

La Trobe University Strategic Plan 2008 – 2012

Statement of Purpose

La Trobe University will promote critical enquiry, advance and share knowledge, and support the practical application of knowledge for the benefit of all.

Vice-Chancellor's Introduction

La Trobe University has developed a proud reputation over the four decades since its establishment in 1964; a reputation built on the 135 year history of our antecedent organisations.

The Act of Parliament which established La Trobe University set out very clear objectives for the University:

To serve the community and in particular the citizens of Victoria –

- (i) by making knowledge available for the benefit of all; and
- (ii) by providing an institution in which all enrolled students will have the opportunity of fitting themselves for life as well as becoming learned in a particular branch or branches of learning; and
- (iii) to promote critical enquiry within the university and in the general community; and
- (iv) to aid by research and other means the advancement of knowledge and the pursuit of the benefits of its practical application.

From its inception La Trobe University has had a distinct mission: to serve the community through the relevance and inclusiveness of its research and teaching, and through the production of graduates who are rounded citizens as well as trained professionals.

The objectives enshrined in the La Trobe University Act are as relevant to the University now as they were in 1964. In fact the circumstances of today, which see governments, employers, communities and students all expecting universities to be actively engaged in socially and environmentally responsible and economically and culturally relevant activities, make these founding objectives even more apposite for the early 21st century than they were for the 1960s.

Yet the environment in which La Trobe University now operates is very different from that of the mid-1960s. The higher education sector is intensely competitive; universities in Australia and overseas are constantly attempting to increase their claim on a limited pool of financial resources, high calibre students and well-qualified staff. Students now bear a large part of the cost of their education, and rightly have high expectations of the educational experience that universities provide. Employers seek graduates with a stronger set of work-related attributes. Academic staff are expected to teach more students in larger classes, and universities must embrace much more onerous compliance requirements relating to quality, ethics and governance.

This Strategic Plan maps out a pathway for La Trobe University to follow over the next five years so that we can respond to and benefit from this changing environment.

The University has the following defining attributes:

- A broad academic profile encompassing professional, vocational, clinical and traditional programs of education, study and research.
- The pursuit of pure and applied research.
- Student-focussed learning programs.
- International exchange and co-operation.
- The provision of university programs in regional Victoria.
- Effective links with industry, the professions and many communities of interest and of place.

These characteristics provide a strong foundation for the development of the University. However, we must recognise that all aspects of our current activities – academic and administrative – will need to be reviewed, and in some cases changed, in order to benefit from the opportunities that lie ahead.

In planning for the future, whether by building on existing strengths, changing current practices, or embarking on new initiatives, La Trobe University will be guided by the core values of:

Responsibility; Relevance; Critical enquiry; Integrity; Participation, and; Excellence.

I encourage all members and supporters of La Trobe University to read this Strategic Plan, to commit to its broad objectives, and to find individual and collective ways of participating in and contributing to our continued growth and development.

Professor Paul Johnson
Vice-Chancellor & President

The La Trobe University Strategic Plan – Structure

Institutional Purpose	La Trobe University will promote critical enquiry, advance and share knowledge, and support the practical application of knowledge for the benefit of all.
	CORE FUNCTIONS
Priorities	<p>Teaching and Learning</p> <ul style="list-style-type: none"> • Develop attractive, sustainable, high quality and relevant teaching programs. • Improve the quality of student learning through improved teaching practices. • Develop a coherent and structured approach to maximising student engagement and enrichment. • Improve access, participation, retention and progression of students, particularly those from DEEWR designated equity groups and ATSI students. <p>Research</p> <ul style="list-style-type: none"> • Expand research quality and impact. • Increase the number of research publications and amount of research income. • Increase the number of students undertaking and completing research higher degrees. • Establish targeted cross-faculty research institutes. <p>International Engagement</p> <ul style="list-style-type: none"> • Increase the number, quality and diversity in the international student body. • Increase the relevance of cost effective and strategically aligned offshore teaching and research partnerships. • Foster an enriching student experience for onshore international students as an integral part of the University student engagement strategy. • Stimulate international awareness in students and staff through curriculum development, student and staff mobility and multifaceted engagement of international students. • Improve the efficiency and effectiveness of the University's international marketing programs. <p>Community and Regional Engagement</p> <ul style="list-style-type: none"> • Strengthen the organisational structure linking all campuses to build a strong sense of shared identity within the University. • Identify courses that are sustainable and relevant, meeting community workforce, social and/or cultural needs. • Consult with our communities to identify regional needs and aspirations especially through Community/Regional Advisory Boards. • Create educational pathways for life-long learning in our communities through enabling programs, regional bonuses and enhanced relationships with local secondary and TAFE providers. • Use our research strengths to contribute to the knowledge and understanding of environmental, economic and social transformations occurring in regional Australia.

