

LIVE THE FUTURE

Agenda 2020

2017-2020 edition



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A MESSAGE FROM THE VICE- CHANCELLOR

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

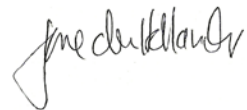
Deakin's *LIVE the future* strategy has served us well. External validation indicates that we continue to be first in Victoria (fifth in Australia) for learning satisfaction, second in Australia for learning resources and we are ranked third in Australia for the employability of our graduates. We are the first university globally to offer full degrees on the FutureLearn platform, growing and transforming our Cloud Campus and triggering a significant shift in quality, profile and scale. We have been a catalyst for change in our 'home town' of Geelong; in just five years, the Future Economy Precinct at Deakin's Waurin Ponds campus has led to the creation of over 1,000 jobs. We have made significant advances in all the major international research rankings placing Deakin in the top 2% of universities in the world. Deakin has responded nimbly to new realities and new contexts, making a significant contribution to the intellectual, social and economic life of each of its communities and strengthening its connections with government, industry and its alumni. And through all of this we have maintained a focus on access and inclusion for those who wish to study with us, most particularly from regional Australia.

Our history, particularly the past five years informs our future. And we know to be excellent in higher education in the middle of the 21st century means providing contemporary and relevant education for our students and world-class research that will make a difference to our communities. It is therefore important to define and distinguish Deakin, continuously renewing and improving ourselves while maintaining the excellence to which we have long been committed.

Over the next triennium we will continue to plan, adapt and respond to a future in a fast moving higher education landscape; universities globally are under pressure from cuts to funding, demands for relevance and rankings, and the need to meet expectations of a labour market which is undergoing rapid transformation. Our communities count on us for our expertise, our research and to prepare the next generation of leaders.

Australia's 7th largest university, Deakin has a core role to play in driving Australia's productivity and competitiveness. We aim to provide the skilled graduates our economy will need, developing the capacity of our students to thrive in a complex and rapidly changing world and ensuring they have both deep discipline knowledge, and the less tangible 'soft' skills associated with an entrepreneurial mindset. We are in the innovation business, and innovation for Deakin means new industry and the creation of new high wage jobs for the communities we serve. Our students, our industry partners and our Governments are right to expect excellence and a clear return on their investment in us.

LIVE the future 2020: 2017 – 2020 triennium provides us with a framework which differentiates Deakin and which provides a blueprint for our continued success.



Jane den Hollander AO
Vice-Chancellor



¹ Quality Indicators for Learning and Teaching (Graduate Outcomes) ² Quality Indicators for Learning and Teaching (Student Engagement) ³ Times Higher Education 2016 Employability rankings

⁴ 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 13,000 students study predominantly online. Deakin has international offices in South Asia, China, Indonesia, Sri Lanka and Latin America. 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 56,000 students. Deakin has over 10,000 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 2 per cent of the world's universities in each of the major rankings. The Deakin alumni community, now in excess of 230,000 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 the *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

- I1 Grow research capability, depth and quality
- I2 Develop targeted commercial research partnerships
- I3 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 and 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 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 Create innovative learning environments both located and in the cloud
- 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	First in Victoria (staff and student satisfaction surveys)
External engagement	First 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.

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

LEARNING	IDEAS
OFFER A BRILLIANT EDUCATION WHERE YOU ARE AND WHERE YOU WANT TO GO	MAKE A DIFFERENCE THROUGH WORLD-CLASS INNOVATION AND RESEARCH

Deakin Strategies Deakin will achieve its Promise through integrated strategies:

<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Grow research capability, depth and quality 2. Develop targeted commercial research partnerships 3. Develop a strategic international research footprint
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Deakin Tracks Deakin will know it is succeeding by tracking:

<ol style="list-style-type: none"> 1. Premium enhanced courses 2. Global and connected learning experiences 3. Student success 4. Graduate employment and further study 	<ol style="list-style-type: none"> 1. Research capability 2. Innovation impact 3. Research outputs
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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		EXPERIENCE	
STRENGTHEN OUR COMMUNITIES, ENABLE OUR PARTNERS AND ENHANCE OUR ENTERPRISE		DELIGHT OUR STUDENTS, OUR STAFF, OUR ALUMNI AND OUR FRIENDS	
<div><div>1.</div><div>Create innovative learning environments both located and in the cloud</div></div> <div><div>2.</div><div>Build employee capacity, capability and productivity</div></div> <div><div>3.</div><div>Progress a sustainable and competitive enterprise</div></div>		<div><div>1.</div><div>Optimise our services and support to meet the prioritised needs of students</div></div> <div><div>2.</div><div>Deliver services, resources and facilities to enable an engaged, inclusive, productive and satisfied staff</div></div> <div><div>3.</div><div>Strengthen connections with, and add value to governments, industry, alumni and the communities that Deakin serves</div></div>	
<div><div>1.</div><div>ICT and Infrastructure projects that meet Deakin needs</div></div> <div><div>2.</div><div>Workforce productivity</div></div> <div><div>3.</div><div>Resource utilisation</div></div>		<div><div>1.</div><div>Student engagement</div></div> <div><div>2.</div><div>Staff and student satisfaction</div></div> <div><div>3.</div><div>External engagement</div></div>	
* STYLISH		* SAVVY	

MELBOURNE BURWOOD CAMPUS

221 Burwood Highway
Burwood Victoria

GEELONG WAURN PONDS CAMPUS

Pigdons Road
Waurun Ponds Victoria

GEELONG WATERFRONT CAMPUS

1 Gheringhap Street
Geelong Victoria

WARRNAMBOOL CAMPUS

Princes Highway
Warrnambool Victoria

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