



**2019 Mission Based Compact
Between the Commonwealth of Australia and Deakin 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

In this section the University should refer to information on:

- *its primary focus over the term of this compact*
- *its values and aspirations, what it does and how it can best serve the interests of its students, staff and key stakeholders*
- *how the university has responded to the French Review recommendations to adopt the Model Code on free speech and academic freedom.*

Deakin University was Victoria's first regional university. From its beginnings in 1974, it has been shaped not only by a focus on Geelong and regional Victoria, but also a commitment to widening access to university study, in particular through innovative education programs. Over the past decade the education mission has been complemented by a growing research and innovation portfolio, which focuses on how our University can contribute to the economic, social and cultural wellbeing of our communities.

Deakin's strategic plan *LIVE the future: Agenda 2020* has served the University well. Originally launched in 2011, it was updated to reflect Deakin's evolution and response to emerging challenges and opportunities, and we have made excellent progress towards achieving our vision to enable globally connected education for the jobs of the future, and research that makes a difference to the communities we serve. The new strategic plan is in the early stages of development and will formally replace *LIVE the future* in November 2020.

Deakin University:

- is the sixth largest university in Australia and a major contributor to Australia's productivity
- was ranked number one for the ninth consecutive year for student satisfaction in Victoria in 2019 and has the highest rate (90%) of graduate employment three years after course completion
- has 95% of its broad research fields assessed as 'at', 'above' or 'well above' world standard, according to latest Excellence in Research Australia results, and 100% of research sub-fields rated at this level, with 79% rated as 'above' or better
- ranks in the top 2% of universities in the world in the major rankings – ARWU and THE
- is ranked sixth in Australia in the QS Top 50 Universities Under 50, and 29th in the world
- is eighth in Australia for the number of on-shore enrolled international students, hosting students from 130 countries.

The place of universities within local communities is more important than ever, one of their key purposes being to support the transition of local economies to knowledge-based industries. Deakin continues to serve and work alongside our communities in Melbourne, Geelong and Warrnambool in this endeavour.

In just five years, the Geelong Future Economy Precinct has led to the creation of over 1,000 jobs through industry partnerships and co-location opportunities. In partnership with the Victorian Government, Deakin has further accelerated economic activity with the opening of ManuFutures at our Geelong Waurn Ponds Campus, an advanced manufacturing innovation hub which is home to businesses looking to scale-up their manufacturing capability in a purpose-built facility. Deakin is also working with the Geelong community on a number of studies and initiatives aimed at improving the infrastructure, capability and accessibility of the city and region.

Overall, Deakin has achieved a demonstrably impressive balance of high quality research with an education experience that is consistently rated as one of the best in the country. Deakin's next strategic plan will focus on how we combine our distinctive combination of purpose, people and place to continue this trajectory. These main themes will be grounded in the values that drive decisions and actions, and which define the organisation's culture. Deakin's next phase will aim to build on the success it has attained through its strong relationships with government, industry and the community, working together to grow the capability, prosperity and sustainability of Victoria, and Australia more broadly.

Deakin aims to:

- continue our progress into the new digital economy in everything we do
- provide personalised and globally connected education to secure the jobs of the future
- be approachable as a research partner, and known for delivering applied research and innovation to market that will enable us to continue to make a difference in the communities we serve.

Deakin maintains an affirmative approach to freedom of speech and has determined that the recommendations of the French Review of Freedom of Speech will be implemented through the implementation of new freedom of speech and academic freedom policies. These policies will provide a whole of organisation instrument that addresses freedom of speech and that carries weight in the University. The new policies will be considered by Deakin's Council at its final meeting in 2019 for implementation from 1 January 2020.

