Strategic Plan

2018-2022

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I am very pleased to release La Trobe University’s new strategic plan. This strategy will guide the University through to 2022, a crucial period for its long-term future, and will renew our focus on serving our students and surrounding communities.

La Trobe has a history of doing things differently. Over our 50 years of existence, we have opened up new areas of research, and brought higher education to communities previously denied the chance to study at university. As a result, La Trobe today is unique amongst Australian universities in the extent to which we combine accessibility to students with globally recognised research excellence.

Our previous Future Ready strategic plan has served us very well. We have achieved most of its goals, improved our global ranking, and given ourselves the capacity to invest in our future with confidence. We must now look ahead and apply our talent for innovation and doing things differently to a university environment that is rapidly changing.

Universities face the challenges of digital disruption, a new work order facing our graduates, and new expectations of their role in generating economic activity and employment. To adapt and thrive in this environment, La Trobe will need to redefine, and set new benchmarks for, excellence in the student experience and the uses of technology to support that experience; the employability of our graduates and the relevance and value of our qualifications; and in our engagements with industry and other external partners in research and teaching programs. We should aim to redefine what it means to be a great university in the 21st century: deeply connected and committed to excellence, innovation, accessibility and relevance.

This strategic plan will help us adapt to this new world, but in a way that builds on La Trobe’s traditional strengths and ethos of social inclusion.

This plan is the result of several months’ consultation with our staff, students and stakeholders, including a discussion paper released in May 2017. I want to thank all those who gave us their views; you will find they are strongly reflected in the pages that follow. Respondents emphasised that as well as pursuing academic excellence, La Trobe should continue to actively serve the communities in which its campuses are located. This is reflected in the mission and vision statements listed below, and in the plan’s four core objectives:

- an outstanding student experience
- student and graduate employability
- research excellence
- being the partner of choice for industry, education and the community

The plan will enable La Trobe University to lead the nation in redefining what a great university can look like in the modern era, and will continue our proud tradition of service to the community.

Professor John Dewar
Vice-Chancellor and President
Our mission ...
Advancing knowledge and learning to shape the future of our students and communities.

Our vision ...
To promote positive change and address the major issues of our time through being connected, inclusive and excellent.

Our values
Our early reputation as a radical and challenging institution continues to influence the way we enrich the experience of our students and engage with our partners and communities.

We were founded half a century ago to broaden participation in higher education in Melbourne’s north and, later, in regional Victoria. We have succeeded for many thousands of students who would otherwise have been excluded from the opportunities provided by a university education.

We continue to support access, diversity and inclusivity while undertaking world-class research that aims to address the global forces shaping our world and make a difference to some of the world’s most pressing problems, including climate change, securing food, water and the environment, building healthy communities, and creating a more just and sustainable future.

This approach is based on our values of:
- inclusiveness, diversity, equity and social justice
- pursuing excellence and sustainability in everything we do
- championing our local communities in Melbourne’s north and regional Victoria
- being willing to innovate and disrupt the traditional way of doing things.

Of all Australian universities, we are the most successful at combining accessibility and excellence, and have become a place where social inclusion and globally recognised excellence come together for the benefit of our students, our staff and our communities.

Our academics and researchers achieve national and international recognition, our public intellectuals demonstrate an enduring social conscience and influence, and our alumni achieve extraordinary success and impact in government, industry and not for profit organisations.

We will strive to be exemplars for the sector in our commitment to gender equity and to inclusivity for marginalised groups, and we will work with Indigenous peoples and organisations to support their social, cultural and economic aspirations.

We embrace sustainable practices across all our campuses because we are committed to improving environmental, social and economic outcomes for our communities.

We will contribute to economic development for our local communities, and our future activity will increasingly be international as we become a globally connected university in everything we do.

Our cultural qualities
The strategy development process has clearly articulated the importance of our people – our staff, students and partners – and our culture, which together make us:

- Connected: Connecting the students and communities we serve to the world outside
- Innovative: Tackling the big issues of our time to transform the lives of our students and society
- Accountable: Striving for excellence in everything we do, holding each other to account, and working to the highest standards
- Care: We care about what we do and why we do it, because we believe in the power of education and research to transform lives and global society
Strategy diagram

This diagram represents this strategic plan by placing the student experience at the centre of our core objectives and enablers, and by highlighting the importance of people and culture to delivering our mission and vision.

About this strategy

This new strategy has been developed following extensive discussion and consultation about the type of university we want to be. A discussion paper released in May 2017 (Future Ready 4.0: La Trobe University’s next Strategic Plan: A strategy to reshape our University in a period of ceaseless change) clearly positioned this strategy within the context of significant changes in the higher education landscape, including the challenges associated with digital disruption and the transformation to a knowledge economy.

