



Academic Plan 2006–2010



Contents

Education	4
Research and Research Training	6
International	7
Monash Planning Pyramid	9



Berwick



Caulfield



Clayton



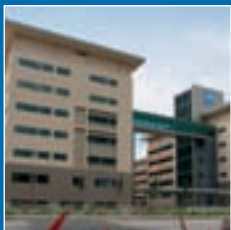
Gippsland



Parkville



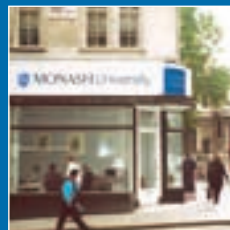
Peninsula



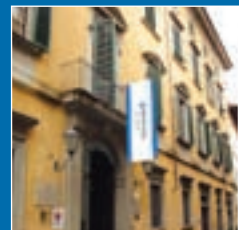
Malaysia



South Africa



London, UK



Prato, Italy

Abbreviations

AUQA	Australian Universities Quality Agency
CEQ	Course Experience Questionnaire
GDS	Graduate Destination Survey
Go8	Group of Eight

HEQC	Higher Education Quality Committee (South Africa)
HDR	Higher Degree Research
KPI	Key Performance Indicator
MEQ	Monash Experience Questionnaire
VTAC	Victorian Tertiary Admissions Centre

Introduction

The *Academic Plan 2006-2010* is the first to be adopted at Monash. Its chapters bring together three major sub-plans agreed by the university during 2005–6, the *Education, Research and Research Training*, and *International Plans*, thus emphasising the connections between them.

The *Academic Plan* sits immediately underneath *Monash Directions 2025* in our planning pyramid and identifies the objectives we will pursue in the next five years towards achieving our long-term aim, namely:

*By 2025 we will be one of the best universities in the world, distinctive because our research-intensive, international focus enables us to address important theoretical and practical challenges, and develop graduates who will wish to do the same.*¹

Our objectives 2006–2010

The three sections of this *Academic Plan* contain objectives which pick up various themes that became pervasive in the extensive discussions that led up to their adoption:

- The need to perform highly on external measures in comparison with our peer universities, so as to maximise our standing and attract and retain the best students and staff.
- The desire to chart a distinctive future for ourselves, with the intended outcome that by 2025 we will be one of a small number of successful research-intensive universities with a deep commitment to internationalism in its various forms.
- The imperative of taking full advantage of our network of campuses, centres and partnerships.
- The commitments to a campus-based experience at undergraduate level and research-led education.
- The awareness that demand for transnational higher education may decrease, with the consequent need to ensure we are competitive by maintaining the highest quality research and education whilst diversifying our resource base.

In short, we have attempted to strike a balance between the desire to determine our own future and the realities of government funding priorities and market forces. Our actual selection of objectives for the period 2006–2010 has been heavily influenced by an analysis of our current performance as a university and an estimation of the resources available to fund improvements.

In summary, our 2006–2010 efforts will concentrate on:

- research excellence;
- impact through research training and engagement and collaboration;
- graduate outcomes and coursework renewal;
- learning and teaching excellence;
- research-led learning and teaching;
- attracting a diverse range of the most able students;
- utilising our multi-campus nature to our greatest academic benefit;
- ensuring that our international partnerships, campuses and centres enhance our achievements in research, education and community engagement and that their financial benefits are optimised;
- enhancing our research profile through new international presences; and
- fostering internationalism amongst the Monash community.

The implementation of this plan

Set out below are objectives, strategies and overall targets of the *Academic Plan*.² Each February the senior management of the university will review our progress against the Plan and the changing environment, and will assign specific actions to the following calendar year (with an indication of actions relevant to the year after). The actions assigned to the following year will be considered by faculties and divisions in the second quarter when preparing their operational plans and budgets. A summary of the final decisions is then included in the *Annual Plan and Budget* which go to the University Council in December. In the middle of the following year, a review of progress in implementing the relevant annual plan takes place, and any necessary adjustments made.

¹ Monash Directions 2025, www.monash.edu.au/about/monash-directions/assets/pdfs/monash-directions-2025.pdf p. 2.