	ENABLING FUNCTIONS
Priorities	Staff <ul style="list-style-type: none"> • Increase the professional development opportunities available to staff, consistent with the core function priorities of the University. • Improve the recruitment of high quality staff and align recruitment to the core function priorities of the University. • Develop career and promotion pathways that value academic staff who are teaching-focussed. • Develop a strong service culture across all levels of the institution. • Improve performance appraisal.
	Organisation <ul style="list-style-type: none"> • Develop effective and efficient organisational structures. • Develop effective and efficient business processes. • Develop a strong service culture across all levels of the institution.
	Infrastructure <ul style="list-style-type: none"> • Complete Master Plans for all campuses. • Develop a sustainable capital funding strategy. • Commence the implementation of the capital works targeted at supporting key University priorities.
	Marketing and Communications <ul style="list-style-type: none"> • Support the University meet domestic student load targets. • Develop strong brand recognition and a positive reputation • Strengthen the integration of marketing and communication activity. • Increase and diversify the territories from which we attract students. • Develop strong and lasting relationships with alumni. • Develop effective ways to engage with prospective students about the university and its programs.
	Resources <ul style="list-style-type: none"> • Increase the proportion of total revenue devoted to supporting the core strategic priorities of learning and teaching and research. • Maximise revenue from commercial activities, philanthropic and other sources.

Institutional Values

The values of La Trobe University guide our research, scholarship, teaching and organisational practices, and we commit to them:

Responsibility

- Social justice, equal opportunity, cultural diversity and environmental sustainability;

Relevance

- Education as a lifelong and interactive experience that produces responsible global citizens;

Critical enquiry

- Freedom of expression, rigorous enquiry, and dialogue with the society at large;

Integrity

- Adherence to the highest ethical standards and mutual respect;

Participation

- Active involvement of staff and students in decision-making processes that are transparent and effective;

Excellence

- Commitment to high quality, high impact teaching and research.

La Trobe and the Changing Operating Context

The higher education environment in Australia is undergoing significant change. Since the 1980s there has been a steady decline in Federal funding on a per student basis. Additional resources are available but they are being targeted and are the subject of competitive bidding by universities. In this system outcomes are influenced by external assessments of each university's track record and future potential for excellence in teaching and research. For La Trobe University to prosper under this funding regime it will need to focus its resources to ensure that it achieves excellent teaching, learning and research outcomes, and that it does so in an efficient and effective manner.

Not only is the Federal Government funding regime becoming increasingly competitive, but so too is the market for domestic and international students. Proposals about portable student scholarships and increasingly selective and changing student preferences will require the university sector to become more diverse, with each developing a suite of courses and research programs best suited to its strengths and communities.

A composite indicator of the status of a university among prospective students is the level of demand for undergraduate places. The ENTER score for individual courses is a key indicator and this is under pressure given changing patterns of student demand. La Trobe University needs to be vigilant in the management of each course to ensure its relevance and uniqueness in this competitive market.

International student enrolment is a key indicator of and contributor to the internationalisation and sustainability of university programs. The internationalisation of La Trobe recruitment should be considered in the context of escalating global competition between universities for students and the increased expectations of those students for high-quality education programs.

Student satisfaction, as measured by surveys such as the Course Experience Questionnaire, is also of increasing importance as it is subject to greater scrutiny by students and the Federal Government. Employer surveys are also important, and these indicate a need for new graduates to have a broader range of generic, employment-related skills. La Trobe needs to develop cross-cutting programs to enrich the student experience and further enhance generic skills, while also being vigilant about student attitudes to individual courses.