Universities evolve and change, and the discussion paper suggested that the university of the future — “University 4.0” — will overlay, but not replace, the traditional role of universities as a place for knowledge generation, transmission and critique.

Four features will come to define the university of the future, institutions which will:

1. Provide customised, on-demand learning offered in multiple modes, with a smooth and effective hand off between those modes
2. Offer a mix of degrees and shorter cycle qualifications and credentials
3. Provide life-long career management for students and alumni, which will include the ability to ‘top up’ standard university qualifications to address skills gaps throughout a working life
4. Become physical sites for co-location and collaboration with industry and other partners for research and innovation, including as brokers of relationships between young entrepreneurs and potential mentors, supporters and funders.

In response to over 1,000 individual comments from the wider university community following release of the discussion paper, a draft strategy was released in August 2017. This articulated our mission and vision, our values and culture, and our core objectives and enablers, including goals and targets.

The consultation process on the draft strategy confirmed that in our 50th anniversary year we should keep faith with our past, while charting a new direction towards a more flexible and agile university. Accordingly, this strategy builds on the most effective aspects of Future Ready, while laying the basis for La Trobe to rise to contemporary challenges and become recognised for our deep engagement with our partners and communities.

This strategy identifies four core objectives (outstanding student experience; student employability; research excellence; and partner of choice) and three enablers (one university with many communities; operational excellence; and revenue growth), as represented in the diagram on page 6.

By core objectives, we mean the main goals against which we will measure our success as a university delivering our mission and vision.

By enablers, we mean the physical and human assets, financial resources and community connections that underpin the delivery of our core objectives, mission and vision.

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1 latrobe.edu.au/__data/assets/pdf_file/0007/797236/DISCUSSION-PAPER-FINAL-4.05.17.pdf
2 The idea of “University 4.0” has been developed from the work of Professor Ronald Barnett, Emeritus Professor at the Institute of Education, University of London, who describes the evolution of the university in phases: the metaphysical university that first emerged in medieval times and eventually evolved into the tradition of liberal arts education; the research university that emerged in post-industrial societies and included the great post-war expansion of universities in Australia; and the entrepreneurial university, serving many diverse functions and communities but first and foremost concerned with optimising its self-interest. “University 4.0” (referenced Professor Barnett’s description of the ecological university in the universities for others – outward looking, deeply connected to industry and the communities around it, and committed to serving the needs of its students.)
Implementation Planning Framework diagram
This diagram illustrates the connections between the Strategic Plan and other plans within La Trobe at the operational and individual levels.

Implementation and planning
Everything we do should contribute to the delivery of one of the four core objectives or three enablers. The University’s Implementation Planning Framework (see diagram on page 8) is designed to support the implementation of this plan, and will ensure that staff in every functional area and business unit understand their role in supporting the delivery of our strategic goals and targets.

The Implementation Plan for this strategy will provide more detail on the University’s annual priorities, which will assist Colleges, Schools and Divisions in their annual business planning and will be used to guide Career Success discussions between staff and their supervisors.

While this strategy identifies one target (or Key Performance Indicator – KPI) for each of the four core objectives and three enablers, the Implementation Plan will identify a number of Management Performance Indicators (MPIs) that will contribute to each KPI.

These will be identified and delivered as part of the University’s normal business planning processes. Each work unit and division will have clarity about the performance contribution they must make to deliver the high level KPIs for the University as a whole.

In response to staff requests for access to data to assist them to track performance and contribute to planning and policy discussions, a dedicated site or portal will be established on the La Trobe intranet. Where appropriate, this will be mirrored on the University’s public internet site.

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3 La Trobe submissions to Government inquiries are currently available at: https://intranet.latrobe.edu.au/know-our-organisation/strategy-and-management/higher-education-policy
Our Core Objectives
Outstanding Student Experience

To meet the needs of our diverse student body, La Trobe must offer a consistently high-quality student experience that is engaging and academically successful, and is designed with our values and culture in mind to lead to a fulfilling career of choice.

La Trobe students will be creative and independent thinkers from diverse walks of life, cultures and backgrounds, and will include those with a passion for innovation and challenging the status quo. We will equip them with an identifiably modern, globally relevant education, and they will develop the high level professional skills and attributes they require to thrive in the world of work.

Quality enhancement

The quality of the student experience is everyone’s business, and we will adopt an evidence-based approach to continuously measure and improve it. A new standards-based quality framework will be developed to monitor learning and career outcomes, and will include the quality of administrative and support services that students receive. This will apply to all courses and learning activities, regardless of how or where they are delivered.

