

Future Ready: Strategic Plan 2013–2017



NOVEMBER 2015

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ACKNOWLEDGEMENT OF COUNTRY

La Trobe University acknowledges that our campuses are located on the lands of many traditional custodians in Victoria. 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.

Aboriginal and Torres Strait Islander people need to be aware that this publication may contain images of and/or references to deceased persons.

Throughout this document ‘Aboriginal and Torres Strait Islander’ and ‘Indigenous’ are used interchangeably.

A message from the Vice-Chancellor



I am very pleased to release this updated and refreshed *Future Ready* strategy. This will guide the University through to 2017 and beyond with a renewed focus on our mission, our culture, our regions, our targets and the ‘four pillars’ of a distinctive La Trobe: outstanding student experience, student employability, research excellence and brilliant basics.

Future Ready was first adopted in late 2012, after extensive consultation with the University community. Since then, events have made it timely for us to review the strategy in 2015: uncertainty in the surrounding political environment, coupled with very significant change in the University itself.

We have made significant progress towards the target we set ourselves in 2012. We are enrolling more students than at any time in the history of the University. Our research standing continues to improve – we have, for example, re-entered the top 400 of the QS and THE World University rankings for the first time since 2011, and improved our standing in the Times Higher Education Top 100 Universities under 50.

We are one of the country’s most diverse and inclusive universities, measured by the numbers of our students who come from disadvantaged backgrounds, who are the first members of their family to come to university, who are disabled, from regional backgrounds or who are Indigenous. We welcome students from over 100 countries from around the world. We have the highest proportion of female academic staff above the level of senior lecturer and are ranked the leading Victorian university for lesbian, gay, bisexual, transgender and intersex (LGBTI) inclusiveness and support.

The changes made as part of the Funding Future Ready program in 2014 will enable the University to build on these achievements and will secure the University’s capacity to invest in its future staffing and infrastructure to support excellent teaching and research.

This refreshed version of *Future Ready* grew out of a lengthy conversation between the senior leaders of the University in early 2014. It learns from this experience, but also looks ahead and asks the question – what will a successful University, with the sort of values we hold dear, need to do in the next few years to build on the significant achievements of the last few years?

A consultation draft of a revised *Future Ready* was released in July 2015 to all staff, and many of the comments received from staff are reflected in this final version.

In summary, the following revisions to the original strategy have been made:

- a restatement of La Trobe’s vision and aspiration ‘to be a University where inclusiveness and globally recognised excellence meet’
- an articulation of our culture to “Be the Difference”
- a sharpening of our focus on four strategic ‘pillars’ of a distinctive La Trobe: student employability, the student experience, research excellence and ‘brilliant basics’
- a heightened focus on our regions and the importance of regional delivery to our regional communities
- recasting some of our goals and targets to provide a clearer focus on outcomes.

I am confident that this strategy will provide the guidance and accountability for achieving our ambitions and aspirations. I look forward to working with staff, students and the wider University community to achieve the *Future Ready* vision we have set for ourselves.

Professor John Dewar
Vice-Chancellor and President

Introduction



Charles BILLICH
b. 1934, Lovran, Italian-Croatian border; arr. Australia 1954
Opening of La Trobe University 1967
Oil on board, 118.0 x 208.0 cm,
La Trobe University Art Collection. Donated through the
Taxation Incentives for the Arts Scheme by Mr Anthony Gorman 1986.

“The true test of the university must be based on the achievement of its graduates at the height of their careers, when they have assumed the responsibilities of leadership in the solution of the wider and more far reaching problems of civilisation... The true measure of a university’s greatness is the total effect it has on human welfare and progress.”

Professor David Myers

La Trobe University: Opening Ceremony and Inaugural Lectures, ‘A new University in a changing world.’ (1967)

OUR PURPOSE

The purpose of La Trobe University is:

“to serve the community of Victoria for the purposes of higher education, for the education, economic, social and cultural benefit of Victorians and for wider Australian and international communities... providing access to quality higher education to those from disadvantaged communities.”

La Trobe University Act, 2009

OUR VISION AND ASPIRATION

Since its foundation in 1964, La Trobe University has sought to be different. We were created to broaden participation in higher education amongst communities in Melbourne’s north and regional Victoria. We have joined this mission with that of pursuing world class research that makes a difference to some of the world’s most pressing problems. We are one of Australia’s most successful universities in pursuing these multiple missions. In short, La Trobe is a place where social inclusion and globally recognised excellence come together for the benefit of our students and our communities.

While pursuing this distinctive path, we will still measure ourselves against the rest of the sector. Accordingly, La Trobe will be one of the top three universities in Victoria, one of the top 12 nationally and one of the top 500 internationally.

OUR OBJECTIVES

Excellence in the key world issues

La Trobe will be known for its excellence, creativity and innovation in relation to the big issues of our time. We will be amongst the best in the world in some areas of research that are fundamental to the future of human societies and their environments.

Outstanding students from diverse backgrounds

The most creative and independent thinkers from diverse backgrounds will choose us because we will partner in their learning, are flexible and innovative in our teaching and delivery, and because we equip them for the world of work and to make a difference to our communities.

Exceptional staff

Our staff will be recognised as high performers and La Trobe will be an attractive place for all staff at all stages of their careers.