² See annualised versions of each of the Education, Research and Research Training and International chapters at www.ups.monash.edu.au/planning/strategic/ for freshly sequenced actions and the targets/KPIs and responsibilities related to them. The overall targets are mid-term targets (2008) but, in some cases, data regarding Monash's progress towards these targets will not be available until 2010.

Education

Objective 1

To help our graduates become ethical, engaged and employable, capable of addressing the challenges of the future in a global context

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 by CEQ indicators of generic skills and GDS indicators of employability and further FT/PT study

MEQ generic skills and graduate attributes results will be at or above 90%

Strategies

Ensure our graduate attributes underpin all courses and reflect Monash's Statement of Purpose

Ensure ethical considerations underpin education at Monash

Ensure all our courses give students the opportunity to engage with relevant communities

Improve employability of Monash graduates

Objective 2

To ensure that Monash courses meet the current and future needs of our students and other key stakeholders

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 by the CEQ indicator of overall student satisfaction

Monash will be ranked within the top 3 in the Go8 for low attrition rate

MEQ overall satisfaction results will be at or above 90%

Strategies

Review of Coursework to make recommendations about the Qualifications Framework

Review of Coursework to make recommendations about programs and discipline profiles

Review of Coursework to make recommendations about our processes for course approval and review to lead to the best academic, business and strategic case for all our courses

Monitor and contribute to international developments

Improve retention and the student experience at Monash

Below left: Berwick campus. Below right: Clayton campus.



Objective 3

To ensure that learning and teaching at Monash is of the highest quality

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 by the CEQ indicator of good teaching

MEQ good teaching results will be at or above 90%

Monash will be ranked within the top 3 in the Go8 for student progression rate

Unit Evaluation overall satisfaction results mean at or above 4

Strategies

Ensure that all those who teach at Monash are high quality teachers

Ensure that staff engaged in teaching and advising our culturally diverse body of students are excellent communicators

Ensure we create high quality learning environments best suited to the ways our students learn

Ensure that all students receive timely and useful feedback on their progress and assessable work

Provide teaching and learning which are inclusive of and sensitive to the needs of all students

Objective 4

To achieve consistently superior results in indices, rankings, competitions, external audits and assessments

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 in the Learning and Teaching Performance Fund

Strategies

Ensure we understand relevant indices and rankings

Encourage improvements in performance, including use of incentives and rewards

Provide strong support for AUQA/HEQC audits

Ensure all courses and academic services which must or may be externally accredited receive strongly positive appraisals

Objective 5

To promote research-led teaching and learning

Overall outcomes/targets (2008)

MEQ results showing learning enhanced by relevant research at or above 90%

Strategies

Define and communicate the meaning and dimensions of research-led teaching and learning in the Monash context and monitor our progress

Enthuse students with the excitement and importance of discovering new knowledge and insights

Encourage staff to draw on contemporary, high quality research in their teaching and curricula

Identify and implement mechanisms whereby our coursework programs and curricula evolve in the light of changing research strengths and interests in the university

Objective 6

To increase demand for our places from a diverse range of the most able students

Overall outcomes/targets (2008)

- Monash will attract 30% of the top 5% VTAC applicants
- Monash will attract 25% of first preferences from Victorian prospective students
- Monash will have a median ENTER score of 90.0
- Monash will have a five star Good Universities Guide rating for student demand

Strategies

- Improve our engagement with prospective students
- Increase Monash's share of the top 5% of school leavers
- Ensure we admit talented students who have had limited opportunity to demonstrate their ability

Objective 7

To establish an international focus in all coursework programs

Overall outcomes/targets (2008)

- MEQ results showing international perspectives enhancing courses at or above 90%

Strategies

- Articulate the meaning and dimensions of 'internationalism' in the Monash educational context
- Provide relevant incentives for staff
- Internationalise the curriculum
- Encourage international student mobility for study purposes

Objective 8

To ensure that the multi-campus nature of Monash is used to the greatest academic advantage of our staff and students

Overall outcomes/targets (2008)

- Monash will have increased inter-campus activity

Strategies

- Improve the sharing of opportunities originating at one campus amongst students at other campuses
- Ensure consistent high quality in the delivery and support of multi-campus academic programs

Below left: Hargrave-Andrew Library. Below right: Art and Design, Caulfield campus.