The relevance and strength of research provide a basis for universities to seek and win competitive research grants, and universities need to compete for funding based on their advantages in these areas. The performance of universities is able to be compared, as is the performance and contribution of academic and enabling staff. A culture of individual and collective accountability in research, teaching and service performance is an increasing trend embraced by and required of the sector.

Core Functions – Priorities 2008-2012

Excellence in Teaching and Learning

Teaching and Learning are fundamental to La Trobe's purpose as a higher education institution.

Over the planning period the University will:

- Develop attractive, sustainable, high quality and relevant teaching programs.
- Improve the quality of student learning through improved teaching practices.
- Develop a coherent and structured approach to maximising student engagement and enrichment.
- Improve access, participation, retention and progression of students, particularly those from DEEWR designated equity groups and ATSI students.

The University's undergraduate teaching programs will be reviewed, redesigned and revitalised to maximise opportunities for La Trobe University to be distinctive in the content, mode of delivery and relevance of its teaching and learning.

Excellent and relevant teaching will rely on individual and collective accountability for the development and delivery of teaching programs. Academic staff who excel in teaching will be resourced, rewarded and promoted for their performance and encouraged to further extend this strength. Students will be encouraged to contribute to program development through a transparent process of course evaluation.

Academic programs will be supplemented by a broad range of other student-centred activities in order to produce graduates with the employment and life skills and understanding needed to make a positive contribution to society at a local and global level. The University will establish and support a set of integrated programs for student enrichment and engagement in order to create a more fulfilling experience of university life. Effective engagement with our students will become a distinctive element of a La Trobe education, and will make the University a preferred destination for prospective students.

There is increasing domestic and international demand for graduate coursework programs, and all Faculties of the University will offer an appropriate range of programs. These programs will be shaped by, and will be responsive to, student, employer and community requirements.

There is a need for increased cross-disciplinary teaching and research, and models will be developed to enhance increased collaboration between disciplines and Faculties across the University.

Through its teaching and research La Trobe University will work to enrich and develop the economic, professional, social and cultural fabric of our metropolitan and regional communities. We will develop innovative ways of delivering high quality and sustainable higher education to regional students in a manner that responds to the knowledge and skills needed in these communities. This will be achieved through increased relevance of courses, partnership with TAFE institutes, and improved online learning.

Access to higher education is a key principle of equity and La Trobe will ensure that the targeted equity groups, particularly Aboriginal and Torres Strait Islander communities, will be assured fair access and the support needed to succeed.

To address our priorities the following outcomes will be achieved:

By 2010 each Faculty will:

- i) Meet its load and revenue targets for postgraduate coursework domestic and international students.
- ii) Have established course advisory committees where appropriate.
- iii) Develop and implement curriculum strategies for identifying and supporting students at risk of academic failure.

By 2012 each Faculty will:

- i) Ensure that every undergraduate student has opportunities to broaden their knowledge base by studying in more than one Faculty.
- ii) Develop a shared definition of what constitutes sustainable, high quality and relevant teaching programs and review all courses against these criteria over a three year cycle, beginning mid 2009.

By 2010 the University will:

- i) Establish a set of integrated programs for student enrichment.
- ii) Renew and extend the Orientation program.
- iii) Develop policy and guidelines on the role of Work Integrated Learning.
- iv) Improve staff development opportunities and incentives in curriculum, teaching and learning.
- v) Revise academic promotions criteria to recognise and reward staff investment and achievement in curriculum, teaching and learning.
- vi) Implement budget incentives for good teaching.
- vii) Implement revised transparent student feedback processes and link to performance improvement mechanisms and support.
- viii) Review funding for undergraduate and graduate scholarships in order to ensure that relevant scholarships effectively promote equity of access.
- ix) Develop clear principles of good practice for multi-campus teaching.
- x) Monitor and review the relationship between admissions, retention and academic success.
- xi) Develop comprehensive partnership arrangements with relevant TAFE's, particularly in regional Victoria.
- xii) Establish incentives to support cross-faculty teaching programs.
- xiii) Investigate mechanisms to measure employer satisfaction with La Trobe graduates.
- xiv) Investigate increased opportunities for international learning and volunteer work.