Lively connected campuses

Our campuses will be beacons of research, learning, cultural and sporting activities that make our communities richer for La Trobe's presence.

Game changing partners

Our external partnerships will transform our capacity as a teaching and research university. We will be distinctive in the quality and depth of our external partnerships. Our partnerships will enrich our work and advance our partners' objectives.

Resources are managed ethically and sustainably

We will continually enhance our intellectual, physical and financial resources so that future generations can continue to enjoy the La Trobe experience.

OUR VALUES

At La Trobe University we:

- Take a world view
- Pursue ideas and excellence with energy
- Treat people with respect and work together
- Are open, friendly and honest
- Hold ourselves accountable for making great things happen.

OUR CULTURE

We aspire to "Be The Difference". Be The Difference acknowledges why we exist, where we have come from, and where we are going. It is the thread connecting our roots in serving the northern suburbs of Melbourne and the regions and communities around Victoria, to our future, serving students and communities locally and internationally.

Connected

We connect to the world outside — the students and communities we serve, both locally and globally.

Innovative

We tackle the big issues of our time to transform the lives of our students and society.

Accountable

We strive for excellence in everything we do. We hold each other and ourselves to account, and work to the highest standard.

Care

We care about what we do and why we do it. We believe in the power of education and research to transform lives and global society. We care about being the difference in the lives of our students and communities.

Participation

LOW SES AND DISABILITY

Highest participation rate in Victoria for students from a low SES background and for students with a disability

STRATEGIC FOCUS AREAS: FOUR PILLARS OF A DISTINCTIVE LA TROBE

We will realise our aspiration as a university where inclusiveness meets excellence, by focusing on four strategic focus areas:

Outstanding student experience

La Trobe students will have an outstanding experience, from first enquiry through to employment and beyond. Prospective students will choose us because we are at the centre of important social, economic, environmental, political and scientific developments; because we will partner in their learning; because we are flexible and innovative in our modes of delivery; because of our technology and facilities; and because our staff and systems offer seamless support.

Student employability

La Trobe students will develop the high level professional skills and attributes they require to thrive in the world of work. The structure of our curriculum, our research based teaching, and our external partnerships with local employers and industry will enable our students to develop the high level professional skills and attributes they require. This will assist them to find satisfying employment on graduation, or pursue business and social enterprise opportunities.

Research excellence

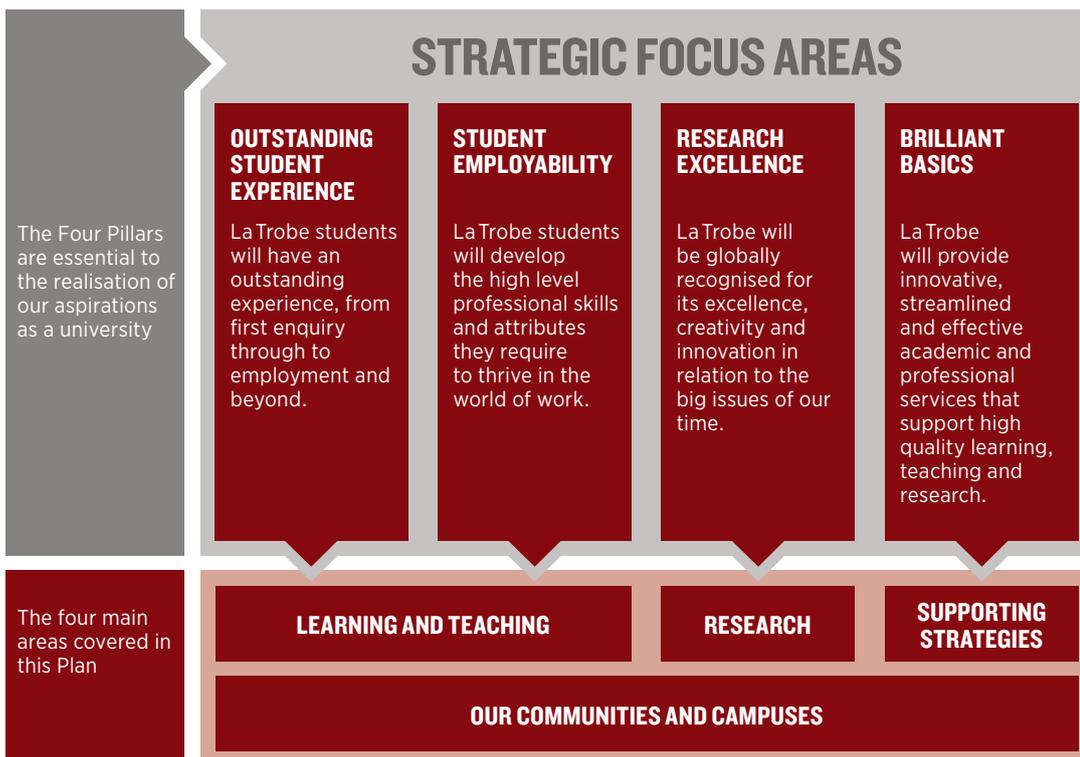
La Trobe will be globally recognised for its excellence, creativity and innovation in relation to the big issues of our time. We will be among the best in the world in our chosen areas of research focus, and we will attract outstanding research partners to work with us.

Brilliant basics

We will provide innovative, streamlined and effective academic and professional services that support high quality learning, teaching and research and continually enhance our campus life.