A respectful, safe and secure learning community

We care about every member of our University and are strongly committed to equity and diversity. We aim to create a safe, secure and inclusive learning environment in which everyone’s rights, responsibilities and expectations are clearly understood, wherever learning takes place.

We will make sure help is easy to find, and that victims of discrimination, bullying, sexual assault and harassment are supported. We will create a university culture of which we can be proud.

Contemporary academic programs

We will continually update our courses so that they are interesting, relevant and accessible for students.

Our courses already give students exciting opportunities to engage with internationally recognised academic staff and professional practitioners, and to undertake internships, placements and Work Integrated Learning programs that make them more employable. We will regularly review our undergraduate and postgraduate courses to ensure they are relevant, competitive and aligned with industry and global needs. Our commitment to research-informed teaching and course design will reflect our cutting edge research in key focus areas.

We will prioritise the sharing of good practice and collegial approaches to scholarly curriculum improvement across disciplines, and our quality framework will provide staff with tailored information to monitor the quality of their subjects and courses. The academic promotion policy and procedures will be reviewed to ensure that all aspects of academic work are recognised and rewarded, including the importance of the impact of our research and teaching activities.

Diversity

We will ensure that our staffing profile reflects the diversity of our student body and our communities, and that our graduates can engage effectively with people from different backgrounds, abilities and cultures. We will educate global citizens through cross-cultural curriculum, outbound mobility, language teaching and a wide range of employability experiences. We will continue to promote the education of all La Trobe students in Indigenous culture, history and knowledge.

Educational Innovation

The future of university learning will involve co-creation between the University, its students and its educational, industry and community partners. We will complement our academic programs with an innovation arm that encourages creative educational experiments and digitally disruptive learning design in areas such as personalised learning, advanced student analytics and big data.

To be relevant to the needs of our students who will enter rapidly changing labour markets, we will give priority to innovative learning design that fosters creativity, entrepreneurship and solution driven outcomes supported with contemporary technologies and systems support. This will equip La Trobe graduates to be adaptive future leaders and agents of change.

What we will do

1. We will foster a culture that is underpinned by evidence-based, data-driven approaches to improve quality and practice across all aspects of the student lifecycle, including face-to-face and online learning, administrative support services, and interactions with partners, peers and industry.

2. In partnership with student leaders, we will embed principles of respect, safety and security across the La Trobe learning community.

3. We will implement a staff engagement and development strategy to promote good practice and scholarly, evidence-based course improvements that are recognised and rewarded.

4. We will design an innovative academic program, including an online program, that is relevant and responsive to the needs of students, industry and the community and that prioritises academic support to improve the progression and completion rates of all students.

5. We will promote a culture of sustainability, innovation, diversity and inclusion by recognising and rewarding educational champions of change and improvement.

2022 TARGET

La Trobe to be top 12 in Australia and top in Victoria for high quality student experience and learning outcomes (as measured by student success, retention and completion rates for all students, and the Student Experience Survey and Postgraduate Research Experience Questionnaire).
Employability

Students come to La Trobe in search of an education that results in fulfilling career outcomes. Improving the employability outcomes of all our graduates – both for domestic or international students – is crucial to the University’s future. It will attract outstanding students and contribute to deeper industry partnerships.

Employment outcomes for La Trobe students currently approximate national averages.1 We have very strong results at our regional campuses where students benefit from our deep connections with local education and health services, and local industry, government and non-government agencies.

In an increasingly competitive and continually evolving labour market, we need to improve students’ employability prospects by empowering them to develop the skills and capabilities that employers tell us will be important in the future workforce. A large proportion of today’s graduates will change jobs up to 17 times in a lifetime, work part time, or hold multiple part-time jobs, which means that it will be critical for them to have broad, flexible work-relevant skills.

To work effectively in this complex environment, the La Trobe ‘graduate of choice’ will be equipped with the ‘Essentials’ – a global mind-set, innovation and entrepreneurship, and sustainability thinking.

We will improve graduate research employability through co-creating courses with industry, such as the Industry PhD. Increasingly, our students and alumni will come to rely on La Trobe to provide a range of education and training opportunities to ensure their skills and qualifications remain current and relevant within the workplaces of the future.

La Trobe will become a trusted talent adviser, offering life-long career management for students and alumni. This will go beyond ‘careers advice’ and will empower students to equip themselves with the skills they need before and after graduation. This will include taking up standard university qualifications with short cycle qualifications and providing a range of opportunities for developing new skills.

What we will do

1. We will develop:
   - a stocktake of good student employability practices and outcomes to date
   - a refreshed Graduate Capabilities statement that reflects contemporary capabilities such as entrepreneurship
   - a plan to embed the Career Ready Advantage Capability Framework across La Trobe and our offerings through partner institutions
   - employability capabilities, defined by industry and alumni input, that are embedded in all courses and include agreed targets in each College
   - a program of targeted staff development to enable the integration of employability capabilities in the curriculum, building on existing good practice in Work Integrated Learning.