By 2012 the University will:

- i) Implement Work Integrated Learning.
- ii) Provide undergraduate and graduate scholarships that effectively promote equity of access.
- iii) Implement clear principles of good practice for multi-campus teaching.
- iv) Measure employer satisfaction with La Trobe graduates and incorporate, where appropriate, this feedback into the design and delivery of its programs.
- v) Provide increased opportunities for international learning and volunteer work.

Performance measurement

Our strategies will have been successful if, by 2012:

1. The percentage of the sector's first year intake nominating La Trobe as preference 1 to 3 increases to 24%.
2. The percentage of students from DEEWR identified equity groups has increased by 10%.
3. Student retention exceeds 86 per cent.
4. Student achievements against explicit standards have increased.
5. Indicators of student learning from CEQ and AUSSE show sustained improvement.
6. The percentage of our graduates in employment or in further study is in the top quartile of university performance.
7. The number of academic staff gaining promotion on the basis of the recognition and reward of their investment and achievement in curriculum, teaching and learning has increased by 15%.

High Quality and High Impact Research

Research is fundamental to La Trobe's purpose as a higher education institution.

Over the planning period the University will:

- Expand research quality and impact.
- Increase the number of research publications and amount of research income.
- Increase the number and proportion of students undertaking research higher degrees.
- Establish targeted cross-faculty research institutes.

The research excellence of La Trobe's academic staff, particularly in the humanities and social sciences, and in biosciences, has been consistently recognised in international rankings of university research performance.

The University is committed to developing its existing research strengths and its potential strengths in order to raise the quality, impact and volume of research activity, increase research income, and further enhance the international reputation of the University. This will also support its capacity to deliver high quality and relevant teaching.

Effective researchers will be encouraged to extend further their research profile through targeted support. Greater advice and assistance will be provided to academic staff who apply for external research grants and who undertake external research consultancy work. The research output of staff will be recognised and taken into account in the distribution of teaching and administrative tasks.

The University will deepen its research capacity by supporting a number of new research institutes. These institutes will provide an opportunity for a significant number of academic staff from more than one discipline area to focus their research effort on a common field of enquiry. Institutes will be funded for a fixed term, in the expectation that they will develop a strong track record of external research funding. Existing University research institutes will be evaluated on a common basis with new research institutes.

In order to support high quality research the University will enhance and refurbish research facilities and will support staff in developing research collaborations with national and international research leaders.

La Trobe University is committed to actively contributing to the sustainable growth of its regions. Relevant applied research will be a cornerstone of this role.

To achieve the objectives the following actions will be undertaken:

By 2010 the University will:

- i) Identify at most seven research disciplinary strengths in which it wishes to invest, confirming selections through data and measures from Excellence in Research for Australia.
- ii) Develop mechanisms to facilitate cross-disciplinary approaches to research, including the establishment of at least three new cross-faculty research institutes.
- iii) Devise and implement a transparent mechanism for recognising research output and activity in workloads.
- iv) Establish criteria for funding and review of research institutes and centres that will apply in uniform manner across all existing and new University research centres.
- v) Implement more effective support for research grant applications and the management of grants received and the commercialisation of research.
- vi) Develop more effective support for academic staff who undertake research and research consultancies.

By 2012 the University will:

- i) Complete a major refurbishment program to ensure that research facilities and student spaces meet best practice quality and space standards.
- ii) Improve the quality of higher degree by research student supervision.
- iii) Improve the completion rates and diminish the attrition rates of higher degree by research students.
- iv) Increase the number and length of scholarships for higher degree by research students.
- v) Develop and promote opportunities for higher degree by research enrolments on regional campuses.
- vii) Develop financial rewards for publication and timely completion by higher degree students, whether home or international.
- viii) Increase the number and proportion of top-quality international higher degree by research students.
- ix) Leverage support for early- and mid-career academic staff through collaboration with staff with established research records.
- x) Complete a major capital works program to accommodate the planned expansion of research facilities.
- xi) Ensure high-quality IT access and services for staff and higher degree research students whether on campus, within Australia or overseas
- xii) Establish a searchable database of research expertise to facilitate cross-disciplinary research links, make resources available to the wider community and enable potential students to identify areas of current research and supervision.

Performance measurement

Our strategies will have been successful if, by 2012:

1. Revenue from research grants and contracts has increased by 50%.
2. At least two key areas of research are ranked in the top 100 in the world.
3. Research higher degree numbers have increased by 20% from 2008.