These Four Pillars provide the focus for our activity across the four main areas covered by this Plan – Learning and Teaching, Research, Communities and Campuses and Supporting Strategies (see Figure 1 below). The Four Pillars directly contribute to lively and engaged campuses and communities and outstanding student experience and student employability; and are fundamental to our commitment to excellence in learning and teaching, and research. Achieving brilliant basics is the standard we set for our academic and professional services.

Figure 1



Learning and teaching

La Trobe will provide a distinctive education that makes a difference to students and the communities and the world in which they live. What will set us apart from other universities is our simultaneous pursuit of excellence and inclusiveness. We will structure our curriculum, teaching, external partnerships and support services to ensure our students have an outstanding experience at La Trobe and are able to find satisfying employment on graduation.

We will continue to provide a quality education to talented people who may not otherwise have access to a university education. We are committed to continuing to increase our diverse student body and to respond to their diverse learning needs.

DISTINCTIVE CURRICULUM: THE LA TROBE FRAMEWORK

Learning and teaching at La Trobe is based on the distinctive curriculum provided by the La Trobe Learning and Teaching Framework. The Framework emphasises breadth of learning and systematic exposure to major challenges students will face over the course of their lifetime. It applies to all professional and discipline-based courses.

La Trobe Essentials

Essentials are built into all La Trobe coursework degrees. Every course embeds the themes of global citizenship, innovation and entrepreneurship and sustainability thinking so that our students can rise to the challenges presented by current major social, economic, technological and political issues.

La Trobe Hallmark Program

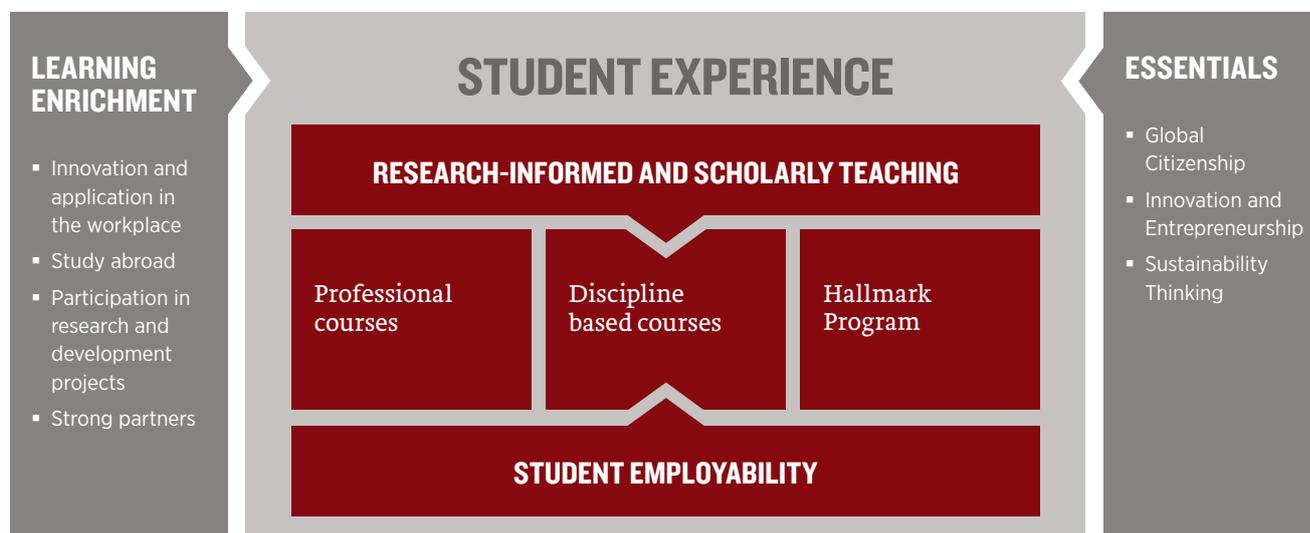
Our Hallmark program challenges high achieving students to extend their learning by developing knowledge and experience through cross-disciplinary study and projects focusing on our Research Focus Areas. The program combines honours study, international learning, mentoring and scholarship support to challenge and inspire learners.

La Trobe Enrichment Programs

The La Trobe Learning and Teaching Framework emphasises the importance of enrichment programs that broaden the learning experience and draw on educational technologies to provide flexible, accessible and high quality active learning. Gaining experience in a workplace context is essential for developing the knowledge and skills required to practice effectively as a professional. Students and staff will be provided with many opportunities to participate in Practice-Based Professional Learning.

The La Trobe Framework is illustrated in Figure 2 below.

Figure 2



86% OF GRADUATES IN EMPLOYMENT AND FURTHER STUDY

In 2014, 86% of LaTrobe graduates were in full-time employment or undertaking further full-time study, four months after graduation

HIGH QUALITY LEARNING AND TEACHING

The Framework recognises the importance of research-informed and scholarly teaching. La Trobe subjects and courses will be based on the latest international research. All students will engage with, and be engaged in, research-informed learning and activities. Curriculum design and approaches to teaching and learning will be scholarly and evidence-based.

TEACHING STAFF

La Trobe academic staff will be excellent teachers. High quality teaching will be recognised and rewarded. La Trobe Teaching Scholars will provide leadership to support a culture of teaching excellence throughout the University.

