to experience university and engage with learning.

*Using proximity information, electronic screens recognise students and can provide personalised advice. As students move about campus Deakin Scout triggers support services based on their location.*

Through the award-winning DeakinSync platform, students have access to everything they need to succeed at Deakin.

# EXPERIENCE

Social media plays a key role in Deakin's engagement with students and external communities. Deakin has over 300,000 followers on Facebook.

*Campus Compass is a way finding app designed and developed to help students, staff and visitors locate rooms and services and navigate Deakin campuses.*

Regardless of campus or location, all students benefit from Deakin's award-winning technology-rich digital environment.

# LIVE THE FUTURE

## Agenda 2020

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

**Deakin Strategies** 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 capability, depth and quality
2. Develop targeted commercial research partnerships
3. Develop a strategic international research footprint

**Deakin Tracks** Deakin will know it is succeeding by tracking:

1. Premium enhanced courses
2. Global and connected learning experiences
3. Student success
4. Graduate employment and further study

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

**Deakin Personality** Through *LIVE the future* Deakin will be:

\* BRAVE

\* ACCESSIBLE

\* Inspiring

## DEAKIN OFFER

The Deakin Offer: Deakin University offers you a personalised experience, creating the power and opportunities to live in an evolving connected 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.

### VALUE

**STRENGTHEN OUR COMMUNITIES, ENABLE OUR PARTNERS  
AND ENHANCE OUR ENTERPRISE**

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

1. ICT and Infrastructure projects that meet Deakin needs
2. Workforce productivity
3. Resource utilisation

\* STYLISH

### EXPERIENCE

**DELIGHT OUR STUDENTS, OUR STAFF,  
OUR ALUMNI AND OUR FRIENDS**

1. Optimise our services and support to meet the prioritised needs of students
2. Deliver services, resources and facilities 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

1. Student engagement
2. Staff and student satisfaction
3. External engagement

\* SAVVY

## MELBOURNE BURWOOD CAMPUS

221 Burwood Highway  
Burwood Victoria

## GEELONG WAURN PONDS CAMPUS

75 Pigdons Road  
Waurm Ponds Victoria

## GEELONG WATERFRONT CAMPUS

1 Gheringhap Street  
Geelong Victoria

## WARRNAMBOOL CAMPUS

Princes Highway  
Warrnambool Victoria

**deakin.edu.au**

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