2024 Mission-Based Compact Between the Commonwealth of Australia and Monash University

Purpose

This compact is an agreement between the Commonwealth and the University. Entering into a Compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act* 2003 (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a Mission-Based Compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

Mission and Strategic Planning

Impact 2030, sets out Monash University's purpose as: '*through excellent research and education, and the strength and diversity of our staff, students and alumni in collaboration with our partners, Monash University will meet the challenges of the age for the benefit of national and international communities*.' Key outcomes to deliver against Monash's strategic Plan are:

- **Excellent student outcomes and research:** Monash will provide students with the knowledge and capabilities to understand and meet the future demands of their chosen fields and professions. A key element of this will be the provision of rich experiences to all students that foster experience of innovative and entrepreneurial ideas through team, internship and start-up programs, and development of cultural competence, particularly in understanding the Indo-Pacific region and Aboriginal and Torres Strait Islander experience and knowledge. Monash research will address the three global challenges through high quality discovery and applied research that will build new understanding and new solutions.
- **International, Enterprising and Inclusive:** Monash education and research will respond to the issues and opportunities of our nation, our region and the world. Education and research will be advanced in partnership with industry, government and other organisations, will allow direct engagement opportunities for our students and will generate innovative and enterprising opportunities to apply our research for the betterment of our communities.
- **Meeting Global Challenges:** Monash will focus on responding to the global challenges of climate change, preserving geopolitical security and fostering thriving communities.

Monash seeks talented students and staff, irrespective of gender, sexuality, race, ethnicity, disability, cultural, social or economic circumstances. We remain committed to building a diverse and connected community of students, staff and alumni who are deeply engaged in the wider community.

Our impact will be assessed, among other metrics and measures, by:

- Student and alumni contributions to key global challenges;
- Employability of our graduates;
- Access and success of socio-economically disadvantaged groups;
- Impact assessments of research and translation of research outcomes;

- Spin-outs, start-ups and outcomes from major industry partnerships; and
- Programs with international university partners and networks.

Freedom of Speech and Academic Freedom

Monash's commitment to freedom of speech and academic freedom is embedded in the Monash University Act 2009. The Act charges the University with 'promoting critical and free enquiry, informed intellectual discourse and public debate within the University and in the wider society', and by so doing, to serve the Victorian, Australian and international communities and the public interest

Monash has developed an overarching policy on Freedom of Speech and Academic Freedom that gives effect to the commitment to uphold the principles of the Model Code for the Protection of Freedom of Speech and Academic Freedom. The University is committed to ensuring that the Monash culture supports staff and students in the exercise of these freedoms.

Countering Foreign Interference (including cybersecurity and compliance mitigation)

Monash is committed to countering foreign interference. This is overseen by the Foreign Relations Working Group and the Transparency and Integrity Committee. Monash has appropriate cybersecurity and compliance mitigation strategies in place.

Strategies for Improving Equality of Opportunity in Higher Education

Monash aspires to be known as the Australian university with the greatest impact on social mobility, with a capacity to recognise, engage and extend talented students from all backgrounds and support students to achieve their goals. The University has optimised access programs, as well as scholarships and financial support, and has developed targeted academic support mechanisms to improve student success across our diverse student body.

Monash's commitment to supporting students from underrepresented backgrounds is detailed in the following strategic documents:

- *Aboriginal and Torres Strait Islander Framework 2019-2030*
- *Reconciliation Action Plan* (RAP) 2023-25
- *Inclusion Plan* 2023-25
- *Equity, Diversity and Inclusion (EDI) Framework, 2022-2030*

Key initiatives include, but are not limited to:

1. **Equity scholarships:** Monash is committed to reducing financial barriers to university study through one of the largest equity scholarships programs in Australia, which includes guaranteed scholarships for all commencing students who are experiencing financial disadvantage, are from a regional or remote area, or identify as Aboriginal or Torres Strait Islander. The recent launch of Monash's reconfigured scholarship program (Kummargi Yulendj), provides targeted support to equity students through higher value scholarships over longer periods of time to ensure they have financial predictability, as well as a series of wraparound supports to facilitate success.

2. **Indigenous access and success:** Monash has a range of initiatives designed to engage prospective Indigenous students and support their admission to the University, including an enabling pathway for Indigenous students who do not have the prerequisites or preparedness to commence undergraduate study, and a comprehensive schools and community outreach program. Once enrolled in a Monash course, the University provides high quality academic and pastoral support to Indigenous students, including a dedicated tutoring service and the provision of textbooks, bespoke academic support and outreach informed by learning analytics, orientation camps, community support and social events designed to foster a sense of belonging.

3. **Peer mentoring:** A peer mentoring program, available to all commencing undergraduate students, supports their transition to university and enhances sense of belonging. Students are introduced

to a range of rich experiences designed to enhance their future success, including targeted activities and support for students from disadvantaged backgrounds.