International Engagement

Higher education is increasingly cast in a global context. As a member of this global community the University seeks to build on its international engagement activities over the next decade and beyond.

The University's international reach is firmly founded on its teaching, learning and research capabilities. Our engagement encompasses an Asia Pacific regional focus, but also involves a wider global span to achieve genuine intellectual and cultural diversity. This diversity is reflected in student and staff profiles and also the range of international collaborations.

The University aims to develop, in all of its staff and students, international awareness and the ability to operate in a global environment. For students this is through the provision of high quality teaching and research training and rich and varied student experiences. For staff it involves support for international teaching and research activity, and the adoption of international quality benchmarks.

The University's national and international reputation is also built on the quality and impact of its research and research collaborations. It demonstrates its global citizenship through targeted assistance projects in areas of need where it possesses unique teaching or research capacity.

During the planning period the University will:

- Increase the number, quality and diversity in the international student body
- Increase the relevance of cost effective and strategically aligned offshore teaching and research partnerships
- Foster an enriching student experience for onshore international students as an integral part of the University student engagement strategy
- Stimulate international awareness in students and staff through curriculum development, student and staff mobility and multifaceted engagement of international students.
- Improve the efficiency and effectiveness of the University's international marketing programs.

To achieve these objectives the following actions will be undertaken:

By 2010 each Faculty will:

- i) Review and develop undergraduate and postgraduate course profiles to support the University's international student recruitment strategy.
- ii) Through the curriculum review process, identify explicit, program specific opportunities for the development of graduate capabilities for working and living in a globalised and multi-cultural environment.
- iii) Increase the number and clarity of articulation pathways and advanced standing arrangements for international students.
- iv) Review and develop strategies for mutually beneficial international research collaboration and partnerships.
- v) Develop an international marketing plan.
- vi) Align its marketing activities with those of La Trobe International.

By 2010 the University will:

- i) Appoint a Deputy Vice-Chancellor (International and Future Students).
- ii) Achieve the University's international load and revenue targets in accordance with its recruitment plan.
- iii) Diversify its student intake.
- iv) Further develop the extra-curricular and support services provided to international students to ensure that the University offers these students an enriching educational experience.

- v) Review and actively manage all international partnership agreements.
- vi) Actively promote and support international learning, research and volunteer opportunities to maximise student international experience.
- vii) Review and strengthen structures, policies and procedures for the effective and efficient administration of international students and the marketing of the University's programs to international audiences.
- viii) Act as a good global citizen by participating in development or aid programs in areas of particular strength or capacity in the University.
- ix) Allocate adequate resources for the promotion of international programs and to further develop and implement strategies for enhancing wider student experience and student engagement, including outward student mobility.

Performance measurement

Our strategies will have been successful if, by 2012:

1. International on-shore student load has increased to the EFTSL stipulated in the University's load target documentation.
2. International off-shore student load has increased to the EFTSL stipulated in the University's load target documentation.
3. Revenue from pathway programs is A\$29 million per annum.
4. The number of students undertaking an international study experience, as determined by the Australian University International Directors' Forum benchmark, has increased to 12%.
5. The number of productive collaborative endeavours in teaching and research has increased by 10%.
6. Administrative and marketing costs per international EFTSL have declined by 8%.
7. Student satisfaction with the quality of the university experience, including infrastructure provision, has improved by 10%, as determined by the International Student Barometer benchmark.

Engaging with our Communities

For La Trobe, engaging our communities in mutually supportive endeavour is inseparable from our other core activities of teaching, learning and research. With seven campuses, the communities to which we most strongly relate are based in the northern Melbourne metropolitan region and northern Victoria. We will interact with and contribute to these communities through teaching and research which is designed to enrich and develop their economic, professional, social and cultural fabric. We will use our network of campuses to provide educational opportunities that are inclusive; encouraging participation of a diverse range of students, particularly Indigenous, low SES, rural and isolated students.