Research and Research Training

Objective 9

Research excellence

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 within the Go8 by any indicator of research performance
The majority of Monash disciplines will rank within the top 3 of their peer groups in Australian universities

Strategies

Manage our academic staff profile to achieve national research leadership
Address national and international multi-disciplinary research priorities
Align investment in research infrastructure and support to achieve national research leadership

Objective 10

Impact through research training

Overall outcomes/targets (2008)

Monash attracts the best research students
High demand for Monash postdoctoral students as future academic and community leaders
Monash will be ranked within the top 3 of the Go8 for domestic and international higher degree by research load and HDR completions

Strategies

Provide HDR students with high quality supervision, infrastructure and support
Increase the quality and number of HDR students
Increase staff with postgraduate qualifications on all campuses

Below left: Chemistry – An ionic liquid developed in the Australian Centre for Electromaterials Science at Monash for use in advanced batteries resists igniting even in the strongest of flames. Below right: PhD students from Materials Engineering undertaking research using a transmission electron microscope within the Monash Centre for Electron Microscopy.



Objective 11

Impact through engagement and collaboration

Overall outcomes/targets (2008)

Monash supports innovation, effectiveness and sustainability with industry, government and the general community

Monash will be ranked within the top 3 in the Go8 for Australian industry funding

Collaboration nationally and internationally augments the scale and impact of Monash research

Monash research stimulates public debate and informs public policy

Strategies

Enhance the ability for industry, government and the community to engage with Monash researchers

Increase collaboration with leading international research institutions

Increase collaboration with national research institutions



Above: Biochemistry – Researchers with the Protein Crystallography Unit examining crystals of proteins that are central to immune function.
Below: Monash University Accident Research Centre (MUARC) – Donation of a crash investigation vehicle by General Motors Holden to the United Arab Emirates University for a collaborative project with MUARC.



International

Objective 12

Optimise the research, learning and teaching, community engagement and financial benefits from our international partnerships

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 in share of international research publications

Strategies

Prioritise institutional partnerships

Strengthen research-led international teaching collaborations

Improve efficiency of communication between our partners

Maintain flexibility within strategic plans to enable the identification of new opportunities

Maintain the university's values of diversity, access and equity

Broaden the university's international community engagement

Objective 13

Optimise the research, learning and teaching, community engagement and financial benefits from our international campus and centre footprint

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 by the CEQ indicator of good teaching (international)

Monash will be ranked within the top 3 in the Go8 for retention rate of international students

Monash will be ranked within the top 3 in the Go8 for progression rate of international undergraduate students

Strategies

Establish a transparent and consultative international governance structure

Enhance research and research cooperation between Monash's Australian and non-Australian campuses

Enhance research funding opportunities in Malaysia and South Africa

Enhance the role of Monash College Group in supporting the international objectives of the university

Fulfil the unrealized campus capacity for the intake of international students

Cost effectively expand and enhance Monash learning and teaching at the Prato Centre to include several Monash faculties and partner universities

Increase the number and quality of incoming students via international student marketing

Improve productivity in international student recruitment

Improve efficiency of communication between our Australian and non-Australian campuses and centres

Engage international alumni in order to strengthen international presence and fundraising

Below left: Skyline of Johannesburg. Below right: Students at Monash South Africa.



Objective 14

Enhance our research profile through new international presences

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 in international HDR load

Monash will be ranked within the top 3 in the Go8 in share of international research funding

Strategies

Establish high quality research alliances with international partners

Increase the number of international HDR students

Establish new research-led international presence in Asia

Establish new research-led international presence in North America

Establish new research-led international presence in Europe

Objective 15

Foster the culture of internationalism amongst the broader Monash community

Overall outcomes/targets (2008)

Monash will be ranked within the top 3 in the Go8 by the CEQ indicator of overall international student satisfaction

Monash will have an UG and PG student mobility participation rate of 2.3%

Monash will be ranked within the top 3 in the Go8 by the GDS indicator of international graduate employability

Strategies

Ensure the university community is well-informed on key international matters

Promote international mobility of students and academic and administrative staff

Promote international and cross cultural literacy of all graduates in order to improve international employability

Improve international student experience

Promote 'Internationalism at home'