Teaching staff will be supported to develop the professional understanding and skills required to work effectively with a wide range of students with different levels of preparedness for university, and diverse demands for delivery. Innovation and excellence in learning and technology will be celebrated, rewarded and shared widely across the institution.

A HIGH-QUALITY STUDENT EXPERIENCE

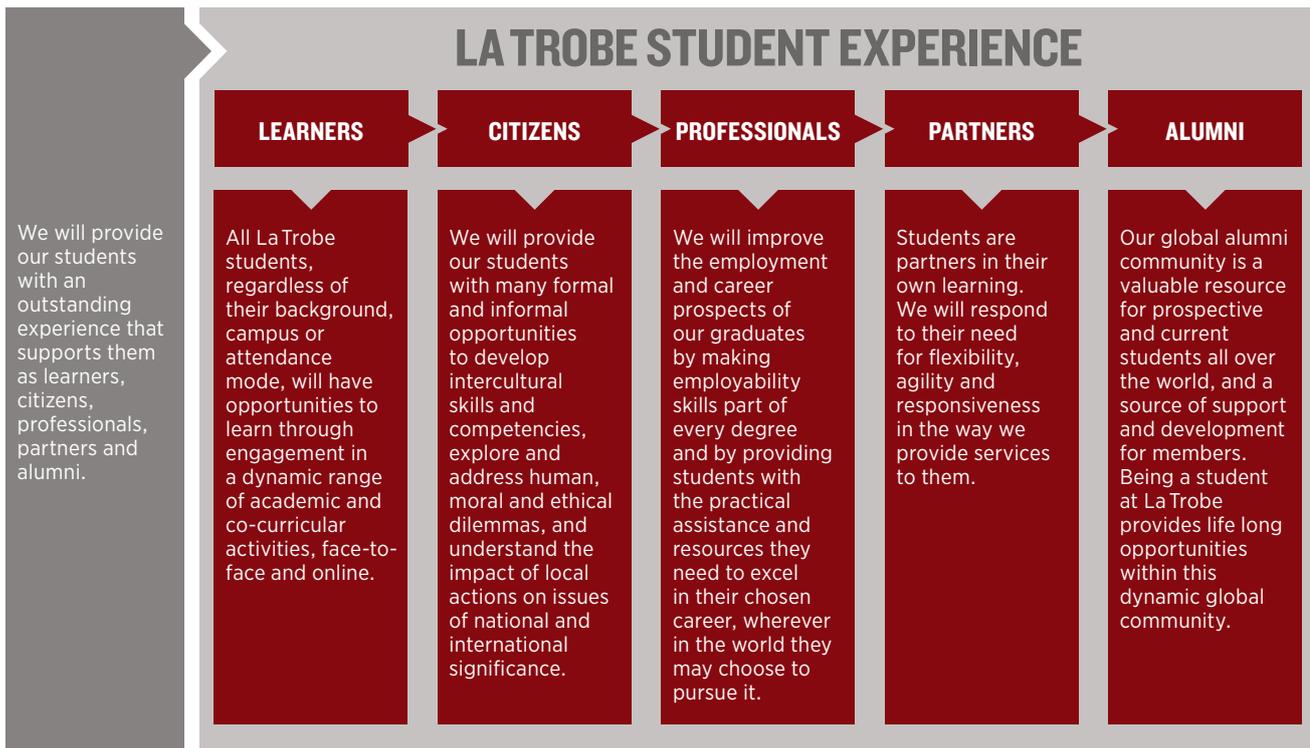
Students are the lifeblood of La Trobe and are at the heart of everything we do.

La Trobe students will have an outstanding experience from first enquiry through to employment and beyond. We will support them as learners, citizens, professionals, partners and alumni. We want their time at La Trobe to be personally rewarding and enjoyable as well as academically successful to put them on the right path to a career.

We will design and deliver our programs to meet the needs of those combining study with full time paid work, shift work patterns, and with family responsibilities. We will ensure potential students have access to our courses or to a pathway that leads to La Trobe courses, offered by us or by a partner organisation.

Figure 3 summarises how we will develop, support and connect with our students as learners, as citizens, as professionals, as partners in their own and others' learning and as alumni to provide an outstanding student experience now and into the future.

Figure 3



To date, we have attracted more than 450,000 subscribers and had more than 5.3 million downloads of lectures and materials.

A FOCUS ON EMPLOYABILITY

La Trobe students will develop the high level professional skills and attributes they require to thrive in the world of work. We will work with relevant employers in the design and teaching of our courses and offer integrated workplace learning where possible. We will ensure our students develop the skills required to be independent lifelong learners in the workplace. We will provide students with increased opportunities actively to develop their employability skills in the co-curriculum through volunteering and paid work within the University.

Employment Partnerships

La Trobe will establish partnerships with industry, business and community organisations to create employment opportunities for our students. We will work with students to connect them with employers. We will also provide students with opportunities to acquire workplace skills during their degree to improve their employability. We will support student entrepreneurship and innovation to enable our students to start their own businesses or social enterprises where they wish to do so.

AN INCREASING AND DIVERSE STUDENT BODY

Consistent with our purpose to provide access to higher education to those from disadvantaged communities we will continue to increase our student numbers.