4. **Equity of access to rich educational experiences:** Monash provides an array of diverse, rich educational experiences (curricular and co-curricular) to its students, including four flagship credit-bearing units – the international Global Immersion Guarantee (GIG); the Monash Innovation Guarantee (MIG); Research, Experimentation and Discovery (RED); and the Monash Community Volunteering Program. These are available to nearly all undergraduate students, and are specifically designed to remove barriers to participation.

Key Performance Indicators

The University aspires to achieve the following equity KPIs in 2024:

KPI	2024 Target	Data source
Academic success rate for Indigenous undergraduate students [1]	80%	Government submission data
Academic success rate for low-SES undergraduate students [2]	90%	
Academic success rate for regional/remote undergraduate students [3]	90%	

[1] The academic success rate is defined as the proportion of actual student load (EFTSL) for units of study that are passed divided by all units of study attempted (passed + failed + withdrawn).

[2] Low-SES students are defined as those with a home address in the bottom 25% of the national socioeconomic distribution (with a population adjustment for those aged 15-64), based on SEIFA 2021 (ABS).

[3] Regional/remote students are defined based on the remoteness structure of the 2021 Australian Statistical Geography Standard (ABS).

Strategies for Improving Teaching and Learning

Teaching & Learning Excellence

Excellent education is one of the University's strategic goals, and is translated into action in the *Education Plan 2022-25*. The Plan supports Monash graduates to have a generational impact on our world and commits to providing a truly global education. It also accelerates the development of student-centred and digitally-enhanced transformative learning environments, and programmatic enhancements in curriculum, delivery and assessment models to ensure students are actively engaged in well-designed and supported learning connected to real-world challenges/applications. A commitment to teaching excellence also underpins the Plan. To this end, Monash offers a suite of programs and events to support the capability development and recognition of educators.

Key Performance Indicators

The University aspires to achieve the following KPIs in 2024:

KPI	2024 Target	Data source
Academic success rate for all undergraduate students	90%	Government submission data
Student participation in industry-based experiences (units of study classified as industry projects or industry placements)	10,000 student unit enrolments	Monash Enrolment data

Full-time employment rate for domestic undergraduates	1st in Victoria (within the uncertainty bounds of the GOS)	QILT Graduate Outcomes Survey (GOS)

Student Retention Mechanisms

Strengthening approaches to maximising the retention and success of our students continues to be a priority for the University. Monash has a systematic way of identifying students at risk early in the teaching period and directing them to a broad range of academic and non-academic support services. Using analytics, such as first assessment failure and previous unit failure, students at risk are directed to support and strongly encouraged to complete a support tool to access a tailored support plan. The process is detailed in the Support for Students Policy.

Supporting Student Academic Success

Monash provides dedicated academic skills, language and learning support for all students across all levels of study. These services have expanded in 2024, under a pilot program, to include support that is accessible to all first-year undergraduate students on demand (regardless of University operating hours), with a view to evaluate the pilot and extend to all students. Additionally, Monash is committed to supporting student transition to university through a range of programs, including academic skills development and peer mentoring.

Industry Engagement

Monash is growing industry-based and entrepreneurial experiences that allow students to develop and apply knowledge in real or simulated workplace environments. The University has committed to the scaling of these rich experiences in the curriculum through a number of flagship educational programs - see for example, the *Monash Innovation Guarantee*. The University also draws on industry, alumni and academic input to ensure that the Monash course profile and curriculum are attuned to the industries and professions of the future.

Graduate Employability

The University continues to prioritise supporting students to develop and articulate their employability skills through an array of diverse rich educational experiences (curricular and co-curricular). Monash's current employability initiatives have contributed to the University recording its highest full-time undergraduate employment rate since the inception of the Graduate Outcomes Survey in 2023 (82%), with 85% of surveyed employers indicating a strong likelihood of hiring another Monash graduate, if given the opportunity.

Strategies for Improving Research, Research Training, and Innovation

Research

Monash's Research Plan 2022-2025 is designed to ensure our research impacts people and the planet for the better. It also recognises the vital importance of Australian Indigenous research, as a way of advancing knowledge and a contributor to reconciliation. The Research Plan focuses on how we will:

- support, develop, attract and retain talent;
- service excellent research through best practice services, systems and infrastructure;
- harness our talent and global footprint to address the global challenges;
- partner with Indigenous communities, government, industry, philanthropy and civil society organisations; and
- secure and diversify sustainable research funding.

Monash's research is built on the essential foundations of research excellence, peer-reviewed funding performance, disciplinary expertise and interdisciplinary collaboration. Our researchers are embedded

in the communities around us through research partnerships with Indigenous communities, industry and government partners, not-for-profit organisations, action-research programs, spin-out companies, community legal centres, the work we do with and in schools, and through our clinical networks, hospital precincts and our global campuses.

The global research landscape is increasingly calling for more programmatic, mission-oriented research approaches, enabling the translation of basic and discovery research for the betterment of society and the planet. Our global challenge research agenda accelerates research with a focus on the following areas: Net Zero / Energy Transitions; Best Start to Life; Digital and Future Healthcare; MedTech Sovereign Manufacturing; Cybersecurity / Misinformation; Safeguarding Antarctica and Oceans; Climate and Health; Healthy Hearts; Healthy Ageing; Combating Infectious Diseases; Women, Peace and Security; Critical Minerals / Advanced Materials; and Urban Transformation Hubs.