2. We will partner with employers and alumni to implement the Career Ready Advantage, focussing on industry-relevant skills (cognitive skills, flexibility, social intelligence and career management skills) and personal attributes (resilience, curiosity, passion and empathy).

3. We will further develop and implement our regional employability advantage strategy, aligned with key courses in the regions.

4. We will make employability a central part of the concept of the ‘La Trobe Graduate of Choice’, incorporating a refreshed approach to the La Trobe Essentials.

5. We will be recognised as a trusted talent adviser to identify and respond to emerging skills gaps in the new world of work by, for example, topping up standard university qualifications with short cycle qualifications.

In the Graduate Outcomes Survey, 68% of La Trobe’s undergraduates who had completed their studies were in full-time employment in 2016 (compared with the national average of 71%). For postgraduate coursework, 85% of La Trobe’s graduates were in full-time employment in 2015 (compared with the national average of 85%).

Career Ready

Developed in consultation with students and employers, Career Ready supports employability through an employer engagement team, internships and Work Integrated Learning (WIL), ‘in house’ recruitment, and embedding employability into the curriculum. The centrepiece of Career Ready is the Career Ready Advantage.

We consulted widely with employers to understand the skills and attributes they value in graduates. These are described in detail in our Career Ready Capability Framework.2

Career Ready Advantage allows students to take control of developing their capabilities. As students build on experiences such as part-time work, internships, volunteering and international experiences, they are rewarded with priority access to internships, mentoring, consultations, and networking opportunities.

The capabilities our students develop are compiled into a personalised Career Ready Portfolio, which demonstrates to future employers the skills and attributes they have developed, and the experiential learning activities they have undertaken.3

In detail in our Career Ready Capability Framework,4

Students and employers will benefit from our deep connections with local education and health services, and local industry, government and non-government agencies.

To continually improve graduate employability outcomes.

La Trobe to be top 12 in Australia and top in Victoria for graduates in full time employment (as measured by the Graduate Outcomes Survey).

Students currently approximate national averages.

University's future.
Research Excellence

La Trobe has a proud record of globally recognised excellence in many of our disciplines. Maintaining our research reputation is essential to our future and is everyone’s business.

Our research seeks to be relevant to our communities, and to our partners, by addressing the major challenges of our time, including responding to climate change; finding solutions to the challenges of securing food, water and environmental integrity; improving health and performance in sport exercise and rehabilitation; building equity, wellbeing and social inclusion in our communities, and creating a more just and sustainable future for human societies.

Our previous strategic plan, Future Ready, helped to focus our research efforts, and we are now seeing the results in new partnerships, increases in publications, citations and reputation; and a rising position in global rankings.

We have made great progress, but more needs to be done. The research environment remains intensely competitive and our rate of improvement will need to increase. We need to increase the number of researchers that are doing research that is of high quality, is reaching new audiences, and is making more of a difference locally and globally.

Competition and a constrained funding environment require us to be clever in how we deploy and coordinate our research effort.

We must concentrate on partnerships, collaborations, and opportunities with the highest potential. We will develop and support researchers at all stages of their careers, and across all campuses. We will provide high quality research training and higher degree research student experience, and deliver efficient professional support services. We also need to minimise the administrative burden on researchers and graduate researchers, and provide easy access to transparent information to identify opportunities and evaluate progress.

Future Ready’s goals were achieved by giving our staff targeted support. The next leap forward will require increases in research quantity and quality to gain greater international recognition. We have a successful record of local collaboration in research, and now is the moment to increase the level of international collaboration in our research effort. This global perspective will help us achieve greater influence and impact.

Our commitment to being the partner of choice will also underpin our research success (see Unrivalled Partner of Choice on pages 18-19).

What we will do

1. Research culture
   We will foster an aspirational, ambitious research culture, focused on achieving excellence. We will build a community of researchers who are astute, ethical and engaged with their communities. We will encourage and develop connected researchers, from graduate researchers and candidates to leading researchers and research groups. We will develop our research talent here, as well as recruiting world class researchers. We will develop our support systems, staff and processes to reduce the administrative burden, releasing time for research. Our research culture will encourage excellence and connection regardless of campus or partner location.

2. Integrated research support
   We will continue targeted investment in research via our Research Focus Areas (RFAs) and complementary schemes. Our RFAs have been very successful in driving multi-disciplinary research, and we will review and refocus the RFAs to deliver our strategic mission and vision. We will continue to provide the appropriate incentives to align our efforts with our strategic goals. With focussed investment, we can make a difference through research in critical areas of importance to develop sustainable communities, systems, cities and regions, and address the major issues of our times.