We plan to increase to around 33,000 Equivalent Full Time Student Load (EFTSL) by 2017 (from 26,500 in 2013). This represents an increase in student load of approximately 1,000 EFTSL at our regional campuses, and of approximately 6,000 EFTSL at Bundoora and the Melbourne CBD locations. We will do this by increasing:

- participation rates in higher education among the communities we serve
- our share of students coming to university
- our share of students studying online, at both undergraduate and postgraduate levels
- our retention rates
- the number of fee-paying students.

We will increase the number of domestic fee-paying graduate coursework students from 890 in 2013 to 1,120 by 2017. Total postgraduate coursework load will reach approximately 5,000 EFTSL in 2017 from 3,800 in 2013. This will require strengthening our graduate courses through new and refreshed offerings, improved marketing and recruitment, and greater use of flexible or online learning.

We will continue to recruit significant numbers of onshore international students and aim to increase this to 6,000 EFTSL by 2017 from 4,350 in 2013. We will broaden the range of countries from which our international students come to make our campuses culturally richer and more diverse.

To achieve this growth while maintaining entry standards commensurate with a world-class university, we will become more appealing to high-potential students (measured by Australian Tertiary Admission Rank (ATAR) scores or by other means); will increase the proportion of these students in our commencing cohorts; and will attract a larger share of these students state-wide.

We have a proud tradition of enrolling and retaining students from low socio-economic status (SES) backgrounds. While La Trobe's low SES participation rate is higher than the state and national averages, improvement is still required to reach the level of excellence set by the Australian Government for the state of Victoria.

La Trobe is closely linked with the Koori (Aboriginal and Torres Strait Islander or Indigenous) populations in Melbourne and regional Victoria. The University will be a Victorian and national leader in the support of Koori education pathways and the Koori Academy of Excellence in Melbourne's north.



**LEARNING AND TEACHING
TARGETS**

GOAL	2017 TARGET
Increase student numbers (EFTSL)	33,000 EFTSL
Increase students of regional origin across campus network (Australian Statistical Geography Standard)	9,000 Head Count
Increase postgraduate coursework student numbers (EFTSL)	5,000 EFTSL
Increase the total number of onshore international students (EFTSL)	6,000 EFTSL
Enrol a significant proportion of domestic undergraduate students from low socio-economic backgrounds	20%
Increase the number of Aboriginal and Torres Strait Islander student enrolments	250
Increase LaTrobe's share of Victorian Tertiary Admissions Centre current year 12 first preference applicants	14%
Increase LaTrobe's share of Victorian Tertiary Admission Centre students with an ATAR of 80+	12%
Expand the number of LaTrobe students who undertake an overseas student mobility program as part of their degree	20%
Increase the proportion of aggregate subject enrolments in blended or online mode	At least 60%
Improve student retention	Top 12 in each Field of Education
Improve student success	Top 12 in each Field of Education
Improve student satisfaction as measured by the Student Experience Survey	Top 12 in each Field of Education
Improve student employment outcomes as measured by the Graduate Outcomes Survey	Top 12 in each Field of Education

Related plans

Further detail of the strategies and actions to be pursued in Learning and Teaching are found in:

- Learning and Teaching Plan 2013–2017
- Student Load Plan 2016–2019
- Digital Learning Strategy
- Internationalisation Plan 2014-17

Research

Research is important in developing our reputation as a university committed to solving global problems and improving the welfare of human societies. LaTrobe will be globally recognised for its excellence, creativity and innovation in relation to the big issues of our time.

We have identified and developed five cross-disciplinary Research Focus Areas (RFAs) that build on our existing and potential strengths. We believe LaTrobe has the skills, expertise and experience to produce world class research that will transform the way we think and behave about many of the major issues of the twenty first century. The RFAs are designed to operate across disciplinary boundaries, drawing on all of our expertise wherever it resides within the University. We build on LaTrobe's ethos of social responsibility to ensure that our research teams can seamlessly draw on the sciences, engineering, the humanities, the social sciences and economics.

Our excellent researchers will be recognised and supported, so that high-performing researchers will choose to join LaTrobe to achieve their ambitions, promising early-career researchers will choose to join us to advance their careers, and mid-career researchers will be supported to advance to the next stage of their research careers. We will provide excellent research training and supervision within the Colleges and the services of the Graduate Research School will meet the needs of our diverse student body.

ADDRESSING THE BIG PROBLEMS – RESEARCH FOCUS AREAS

The five RFAs build on LaTrobe's established research strengths and world class infrastructure to address some pressing global issues of our time:

- Securing Food, Water and the Environment
- Sport, Exercise and Rehabilitation
- Understanding Disease
- Building Healthy Communities
- Transforming Human Societies.

Our RFAs enable us to partner more effectively with governments, industries, philanthropists and other universities and research institutions around the world who want to join with us in finding solutions to global problems.

Our depth of cross-disciplinary expertise and range of external partnerships mean we can and will continue to make a difference in each of these five areas.

DISCIPLINARY RESEARCH PROGRAMS

In addition to the RFAs we will provide support to selected disciplines, through Disciplinary Research Programs, to ensure we retain the flexibility and agility to respond to new trends. We will maintain and develop the disciplinary strengths of high performing research teams. We will encourage new funding and investment approaches.

RESEARCH CENTRES AND INSTITUTES

Research Centres and Institutes contribute to a vibrant research culture within the University and make positive contributions to solving real-world problems.

