

La Trobe University Strategic Plan 2020–2030



LA TROBE
UNIVERSITY

All kinds of clever

Mission

We are a university known for making a positive difference in the lives of our students, partners and communities. We will become an even more valued and relevant university because of the way we respond to their needs at this time of great local and national challenge.

Strategy

Our aim is to emerge as a more resilient, future-focused and necessarily more efficient institution that will thrive in a post-COVID world by being more sharply focused on the needs of our community, and by playing to our strengths in teaching and research.

For more information see <https://www.latrobe.edu.au/about/at-a-glance/plans>

• Strategies and Tactics •

Students

Our student body is highly diverse. We will provide a supportive and engaging student experience that allows them to thrive, learn, question their own ways of thinking, and develop the confidence necessary to challenge and improve their world.

1. Implement StudyFlex to offer students more freedom in when and where they study.
2. Develop achievement-focused pathways to La Trobe that will give us the best accessibility and equity outcomes in Victoria.
3. Provide an enjoyable and user-friendly digital experience for students.
4. Ensure our attractiveness to students for study, both directly with us or via partnerships and pathways.
5. Increase support for student retention, progression and completion.
6. Improve the employability of our graduates.

KPI 1:

Top 12 nationally for the proportion of graduates in employment as measured by the Graduate Outcome Survey

Teaching

We will provide a future-relevant, contemporary educational offer that provides greater flexibility for students and extends our online offering to meet market demand. We will produce some of the most employable graduates in the country – people with the skills and capabilities necessary for long-term career success anywhere in the world.

1. Streamline the course and subject portfolio in the light of evidence of student demand.
2. Simplify course architecture.
3. Increase the use of online and mixed modes of delivery and support (Online Only, StudyFlex and Regional Connect).
4. Expand the range of short courses (award and non-award)
5. Co-design curriculum with industry and alumni with a focus on embedding employability.
6. Continue to decolonise the curriculum and embed Indigenous knowledge and perspectives across our courses.

KPI 2:

Top 12 nationally in the Student Experience Survey for Teaching Quality and Overall Experience

Research

We will undertake high-quality research emerging from our areas of strength and to bring together discovery, applied and translational research capability across the University to address important global problems on the biggest interdisciplinary issues of our time. We will expand the impact of our research and engage more effectively in partnerships with industry, government, community and not-for-profit organisations.

1. Focus our internal research support on a limited number of problem-based interdisciplinary themes.
2. Increase the number of large collaborations that La Trobe leads.
3. Align our future academic workforce with our research goals, ensure that academics are accountable for their research time and are supported to improve their research performance.

KPI 3:

ERA 4 or 5 ratings in fields of research where La Trobe has more than 10 FTE and more than 5% of Australia's research effort, defined by ERA FTE

Partner of Choice

We will be known as a pre-eminent university for innovation and industry collaboration, our ability to apply and translate our knowledge to useful outcomes, and our enthusiasm for partners to co-locate with us on our campuses.

1. Progress the University City of the Future – inviting community and industry in for mutual shared value.
2. Support La Trobe researchers to partner with industry, government and communities in our Research and Innovation Precinct, regional campuses and internationally.
3. Explore the possibility of deepening our engagement with the not-for-profit sector through co-location, joint research and capacity-building programs.

KPI 4:

Increase Category 2-4 and Medical Research Future Fund research income revenue by 50 per cent from 2019 baseline by 2025

Regions

We are Victoria's only true state-wide university and regional campuses continue to be central to La Trobe's identity, mission and purpose. We will provide regional communities with pathways and qualifications to meet student demand and workforce need. We are also deeply committed to our communities in Melbourne's north.

1. Maintain our network of campuses to support face-to-face delivery of programs and partnerships in rural health and education.
2. Develop high-quality online courses supported by on-campus facilities, student support, and employability pathways to local industry (Regional Connect).
3. Implement Regional Campus Learning and Collaboration Hubs.
4. Strengthen the range of pathways to university study with our TAFE partners.

KPI 5:

Increase the number of students studying at, or supported by, regional campuses, and increase the number of TAFE graduates who study with us

International

We aim to be an internationalised university in everything we do and will create authentic and mutually-beneficial global partnerships that create opportunities for researchers and our students.

1. Ensure our attractiveness to students for study, both directly with us or via our partnerships and pathways.
2. Highlight the attractiveness of our student experience, course quality and sector-leading employability initiatives for international students.
3. Build a small number of productive strategic research partnerships with universities related to our research themes and seek to maximise the benefit of all our partnerships.

KPI 6:

The quality of outcomes for our staff and students from our strategic partnerships with global universities as measured by International Partnership Assessment Rating Index

• Enablers •

Our People:

KPI 7:

Improve Employee Experience as measured by a La Trobe Employee Experience Survey

1. La Trobe Workforce Strategy – smaller, high-performance, more agile and dynamic workforce
2. Retain status as Employer of Choice
3. Continue to embed La Trobe Culture as our most enduring and valued asset – Connected, Innovative, Accountable, Care

Improving Efficiency and Productivity:

KPI 8:

20 per cent improvement in staff productivity from 8.7 EFTSL per FTE in 2019 to 10.5 EFTSL per FTE by the end of 2022

1. Digital Transformation Strategy
2. Design and implement new support service model
3. Rationalise and simplify processes to maximise efficiency