3. Engagement and impact
   We will ensure our research makes a difference by working with our communities and partners, and by utilising the research expertise that exists on all our campuses. We will focus on becoming the partner of choice.

4. Equity and diversity
   We will foster a culture of recruiting, developing and promoting staff and students from diverse backgrounds. We will continue the Science Australia Gender Equity/Athena Swan initiative to bring equity and diversity to all areas of research and research leadership. We will have a system of support that is best practice in the higher education sector.

5. Regional research strategy
   We will further develop and implement our regional research strategy, which will outline the areas of research focus for each of our campuses, the expectations we have of our staff, and the support we will provide them.

6. Internationalisation
   We will increase international collaboration to widen our sources of support, extend the reach and impact of our research, and broaden our base of research talent. We will add to and nurture our existing international collaborations and provide incentives for international co-publication, co-supervision of graduate researchers, and co-funding of projects.

GOAL

To achieve continual and sustainable increases in research income, productivity, impact and recognition – including improvement in international and industry collaborations, and graduate research completions.

2022 TARGET

Top 250 in ARWU and top 300 in QS and THE rankings.

Jenny Graves receives the Prime Minister’s Prize for Science from Minister Michaelia Cash and Prime Minister Malcolm Turnbull. Credit: Prime Minister’s Prize for Science.
Universities of the future will have strong partnerships with students, governments, industry, alumni and communities. These partnerships will be global, multidisciplinary and cooperative, bringing all parties together for mutual benefit.

La Trobe has a strong history of building excellent teaching and research partnerships. We are already:

- number three in Victoria and number 13 in Australia in Category 2-4 Research Income per capita, with the third fastest growth rate of this income in Australia
- linked with TAFE institutions to deliver dual enrolment programs across our regions
- extensively partnered in important subject areas including health, aged care, agriculture, cyber security, sport and food production.

We will extend these relationships further to improve the student and staff experience, promote student employability, increase our research output, develop our culture of innovation and entrepreneurship, and generate new forms of revenue. Our partners will gain access to our experience, infrastructure and research capability – as well as helping us produce graduates with the job-relevant knowledge and skills they need.

To become the partner of choice we will engage deeply with the end-users of our research to address industry and community needs. We will work collaboratively to solve problems, co-create, and capture the value we create. We will also consult with clients who can benefit from our expertise.

We will create an ecosystem of researchers, entrepreneurs and industry partners to ensure that the work done by our students and researchers helps to support economic transformation in our local communities.

We will provide co-location opportunities on our larger campuses for industry partners. The development of our 42-hectare Research and Development Precinct at Bundoora will provide a focus for industry and researchers to co-locate and collaborate in key areas of research strength such as agribusiness, data analytics and cyber security.

We will work with Indigenous organisations to build capacity and deliver their social, cultural and economic aspirations; and we will promote social justice by working with community groups and the not-for-profit sector, including organisations supporting the rights of refugees and people seeking asylum, financially disadvantaged people, those with a disability, and others who may be marginalised or persecuted.

What we will do

Our partnerships will help us deliver the goals and targets in each of this strategy’s core objectives and enablers. Our Campus Master Plans will bring communities, industry, students, staff and researchers together. We will establish interactive, open and collaborative spaces that make La Trobe a desired location for collaboration.

1. Sports Park
We will co-fund a $150M investment to bring world-class sporting facilities and infrastructure to the Melbourne Campus that will uniquely combine research and education with community participation and elite sport.

2. Research and Innovation Precinct
We will transform La Trobe’s existing R&D Park into a thriving Research and Innovation Precinct to attract global partners, and world class research and education collaborations with industry, community and government.

3. Accelerator/Incubator
We will extend the La Trobe Accelerator Program to unlock the innovation that exists within our University and our regional communities. We will create an entrepreneurial ecosystem in regional Victoria that is ‘open to all’, and will be recognised as a global exemplar of a start-up destination for regional communities.

4. Industry driven curriculum
We will work closely with sector-leading partners to co-develop and co-deliver new subjects and courses that directly address their future workforce needs.

5. Our campuses as a living laboratory
We will work closely with industry, communities and government to develop our campuses into living laboratories to test and adopt new technologies, building on cutting-edge examples such as the autonomous bus and the smart campus initiative.

6. TAFE Partnerships
We will continue to innovate through partnerships with TAFEs and other local organisations to provide unique education programs that meet the needs of under-served communities.

GOAL

To become recognised as the ‘Unrivalled Partner of Choice’.