These centres will be supported to continue to deliver as nationally and internationally significant research enterprises that are central to the University's mission. They will be seen Australia-wide as exceptional places for research students to undertake their studies and will be supported to increase their impact and research productivity further over the coming years.

RESEARCH STAFF

Our researchers operate in an intensely competitive, global marketplace. LaTrobe will search for, attract and retain the best quality academic staff and research leaders. Improving our research performance will be a central part of our strategic workforce planning.

We will invest in a culture that promotes the production of excellent research and supports researchers bidding for competitive grants and other funding opportunities. We will develop our own researchers, support early career researchers and make LaTrobe a desired destination for talented researchers.

A\$94 million RESEARCH CENTRE

The La Trobe Institute for Molecular Science (LIMS) accommodates more than 400 researchers.

RESEARCH TRAINING

La Trobe is home to about 1,000 higher degree research students who are an important part of our research effort and valued members of our community. The Colleges and La Trobe Graduate Research School will support our higher degree research students and supervisors by providing training, streamlined administrative processes and coursework programs to enrich our students' learning and improve their career prospects.

We will build on our reputation as an excellent place for international students to undertake their research. The University will continue to develop and expand its international research engagement, including a particular emphasis on the recruitment of the very best international research students.

PARTNERSHIPS AND INNOVATION

La Trobe will develop deep partnerships for its RFAs and other programs to broaden the range of avenues for funding support, and to transform our research scope, scale and capability. These partners will help raise our research efforts to new levels of national and international significance.

La Trobe will become sought after by industry and the private sector as a partner in innovation. We will do this in order to assist the communities around us to successfully navigate the transformation of local economies. We will make it easier for partners to work with us, and for our staff and students to work with them. We

will support staff and students who wish to commercialise their ideas, either by helping them turn them into commercially viable propositions, or by making them easily available to external partners. We will do this through support for innovators and entrepreneurs, strategic use of our intellectual property (IP) policies such as Easy Access IP, effective use of the La Trobe Research and Development Park, and by offering corporate partners a one stop shop when dealing with the University.

RESEARCH TARGETS

GOAL	2017 TARGET
Strengthen Research Quality	
Increase the number of areas of La Trobe research activity rated 'above world standard' by the Excellence in Research for Australia research quality evaluation	50% increase in number of Fields of Research "above world standard" on 2011 baseline
Increase proportion of teaching-and-research and research-only academic staff with a peer-reviewed publication in the prior year	66%
Increase average Higher Education Research Data Collection (HERDC) publication output per teaching-and-research and research-only academic staff member	1.9
Double the total research income on 2011 baseline	\$84 million
Improve La Trobe's international research-based institutional ranking in the Academic Ranking of World Universities	Top 500
Invest in Research Partnerships	
Lead significant research partnerships through collaboration with other universities and organisations	Secure at least one major research centre equivalent to a Centre of Excellence, Collaborative Research Centre or Industrial Transformation Research Hub
Establish industry partnerships and attract funding for research projects, as measured by: <ul style="list-style-type: none"> ▪ Category 3 income ▪ La Trobe Consulting revenue ▪ PhD Scholarships supported by industry 	<ul style="list-style-type: none"> ▪ \$20M ▪ \$5M ▪ 20
Strengthen Research Training	
Align investment in research training with Research Focus Areas	
Increase higher degree by research completions	250
Improve student satisfaction as measured by the Postgraduate Research Experience Questionnaire	Top 3 in the IRU in 'overall student satisfaction'

Related plans

Further detail of the strategies and actions to be pursued in Research are found in:

- Research Plan 2013-2017
- Internationalisation Plan 2014-2017

Our communities and campuses



LaTrobe serves the community of Victoria and beyond through a network of campuses and partnerships. Our campuses provide us with a presence from Collins Street to the Murray River.

LaTrobe is proud of its status as the biggest provider of higher education to students from Victoria's regions. One in four regional higher education students is a LaTrobe student; and regional students account for a quarter of our total student population. LaTrobe plays an important role in the social, economic and environmental strength of our regional cities and their surrounding communities in Bendigo, Shepparton, Albury-Wodonga and Mildura.

LaTrobe is committed to providing and delivering higher education in the regions. We make this commitment because we understand that higher education confers economic and social benefits for both individuals and communities.

Regionally delivered higher education improves employment and earning opportunities for graduates and retains much needed talent in our regional communities. This is critically important

to meeting existing and emerging skill shortages caused by a growing trend towards regional students migrating to metropolitan cities at the same time as our regional economies transition towards a requirement for higher skills.

To meet the aspirations and needs of our regional communities, we will continue to work with our Regional Advisory Boards to better understand community aspirations and to foster advocacy for regionally delivered higher education that is inclusive and excellent.

To drive increased participation in higher education, we will continue to partner with local schools and regional TAFEs. We will create a seamless suite of vocational education and training and higher education pathways.

BUNDOORA AND MELBOURNE'S NORTH

Our Bundoora campus is the size of Melbourne's central business district. It makes a significant contribution to the success of Melbourne's North as a centre for employment, recreation, culture and lifelong learning. The Bundoora campus is a lively, active learning environment where students are engaged in a dynamic

campus life that offers modern and innovative learning spaces. Under our new Campus Masterplan, we will develop the campus into a University Town. New neighbourhoods will create a user friendly network of linkages for pedestrians, public transport users, cyclists, private vehicles and recreational users.