During the planning period, in collaboration with these communities, the University will:

- Strengthen the organisational structure linking all campuses to build a strong sense of shared identity within the University.
- Identify courses that are sustainable and relevant, meeting community workforce, social and/or cultural needs.
- Consult with our communities to identify regional needs and aspirations especially through Community/Regional Advisory Boards.
- Create educational pathways for life-long learning in our communities through enabling programs, regional bonuses and enhanced relationships with local secondary and TAFE providers.
- Use our research strengths to contribute to the knowledge and understanding of environmental, economic and social transformations occurring in regional Australia.

To achieve these objectives the following actions will be undertaken:

By 2010 each Faculty will:

- i) Review and strengthen its suite of regional programs, including higher degree by research programs, to ensure they meet community needs whilst being financially sustainable.
- ii) Review and strengthen pathways for life-long learning through enabling programs, regional bonuses and enhanced relationships with local secondary and TAFE providers.
- iii) Identify research priorities and develop and support research programs that meet the research needs of regional communities and which align with La Trobe research strengths

By 2010 the University will:

- i) Appoint a Pro Vice-Chancellor (Regional) to lead the regional and engagement function.
- ii) Establish cohesive organisational structures, policies and procedures to enable the development of regional teaching and research.
- iii) Review and strengthen consultative arrangements and communication with relevant stakeholders to ensure effective community engagement.
- iv) Incorporate a transparent regional budget stream in the University budget model.
- v) Ensure a financially sustainable regional capital development and infrastructure plan is developed to support teaching, research and student services (including accommodation) as part of the University Master Plan and that this plan includes specific strategies to reduce significantly the University's carbon footprint and optimise water use.
- vi) Ensure that regional information and communication technology needs are met through the infrastructure and renewal program.
- vii) Develop and implement a regional marketing and promotion program to increase participation and market share.
- viii) Strengthen Regional Alumni Chapters on all campuses.

Performance measurement

Our strategies will have been successful if, by 2012:

1. Domestic student load on regional campuses has increased to the EFTSL stipulated in the University's load target documentation.
2. International student load on regional campuses has increased to the EFTSL stipulated in the University's load target documentation.
3. Student retention on regional campuses exceeds 86%.
4. The percentage of students on regional campuses, from DEEWR identified equity groups, has increased by 10%.
5. The number of domestic students undertaking an international study experience, as determined by the Australian University International Directors' Forum benchmark, has increased by 50%.
6. Regional Alumni Chapters have been strengthened on all campuses.
7. Revenue from research grants and contracts has increased on regional campuses by 50%.
8. The number of Higher Degree by Research students enrolled at regional campuses has increased by 20%.
9. The number of DEEWR - certified publications by staff on regional campuses has increased by 20%.
10. There has been a demonstrable increase in cross-campus research across the regions.
11. Revenue from regional partnerships for education and research has increased by 50%.
12. The La Trobe University Foundation, and the Bendigo Tertiary Education Anniversary Foundation, have raised funds equivalent to our competitor universities.
13. Regional stakeholder satisfaction with University performance has increased by 10%.
14. Staff and student satisfaction with the University on regional campuses, including satisfaction with infrastructure provision, has improved by 10%.
15. Overall student satisfaction with course experience has improved by 10%.
16. Student accommodation places have increased to match increased enrolments.
17. Video-conferencing and other ICTs are effectively used to support teaching and learning.
18. The University's carbon footprint on its regional campuses is measurably reduced.
19. An amount equivalent to 2% of the total annual salary expenditure on continuing and fixed term appointees is expended on the professional development of staff.
20. The number of academic staff gaining promotion on the basis of the recognition and reward of their investment and achievement in curriculum, teaching and learning has increased by 15%.
21. The number of academic staff with an international visit as part of their Outside Studies Program has increased by 10%.

Enabling Functions – Priorities 2008-2012

The core functions of the University are teaching and learning, research and engagement with our communities of interest and place. All other activities have the important purpose of enabling, directly and indirectly, these core functions. The University's success in undertaking its enabling functions will be measured by the extent to which they support the achievement of these core functions.

Staff

The University is committed to the employment of high quality staff who endorse the University's institutional values and who are dedicated to the achievement of its strategic goals. During the planning period the University will:

- Increase the professional development opportunities available to staff, consistent with the core function priorities of the University.
- Improve the recruitment of high quality staff and align recruitment to the core function priorities of the University.
- Develop career and promotion pathways that value academic staff who are teaching-focussed.
- Develop a strong service culture across all levels of the institution.
- Improve performance appraisal.