2022 TARGET

Double partnership revenue from research and education by 2022.8

8 Doubling of revenue will be from a baseline of 2017. In delivering this KPI, a number of management performance indicators have been identified, including Category 2-4 Research Income; third party partnership revenue (% of underlying revenue); Research Impact (ERF), research partner of choice (measured by JCRRIC research funding); proportion of HDR enrolments with 50%+ funding from industry; number of active alumni participating in mentoring programs, Category 2-4 income; and cornerstone partner on the Research and Innovation Precinct.
Our Enablers
La Trobe today is a connected network of campuses and communities throughout and beyond Victoria, brought together by the idea of ‘one university, many communities’. In Victoria, we have campuses in Collins Street, Bundoora, Bendigo, Shepparton, Albury-Wodonga and Mildura. And beyond Victoria we have a campus in Sydney and significant partnerships with global institutions in China, India, Vietnam, Singapore, Japan, the Philippines, the United States, Canada, France, Germany, Sweden and the UK. Our growing online community knows no borders.

Our international partnerships will be reviewed to identify countries that offer the most potential for partnerships in student recruitment, third party teaching, research and student mobility.

Our Campus Network

La Trobe’s multi-campus network differentiates us strongly from other universities, allowing us to reach out to a broader range of communities and socio-economic groups to promote wider participation in higher education. We are proud to offer higher education to regional, first-in-family, low socio-economic status and Indigenous students; and to provide opportunities for regional and metropolitan students to study across our network.

Our Bundoora campus positions us as the engine room for transforming Melbourne’s North – one of the fastest growth corridors in the city. Our newly expanded city campus offers a suite of postgraduate courses in business, law and health; and our new state-of-the-art Sydney city campus offers a range of programs in accounting, business, management, IT and health sciences.

Our regional campuses provide a pathway through higher education for those not able or willing to leave home, or for those who prefer to study at a local campus of a globally recognised university. And because regional graduates are far more likely than city graduates to live and work in the regions, we are helping counter the brain drain from country to city.

Each of our campuses is a unique expression of place, people, history and local partnerships that plays a huge role in the social, cultural and economic life of its community.

What we will do

The ‘One University’ philosophy

The One University philosophy encourages the uniqueness of each of our campuses and the richness of our connections with partners and communities outside the university. While each La Trobe campus will remain special and distinct, we will encourage and support the movement of staff and students between campuses. This will allow students and staff to benefit from local partnerships and community connections, while being provided with comparable experiences at all our campuses.

To strengthen our ‘One University’ philosophy we will:

1. Develop a clear statement of the distinctive nature and focus of each campus to drive internal planning and external connections.
2. Continue to work with our Regional Advisory Boards to better understand community aspirations and foster advocacy for locally-delivered higher education that is inclusive and excellent.
3. Undertake a formal assessment of the impact of all major new initiatives across the campus network as part of the decision-making process.
4. Continue to implement the Campus Master Plans across all campuses.

LA TROBE UNIVERSITY
LA TROBE UNIVERSITY STRATEGIC PLAN 2018–2022

**BENDIGO** is one of the fastest growing regional cities in Victoria. It is a major centre for government services, has vibrant local industries, and an outstanding arts and cultural sector. Our Bendigo campus is the largest of our regional campuses with more than 4,500 students. It offers a full range of courses, including allied health, dentistry, law and engineering. Bendigo graduates enjoy a 94 per cent employment rate after graduating, and our plan is to continue building the Bendigo campus to become Australia’s leading regional university town.

**ALBURY-WODONGA** delivers strong manufacturing, tourism, agriculture and service industries to a hub of regional Victoria, NSW and the ACT. Our campus attracts students from across the region, offering a wide range of courses from arts, sports management and business to nursing, allied health and science. It is one of Australia’s three leading campuses for industry engagement, including freshwater ecology at the Murray-Darling Freshwater Research Centre, and regional and rural ageing through the John Richards initiative.

**MILDURA** is the service centre for north-west Victoria, and a centre for horticulture and agriculture. Our campus is deeply embedded in the business and cultural life of the local community, and delivers a skilled workforce for our local schools, health services and businesses. We provide access for many of our students who are first in family, disadvantaged or Indigenous. Since 2006, we have graduated approximately 100 nurses, 220 teachers, 120 business or accounting graduates, and 60 social workers at the campus. Around 95 per cent of our Mildura graduates get jobs after graduating, and 85 per cent stay in the Mallee region. Working with the local community, we generate world-class events and opportunities for research in community development, water and ecology, agriculture, arts and Indigenous affairs.

**SHEPPARTON** is a culturally diverse city lying at the heart of the Goulburn Valley – a centre of horticulture, dairy, logistics and manufacturing. Our campus, located in the centre of the city, is meeting a growing demand for courses in areas like the arts, business and job-share, education, nursing, allied health and social work. Our strong community links present opportunities for research in agriculture, community development, health, cultural diversity and Indigenous affairs.