We will further develop our Health, Sporting and Research and Development precincts and provide more opportunities for students, staff and the community to live on campus and to enjoy the natural and educational amenities the Bundoora campus has to offer. We will continue to invest in and improve our core educational facilities and enhance the opportunities for those around us and those from afar to visit, appreciate and participate in the vibrant campus life.

Melbourne – City

Our presence in Melbourne's CBD will allow us to meet the needs of working professionals through a range of flexibly delivered postgraduate degrees and executive education programs. The city campus will host forums and events with the business community, government and other decision-makers and thought leaders, and contribute to the wider mission of public scholarship.

21.9%

SHARE OF REGIONAL VICTORIA'S HIGHER EDUCATION STUDENTS

In 2013, we had the largest share of regional higher education students in the State of Victoria.

REGIONAL VICTORIA

Bendigo

La Trobe will play a central role in helping Bendigo realise its potential to become a great university city. Our ambition for Bendigo is that it becomes a first choice destination for students from the region, from throughout Australia and from overseas.

Through our cultural and community engagement, and the impact of our graduates and our research, we aim to be an iconic institution that attracts people to Bendigo and promotes the city nationally and internationally. We will continue to work with the region's local government, industry, business, arts organisations and community groups to enhance the attractiveness of Bendigo and contribute to the growth of the Greater Bendigo region.

We will make our facilities accessible to the community to 'blur the boundaries' between the University and the surrounding neighbourhoods. Investment in public transport options will link Bendigo's central business district, our Clinical School and the Bendigo Hospital precinct with the main campus at Flora Hill.

We will work with local industry to design and deliver a new approach to teaching and learning engineering at La Trobe. We will establish a radical and expanded model of integrated health care and a comprehensive health professional education program to cater for a rapidly growing and ageing rural population.

We will partner with Bendigo Kangan Institute to offer diploma/degree programs in health, education, community services, business and engineering. These programs will be embedded in the co-developed Centres for Excellence in Health and Community Services and Agricultural Education.

Albury-Wodonga

La Trobe's role in the Murray Darling Freshwater Research Centre located at the campus, the John Richards Initiative and in the RFA in Securing Food, Water and the Environment, will ensure that research conducted at the Albury-Wodonga campus continues to address urgent regional needs.

We will draw on our partnerships with the Wodonga City Council, Wodonga Chamber of Commerce, Hothouse Theatre, Murray United Football Club, Albury Wodonga Health and a range of local partners to enhance the student experience and promote learning opportunities that are unique to Albury-Wodonga.

We will continue to create opportunities for shared learning experiences and supported transitions into higher education with our neighbours, the Wodonga Institute of TAFE. We will continue to develop a fully integrated tertiary campus across both institutions with improved facilities, easier access, and more to grow our connections with local community members, including Indigenous communities.

Shepparton

La Trobe will be a key partner in initiatives to enhance educational outcomes in the Goulburn Valley. La Trobe in Shepparton will continue to play an important role in the education, social and economic development of this multicultural community.

We will invest to develop a better student and community experience at our high quality facilities. We will build on the existing collaborations with our neighbour, GOTAFE, such as our shared library facility and the delivery of integrated diploma/degree models in health, education and community services. We will foster and further develop our connection with Goulburn Valley Health.

Our campus provides a unique venue for arts and cultural events, building from our partnerships, including the Shepparton Festival. Our research includes research partnerships with the Multicultural Commission, and the Shepparton Art Museum, and our engagement with the strong local Indigenous community creates unique learning and research opportunities for students.



OUR COMMUNITIES AND CAMPUSES



Mildura

With 1,600 LaTrobe alumni living in the Sunraysia district, LaTrobe is embedded in the community. Our alumni are leaders in the local professional workforce, offering us unique opportunities to partner with them to enhance the quality of our courses.

Our research partnerships will focus on issues which impact the community. In particular, we will focus on the environmental and water issues at the lower end of the Murray, through the presence of the Murray Darling Freshwater Research Centre located at the campus.

Our key local arts and cultural initiatives will be built from our existing partnerships with Arts Mildura, Chances for Children and Cultivator. We will work with SuniTAFE to create shared and complementary facilities that enhance the experience for all students and build on the existing visual arts collaboration to plan the delivery of diploma/degree programs in education, health, business and community services.

OUR CAMPUSES AND COMMUNITIES TARGETS

GOAL	2017 TARGET
Strengthen campus planning	<ul style="list-style-type: none"> ▪ Continue implementation of both Melbourne and Bendigo Flora Hill Campus Development Plans ▪ Early Master Plan 'wins' completed at both Melbourne and Bendigo campuses ▪ Facilities planning processes for all other locations underway by 2017

Related plans

Further detail of the strategies and actions to be pursued in community engagement are found in:

- Melbourne Campus Masterplan and Development Plan
- Bendigo Flora Hill Campus Masterplan and Development Plan

First SENIOR FEMALE ACADEMIC STAFF

Ranked first in Victoria for female academic staff above the level of senior lecturer

Supporting strategies

Successful implementation of this Strategic Plan requires us to change the way we do things—to become faster moving, more collegiate and to expect and produce high quality in everything we do.