Research Training

Monash delivers research training programs that foster transferable skills, opportunities to collaborate and internships with industry, developing job-ready graduates. Graduate Research Industry Partner (GRIP) programs are research partnerships with industry/research end users to enable business focused research training programs, solving real-world problems and improving graduate employment options.

Industry Engagement and Research Commercialisation

Monash has identified strategic intervention areas to focus its research, translation, innovation and commercialisation capabilities:

1. Harnessing insights, capabilities and talent;

2. Mobilising around significant challenges/opportunities;

3. Professionalising collaboration at scale, with focus on impact;

4. Activating the collaboration ecosystem; and

5. Strengthening governance to ensure effective delivery of outcomes.

Monash works with key partners to translate its research including BioCurate, IP Group, Medical Research Commercialisation Fund and the Monash Technology Transformation Institute. The Monash Technology Precinct, centred on our Clayton campus, hosts a critical mass of research, industry development and commercialisation facilities.

Key Performance Indicators

The University aspires to achieve the following KPIs in 2024:

KPI	2024 Target	Data source
Average Field Weighted Citation Index	2.0	SciVal
Higher Degree Research completions	850	Government submission data
Category 2-4 research revenue	50% of all research income from category 2-4 sources	Government submission data

Strategies for Engaging with Industry

The Enterprise Goal stated within *Impact 2030* (pg. 18) confirms the University's commitment to developing enduring alliances and partnerships with industry, government and other organisations including philanthropic partners, that will enrich Monash's ability to innovate, to infuse our students

and staff with enterprising capabilities, and provide opportunities to apply our research to make a significant impact by developing solutions for the betterment of our communities.

As part of this commitment, an enterprising Monash will:

- make direct engagement between students and industry and government partners, including projects and internships, integral to a Monash education – *work-integrated learning and enterprising experience*;

- support research translation and embedded graduate research teams through deep industry partnerships – *industry partnership program*;

- expand professional and lifelong learning opportunities for alumni and through industry partners – *professional education program*;

- develop opportunities for staff, students and alumni to conceive and launch new enterprise and social enterprise projects – *commercialisation and enterprise*;

- build the Monash Enterprise Quarter to create an ecosystem of translational and enterprising activity to support opportunities for impact in our city and nation – *Monash Enterprise Quarter and Technology Precinct*; and

- build industry engagement and colocation in the precincts in which our campuses are located – *campus engagement.*

The University's commitment to delivering this agenda is translated into action in the *Enterprise Enabling Plan 2023-26*, which outlines a suite of initiatives that will enhance the University's capacity to sustainably generate and realise research and education partnership opportunities. Key initiatives focused on achieving the Enterprise strategic priorities include, but are not limited to:

- **Business Development:** engaging partners at the institutional level, leading complex, multi-threaded partnerships by referring individual opportunities to the right parts of the University and continuously monitoring and managing progress to optimise the quality of the experience for both internal and external participants (Enterprise Partnership Management model).

- **Strategic Delivery and Systems:** advancing delivery excellence and successful transition to 'business-as-usual' (BAU) of complex, high-value, pan-University partnerships and projects, whilst implementing tools (UniCRM Enterprise), frameworks and contractual support to drive enterprising behaviours and map capability.

- **Innovation:** mobilising innovation through research commercialisation, the development of an entrepreneurial culture, helping the University bridge the gap between academic discoveries and real-world impact, and shaping and supporting the innovative mindsets and capabilities of staff, students and alumni (The Generator, central startup hub).

- **Government and Precincts:** a front door 'concierge' for effective institution-wide engagement with industry precinct partners and government.

- **Intelligence and Insights:** working with all central portfolios and faculties to ensure evidence-based decision-making, consistent performance reporting, and identification of strategic institutional and enterprising opportunities.

Monash University's success and impact in Enterprise is measured and assessed by:

- student participation in industry-based experiences, including start-up creations;

- industry research (with a particular focus on HERDC category 2-3) and education revenue;

- the number of invention disclosures, licences, options and assignments (LOAs) and patents; and

- the number of spin-outs, start-ups and outcomes from major industry partnerships.

SIGNED for and on behalf of

THE COMMONWEALTH OF AUSTRALIA

by

Madonna Morton
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Full name (please print)

First Assistant Secretary
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Position

of the Department of Education

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Signature

29/05/2024
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Date

SIGNED for and on behalf of   In the presence of:

MONASH UNIVERSITY

By
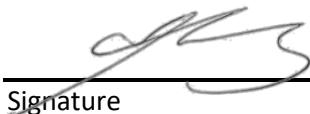
Professor Sharon Pickering   Andrea Goff
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Full name (please print)   Witness (please print)

Vice-Chancellor and President   Executive Assistant
_____   _____

Position   Position or profession of witness (please print)

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Signature   Signature