**CITY CAMPUS** (360 Collins Street) – our City Campus has recently been expanded to include three levels in the heart of Melbourne’s central business district. The City Campus delivers a range of innovative postgraduate courses through the Business School, Law School, and School of Psychology and Public Health, and provides a prestige Melbourne city venue for a wide range of meetings, seminars and events. Courses range from our Juris Doctor, MBA, and Masters of Management and Cybersecurity through to Masters in Health Sciences, Public Health, Health Administration and Sports Analytics.

**SYDNEY CAMPUS** – our new state-of-the-art Sydney campus, officially opened in 2017, is located in the centre of the city’s business precinct, overlooking Hyde Park, at 256 Elizabeth Street. The Sydney Campus offers foundation studies and diploma programs, along with a range of undergraduate and postgraduate degrees, in accounting, business, management, IT and health sciences for just under 1000 students from more than 20 countries.

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**Education**

Our education will be tailored to the needs of local communities and local industry. Because our regional campuses offer teaching on a smaller scale, there are opportunities for engagement in teaching methods, modes of delivery and use of technology; to develop new ways of improving the quality of the student experience, student outcomes and retention levels; and increase student enrolments on each campus.

1. We will offer degrees in each of the following categories across our campuses outside Melbourne:
   - Degrees that are offered at all La Trobe campuses, usually those in high demand areas such as Business, Education, Nursing and Human Services.
   - Degrees offered only at our regional campuses, such as Agribusiness, tailored to the workforce needs of our regional communities.

**Research**

La Trobe's multi-node regional campuses offer unique expertise to address big challenges that can have regional, national and international impact. The sustainable use and management of national resources and the impact of climate change will require the full involvement of regional communities. Our campuses are located close to some of the most important industries in regional Victoria, including agriculture, water, and human and health services. We will build on this physical proximity to develop close research partnerships, because our researchers have much to offer in these fields. We will:

1. Further develop and implement our regional research strategy, which will outline areas of research focus for each of our campuses, the expectations we have of our staff, and the support we will provide them.
2. Develop our regional campuses as centres of excellence in targeted research disciplines, by supporting and recruiting excellent researchers and establishing world-class research facilities.
3. Develop our sites to support physical co-location of industry with the University, particularly at the Bendigo and Albury-Wodonga campuses, where there is significant space to support industry partnerships and collaborations.
4. Develop close industry partnerships drawing on researchers from across La Trobe’s network.
5. Continue to support research excellence on all of our campuses by identifying barriers to research on regional campuses, and by ensuring that research capabilities and facilities are available everywhere.

**Community connections**

La Trobe is home to some of the country’s leading public intellectuals and scholars, and we have connections to many more. We will draw on these networks, and our physical campuses, to influence and debate about the future of regional Australia and to advance public scholarship through stimulating events and connections. Regional Victoria is home to some of the most successful cultural institutions and festivals in Australia – such as the Bendigo Art Gallery and Writers Festival, the Murray Art Museum Albury, the Shepparton Festival, and the Mildura Writer’s Festival – which offer La Trobe students a mix of educational programs and Work Integrated Learning opportunities.

**GOAL**

To have our regional campuses chosen by regional, metropolitan and international students and researchers, whose study and work will accelerate economic and community development in the communities we serve.

**We will:**

1. Deepen the reach and impact of cultural events and institutions in our regions through sponsorship, educational programs and the implementation of the La Trobe Arts Strategy by the La Trobe Arts Institute.
2. Continue to offer place-based programs that run alongside major cultural events to add to their quality and reach, and demonstrate the role the University can play in the intellectual and cultural life of our regional communities.
3. Advocate for policy reform that will benefit regional communities, including by organising events that stimulate, challenge and inform the national conversation about regional Australia.

**2022 TARGET**

Comparable student outcomes and per capita research performance at each of our campuses.
To be the sort of university we want to be – an outstanding student-focused institution with well-supported staff – La Trobe will need operational excellence in every part of our complex organisation: education, research, engagement and supporting administration. To achieve this, we will need to embed our cultural qualities in all that we do: connected, innovative, accountable and care.

What we will do

Australian universities are experiencing increasing local and global competition for the best staff. This is happening at a time when technology and labour market changes are transforming the disciplines that our staff teach and the ways that we work. We now require a mix of specialist and generic teaching and administrative skills. Where roles need to become more specialised, we will ensure they are properly supported and rewarded. More diverse career paths will need to be developed, recognised and rewarded.