OPERATIONAL EXCELLENCE

Students, staff and partners are becoming more demanding, globally aware and technologically sophisticated. Services need to be provided in ways that support the work of students and staff, thereby freeing up time, capacity and resources for learning and research. We will know when we are delivering Brilliant Basics when students and staff will be able to concentrate on their work without ineffective system or service delivery distractions.

Client focus

A heightened client focus will characterise our central service delivery. Our administrative processes and systems will be reconceptualised and streamlined to be more intuitive and to support students in their learning and staff in their work.

Collaboration and engagement

We acknowledge and value input from all staff, students and stakeholders, and will seek to foster a working culture that adopts collaboration and engagement as the most effective and empowering means to achieve shared outcomes.

Innovation and agility

We will play a leading role in encouraging innovation and managed risk taking. We will use social media and new technologies to ensure our communications and capabilities are suited to the challenges of anticipating, leading and nimbly adapting to important trends in higher education.

Sustainability

We will nurture and renew our intellectual, physical and financial resources so that future generations of scholars and students can continue the advancement of knowledge for the public good. The University's response to climate change, and to sustainability more broadly, requires us to carefully consider our ethical choices and everyday practices. We will minimise any adverse effects on the environment, manage our resources effectively and efficiently, and actively promote social inclusion and cultural tolerance. The University will ensure

that it remains financially sustainable and builds sufficient operating margins to allow it to reinvest in teaching and learning and research.

Safety

The University is committed to the safety and wellbeing of its community, including students, staff and visitors to our campuses. La Trobe will strengthen its safety culture across the University, supported by an increased focus on supporting wellness of employees.

OUR STAFF

Our staff aspire to make a difference through their teaching, scholarship, research and service.

The University is clear about its high expectations of staff, and will create opportunities for all staff to contribute to La Trobe's culture of excellence. All staff will be responsible for providing exceptional service with a focus on client needs. We will maintain our standards of academic excellence while thinking more commercially and innovatively to deliver highly effective education programs and services.

We will devolve decision making where appropriate and ensure accountability throughout all levels of management. We will invest in and expand areas of strength, and we are willing to exit from areas of relative weakness.

Attracting and retaining the high calibre staff who share La Trobe's vision is crucial to this strategy. We will continue to be an attractive place for professional staff to build their careers and to contribute to La Trobe's success. We will recognise and reward staff performance for individual endeavour and team outcomes, and will encourage and enable professional learning and development of staff to foster leadership and improve core, technical and management skills.



SUPPORTING STRATEGIES

3,192.9

2013 total full-time equivalent staff

1,463.5

2013 total Academic staff

La Trobe is committed to ensuring that our staff reflect the diversity of our local communities. This will include a focus on improving the career success of women in the STEM areas (Science Technology Engineering and Mathematics), increasing cultural diversity, increasing the number of Indigenous and Torres Strait Islander staff, supporting staff who identify as LGBTI (lesbian, gay, bisexual, transgender and intersex), and improving the workplace for people with a disability.

FINANCIAL SUSTAINABILITY

As our achievements are recognised and our campuses grow, we will improve the efficiency of our practices and our financial sustainability into the future. This will in turn permit new investments in infrastructure and innovation to continue our growth and offer improved opportunities and facilities for staff and students.

SUPPORTING STRATEGY TARGETS

GOAL	2017 TARGET
Increase workforce diversity	
Increase the number of Aboriginal and Torres Strait Islander staff	Academic: 7 Professional: 38
Increase the number of women in senior roles (academic staff at Level D and professional staff at Level 10 and above)	Percentage of senior staff: 50%
Increase the cultural diversity of staff	Design and conduct staff survey in 2016 to establish benchmarks for improvement by 2017
Improve operational excellence and effectiveness	
Significantly improve levels of client satisfaction as measured by the UniForum Service Effectiveness Survey	50% net satisfaction score
Improve staff 'sustainable engagement' as measured by the Employee Opinion Survey	Achieve at least the Australian National Norm benchmark
Underlying revenue per staff dollars	\$2.10
Improve financial sustainability	
International revenue as a percentage of underlying revenue	20%
Postgraduate revenue as a percentage of underlying revenue	4%
Underlying operating margin	10%

Related plans

Further detail of the strategies and actions to be pursued are found in:

- Budget
- Workforce Plan
- Capital Plan
- Alumni and Fundraising Plans
- La Trobe Public Transport Strategy
- Sustainability Plan

Future Ready reporting



Future Ready is the Strategic Plan to guide the focus and activity of the University over the next three years. It aims to help staff, students and stakeholders to understand our priorities. The targets by which we will measure our achievements will ensure institutional and individual accountability. In this way, the plan is designed to ensure we are all aware of our individual and collective responsibilities for delivery.

Detailed functional plans, and key supporting plans, together with College, School and Division Business Plans provide specific detail about how the strategies and initiatives identified in *Future Ready* will be implemented. (The relevant plans are referred to in each section above). Individual Career Success Plans for La Trobe staff will be developed to reflect these plans.

Future Ready targets will be used to track our progress. Performance will be measured and reported in various ways including:

- university-level performance reported regularly to Council
- tailored 'staircase' metrics and reports to track progress for Schools, Colleges, RFAs and Divisions – this will be used by line managers and for Business Plan and Performance Review processes
- external benchmarks and reference points – from the Australian and international higher education sectors and from the commercial world – to inform our assessment of relative progress.

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