The University depends on ethical, motivated and capable staff to provide the capacity to succeed. Highly qualified and innovative academic staff are the key drivers of the Core Priorities, and professional support staff are the key enablers in supporting these priorities.

All staff have a direct role in supporting the key objective of providing the highest quality service to students, one another, and to the community. In addition, staff have a key responsibility to commit to continuous improvement of their individual professional practice, business processes and support services.

To achieve the objectives the following actions will be undertaken:

By 2010 the University will:

- i) Develop and implement a staff climate survey.
- ii) Ensure that all staff have agreed professional development plans.
- iii) Develop and implement career planning and progression pathways for all staff.
- iv) Develop and implement systems to identify, develop and reward high performing staff.
- v) Revise academic promotions criteria to recognise and reward staff investment and achievement in curriculum, teaching and learning.
- vi) Provide effective professional development that enables managers to develop a service culture across the operations for which they are responsible.
- vii) Provide effective professional development in customer service to relevant staff.
- viii) Develop more effective processes for the performance appraisal of all staff.
- ix) Develop consistent university-wide academic staff workload policy.

Performance measurement

Our strategies will have been successful if, by 2012:

1. Staff satisfaction has increased over the planning period by 10%.
2. The number of academic staff gaining promotion on the basis of the recognition and reward of their investment and achievement in curriculum, teaching and learning has increased by 15%.
3. An amount equivalent to 2% of the total annual salary expenditure on continuing and fixed term appointees will be expended on the professional development of staff.

Organisation

The structures, systems and culture of the University are vital enablers to support the achievement of its core priorities. The organisational structures of the University will maximise efficiencies, be flexible and be responsive.

Organisational processes ensure effective governance, compliance and support the Core and Enabling Priorities. Processes will be simple, avoid duplication and be responsive.

During the planning period the University will:

- Develop effective and efficient organisational structures.
- Develop effective and efficient business processes.
- Develop a strong service culture across all levels of the institution.

To achieve the objectives the following actions will be undertaken:

By 2010 the University will:

- i) Review and, where appropriate, restructure administrative and enabling support structures and procedures
- ii) Review and, where appropriate, restructure all academic, administrative and committee structures.
- iii) Review and revise, where appropriate, policies and business processes to eliminate duplication and maximise efficiency.

Performance measurement

Our strategies will have been successful if, by 2012:

1. Staff satisfaction has increased over the planning period by 10%.
2. The percentage of total revenue devoted to supporting core priorities of learning and teaching and research meets benchmarks for comparable universities.
3. The University has an operating surplus of 5% for strategic investment.

Infrastructure

The development, maintenance and management of suitable infrastructure - buildings, grounds, student accommodation and support, and information and communication technologies (ICT) – are key to the support of the learning and teaching and research environment.

The University will maintain its building infrastructure and actively expand this through innovative commercial and research partnerships. Facilities will be fit-for-purpose and be able to quickly respond to learning and teaching needs and research practices.

The further development of ICT technologies will be used to support innovation in learning and teaching and increase access to higher education opportunities.

The University will place strong emphasis on environmentally sustainable strategies in developing, maintaining and operating its infrastructure. It aspires to be a leader in the optimisation of water use and to become carbon-neutral. During the planning period the University will introduce a range of measures in working towards this goal.

During the planning period the University will:

- Complete Master Plans for all campuses.
- Develop a sustainable capital funding strategy.
- Commence the implementation of the capital works targeted at supporting key University priorities.

To achieve the objectives the following actions will be undertaken:

By 2010 the University will:

- i) Develop best practice and innovative design principles to maximise support for learning and teaching, research, administration and student needs, and ensure energy efficiency.
- ii) Measure its carbon footprint and develop a financially sustainable plan to reduce this footprint.
- iii) Develop an institution-wide infrastructure renewal strategy to improve the amenity and functionality of existing infrastructure.
- iv) For all campuses develop Master Plans that are environmentally sustainable, including specific strategies to reduce significantly the University's carbon footprint and optimise water use.
- v) Develop a property development strategy, identifying University land and building assets that are surplus to need and have potential to make a financial contribution to the renewal strategy.