Consistent with our culture and values, including our commitment to sustainability, we will:

1. Attract and retain the best staff and deploy their talents in imaginative ways to constantly improve results for our students, partners and communities.
2. Be an employer of choice, and a workplace that encourages individuals to achieve personal career success in their areas of expertise while being part of a dynamic and welcoming scholarly community.
3. Provide the digital and physical infrastructure that will allow our students and staff to flourish, and which will support thriving partnerships with industry, the community and governments.
4. Continue our capital development program to provide state-of-the-art facilities across our campus network.
5. Continue to refine, streamline and improve our business processes and systems based on the feedback of the people using them rather than the convenience of those who provide them.
6. Draw on the best new technologies available, including artificial intelligence and machine learning, to ensure that our staff and students are engaged and well supported in everything they do.
7. Continue to develop a working environment that supports staff to contribute to University improvement in their areas of expertise, and provide opportunities for feedback, reward and progression.
8. Provide a comprehensive suite of support services for staff across all our campuses, supported by easy-to-use smart city technology available at all our locations and remotely.
9. Implement specific support mechanisms for early career academics.
10. Continually examine the effects of shifting trends and practices in employment and teaching on our workforce, and respond to these changes by developing new and emerging roles, ways of working and course delivery.
11. Ensure professional development opportunities meet the needs of all staff as we continue to evolve as a university of the future.
12. Provide professional development and support to staff so they have the skills required to partner with industry and to take best advantage of the new technologies we introduce.
13. Continue to operate sustainably to avoid and minimise negative environmental impacts, while improving social and economic outcomes.

2022 TARGET

Each campus of La Trobe to be within the top quartile of the Australian National Norm benchmark for ‘sustainable engagement’ of staff (as measured by the Employee Opinion Survey).

GOAL

To be an ‘Employer of Choice’ for academic and professional staff.
Fulfilling this new strategic plan will require significant revenue growth. Only by generating the necessary operating margin (and cash flow) can we invest sufficiently to improve our teaching, research and engagement, and renew our infrastructure.

It won’t be easy. The university environment is extremely competitive. The demand-driven funding system has saturated the domestic undergraduate market; competition for overseas students has heightened considerably as British, European and North American institutions compete more aggressively in growth markets; and government funding for teaching and research is likely to fall. In this environment, we need to raise revenue from a wide range of traditional and non-traditional sources.

What we will do

1. Growth in student load
   We will increase enrolment and retention of undergraduate and postgraduate coursework students from Australia, and undergraduate and postgraduate international students; and we will continue our focus on increasing graduate research completions. The University will concentrate on growing student load in courses that provide a sustainable revenue margin.

2. Online course delivery
   We will use digital technology to develop a range of new course options that will broaden the prospective markets for traditional students while widening the range and depth of opportunities to grow our share of the online student market.

3. Unbundling course offerings
   We will use a range of digital and traditional methods to widen the accessibility of our coursework programs via single subject enrolments, micro-credentialing, executive education and professional development programs.

4. Diversification of Revenue Sources
   We will put significant effort into developing revenue streams beyond student load sources. These streams will include: philanthropy (dedicated campaigns for scholarships, research and capital projects); commercialisation of our physical campus assets (conferences and event hosting); research consultancy (through a dedicated commercial consulting arm of the University); and collaborations with industry and government partners to develop new campus infrastructure.

GOAL
To achieve sustainable growth in revenue to provide the resources to deliver our mission and vision.

2022 TARGET
Compound Annual Growth Rate for Revenue of 7.5% 7

A Compound Annual Growth Rate for Revenue of 7.5% over the five-year period of this strategic plan will double revenue growth from $135M in 2012-17 to more than $270M in 2018-22 and achieve $1.1B in revenue by 2022. An additional MPI for cash flow has been identified as EBITDA/Revenue of 16.2% by 2020 and 17.5% by 2022.

KPIs and MPIs will be provided at multiple levels within the University to ensure our targets are known and reported against for accountability.

Revenue Growth

La Trobe University acknowledges that our campuses are located on the lands of many traditional custodians in Victoria and New South Wales. We recognise their ongoing connection to the land and value their unique contribution to the University and wider Australian society.

La Trobe University is committed to providing opportunities for Aboriginal and Torres Strait Islander people, both as individuals and communities, through teaching and learning, research and community partnerships across all of our campuses.

The wedge-tailed eagle (Aquila audax) is one of the world’s largest.

The Wurundjeri people – traditional owners of the land where our Melbourne campuses are located – know the wedge-tailed eagle as Bunjil, the creator spirit of the Kulin Nations. There is a special synergy between Bunjil and the La Trobe University logo of an eagle.

The symbolism and significance for both La Trobe and for Aboriginal people challenges us all to ‘gamagoen yarrbat’ – to soar.

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