Promote Monash's reputation for research-led internationalisation

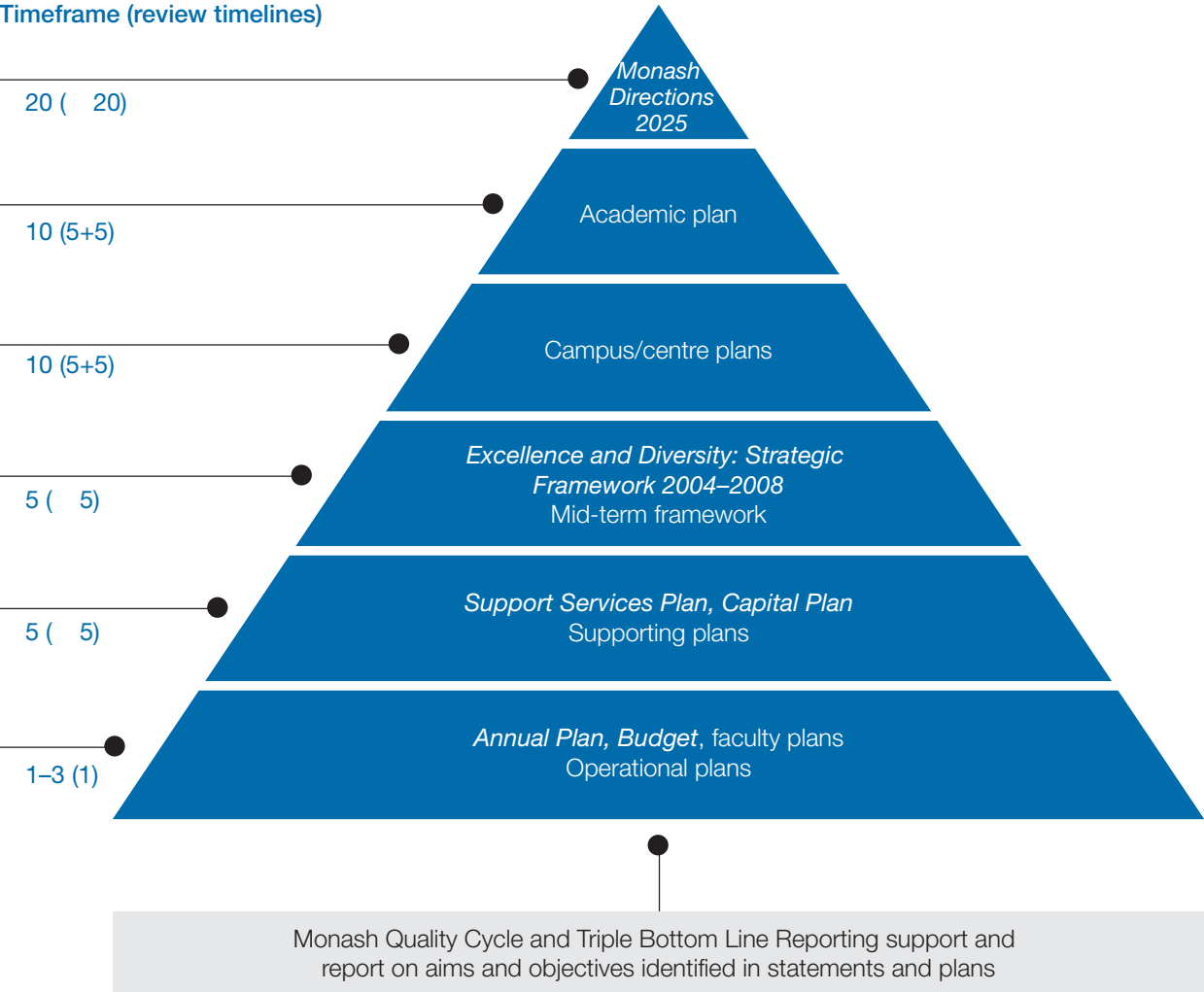
Ensure that all staff and students are good communicators cross-culturally

Below left: Monash Medical Centre. Below right: Graduates from Monash University heading to the ceremony in Robert Blackwood Hall, Clayton campus.



Monash University Planning Pyramid

Timeframe (review timelines)



Further information

Office of Deputy Vice-Chancellor (Education)

Building 3A

Monash University

Victoria 3800 Australia

Telephone +61 3 9905 5862

Facsimile +61 3 9905 1479

www.monash.edu.au