By 2012 the University will:

- i) Increase the supply and amenity of student residential accommodation consistent with demand.
- ii) Increase the capacity and quality of teaching and learning facilities, including Library and IT facilities.
- iii) Substantially improve the capacity for distance and on-line delivery of teaching programs across campuses.
- iv) Improve the quality and extent of social and recreational facilities for students.
- v) Implement an infrastructure renewal strategy to improve the amenity and functionality of existing infrastructure.
- vi) Have introduced measures to reduce its carbon footprint to improve the amenity and functionality of existing infrastructure.
- vii) Implement a comprehensive capital funding program addressing all potential funding sources, aligning this program with the infrastructure renewal strategy.

Performance measurement

Our strategies will have been successful if, by 2012:

1. Student and staff satisfaction with infrastructure provision has increased by 10%.
2. The percentage of total revenue devoted to supporting core priorities of learning and teaching and research meets benchmarks for comparable universities.
3. The University's carbon footprint is measurably reduced.

Marketing and Communications

La Trobe University, and its antecedent organisations have a proud history of excellent higher education provision for over 135 years, and the University has made a significant contribution to the advancement of knowledge, sustainability of communities and the lives of individuals.

The University has a goal to become a university of choice for high ability students. It also intends to develop much stronger links with external communities and stakeholders and embrace and actively expand opportunities for alumni participation in the University. La Trobe wants to make a difference through local and international engagement.

The University's reputation as an innovative, challenging provider of high quality teaching and learning and research should be further enhanced through more effective and better co-ordinated publicity and marketing.

During the planning period the University will:

- Provide sufficient resources to meet its domestic student load targets.
- Develop strong brand recognition and a positive reputation
- Strengthen the integration of marketing and communication activity.
- Increase and diversify the territories from which we attract students.
- Develop strong and lasting relationships with alumni
- Develop effective ways to engage with prospective students about the University and its programs

To achieve the objectives the following actions will be undertaken:

By 2010 each Faculty will:

- i) Integrate their marketing and communications activities with those of the Marketing Division to achieve a coordinated approach to marketing and communication.
- ii) Develop and implement an engagement strategy for all Faculty-associated disciplines to include opportunities for student experience, research partnerships and alumni involvement.
- iii) Develop a cohesive program of information provision for prospective and current students that is readily accessible.

By 2010 the University will:

- i) Develop and implement a new University brand and associated marketing material.
- ii) Develop a University-wide marketing strategy that fully integrates Faculty and University marketing efforts.
- iii) Undertake market research to segment student and partnership markets.
- iv) Implement a revised and targeted student recruitment strategy that includes a regional marketing and promotion program.
- v) Consolidate and develop local and international alumni chapters, including strengthening Regional Alumni Chapters on all campuses.
- vi) Host major annual alumni events at each campus.
- vii) Develop and implement an alumni program to renew alumni relationships and opportunities for alumni participation.
- viii) Develop and implement a community engagement strategy, including strategies for each campus.

Performance measurement

Our strategies will have been successful if, by 2012:

1. The University achieves its student load targets.
2. The percentage of the sector's first year intake nominating La Trobe as preference 1 to 3 increases to 24%.

Resources

The University has a significant and atypical reliance on DEEWR revenue to support its activities. In order to achieve a sustainable financial base for its operations it needs to diversify its revenue sources. In an increasingly competitive environment the University must manage its financial resources as prudently as possible and in particular develop the capacity to invest in renewal.

To achieve the objectives the following actions will be undertaken:

By 2010 the University will:

- i) Implement transparent, cost-based budget processes.
- ii) Incorporate a transparent regional budget stream in the University budget model.
- iii) Develop and implement a mechanism for partitioning Commonwealth income into teaching and research.
- iv) Develop and implement a philanthropic funds development strategy.
- v) Establish a La Trobe University Foundation.
- vi) Develop a comprehensive business development strategy.
- vii) Develop a structure, policies and resources to maximise income from Government infrastructure, research, teaching and partnerships grants.

Performance measurement

Our strategies will have been successful if, by 2012:

1. Revenue from non-Commonwealth Government sources has doubled.
2. The percentage of total revenue devoted to supporting core priorities of learning and teaching and research meets benchmarks for comparable universities.
3. The University has an operating surplus of 5% for strategic investment.

Contact

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