TEACHING AND LEARNING

In this section the University should refer to:

- *its objectives and/or priorities for teaching and learning*
- *its strategies to ensure quality in teaching and learning*

Through the *LIVE the future* strategic agenda, Deakin offers committed and capable students a brilliant education where they are and where they want to go to fulfil their personal and professional futures, and particularly for the jobs and skills of the future. The experience includes rich human interaction and streamlined processes at all our campuses, including the Cloud Campus, throughout the student journey from prospective student enquiries, to enrolled students engaged in learning, to successful graduates. Deakin's *Student Learning and Experience Plan 2016–2020* aligns with the Learning and Experience offers in *LIVE the future* and sets out the strategies and priorities for achieving these objectives.

Deakin ensures quality in teaching and learning by:

- effective and regular review of units (subjects) and teaching following each instance of delivery which acts on students' feedback, retention and success rates
- ensuring professional development for all teaching staff, including sessional staff
- aligning all courses with Deakin's Graduate Learning Outcomes and Curriculum Framework
- reviewing all courses annually and in-depth every five years
- annual review of the course policy suite.

UNIVERSITY ADMISSIONS TRANSPARENCY

- *how the University selects students for offers without an ATAR score, as part of its admissions process*
- *what evaluation strategies are in place for ensuring that students admitted without an ATAR are likely to succeed in their studies.*

Deakin's Academic Board determines the minimum eligibility criteria for the admission of students into courses, which may include completion of formal academic qualification/s, or other evidence of equivalent learning or capability that applicants may demonstrate by any of the following:

- documented work or life experience
- an aptitude test
- an audition or interview
- portfolio
- references or a personal statement
- Deakin Professional Practice credential.

For those applying on the basis of post-secondary study, work or life experience, Deakin considers each individual's ability to meet the educational demands of the course, likelihood of success and any relevant adjustment factors (approved by the Academic Board).

Policies and processes managing admissions are reviewed annually and supported by cohort analysis of success. Admissions standards meet the requirements for relevant professional accreditation.

UNIVERSITY RETENTION STRATEGIES

- *strategies to reduce the proportion of students that do not complete their course (including for students from regional and remote areas)*
- *evaluation of these strategies, including follow-up with students who do not continue with their studies to better understand the reasons for this decision.*

The *Deakin Success and Retention Strategy* sets out priorities and principles for ongoing action to improve student success and optimise retention. The *Success and Retention Strategy* consolidates relevant work delivered through Deakin's *Student Learning and Experience Plan* and guides iterations of the Plan, which is refreshed annually. Importantly, the *Student Learning and Experience Plan* considers both academic and service provision to cover the entire student journey for all students. The University identifies and monitors students at risk of failure and attrition to target relevant support.

The *Student Learning and Experience Plan* sets clear and aspirational benchmarks for student success and retention, which align to nationally recognised measures. The University is developing interim indicators and cohort-specific benchmarks to tightly focus interventions and is drawing on recent projects exploring trial interventions to improve course-level retention and educational research into avoidable failure. These research projects are being led by Deakin's Centre for Research in Assessment and Digital Learning.

The *Student Learning and Experience Plan* and the *Success and Retention Strategy* are reviewed annually with deep consultation across the University.

Students withdrawing from their studies are invited to provide reason/s and these data, where available, contribute to the *Success and Retention Strategy*.

<https://www.deakin.edu.au/about-deakin/teaching-and-learning>

RESEARCH AND RESEARCH TRAINING AND INNOVATION

In this section the University should refer to or provide information on:

- *strategies to ensure excellence in research and the strengthening of research capability*
- *strategies for the provision of high quality research training, including measures to encourage PhD industry placements. This information should identify the expected number of industry placements.*
- *strategies to encourage research translation and commercialisation, including collaboration and engagement with industry and other end users, and the measures of success that the university monitors in this area*
- *strategies to promote open access to research publications and data.*

Deakin Research is progressing a dedicated research strategy development project to build our excellence in research and to strengthen our research capability. This project encompasses:

- a global rankings strategy, which includes education and communication across the University in relation to global rankings and their inputs (including ARWU) focussing on world class excellence and international collaboration
- an academic performance strategy, focussing on individual and unit benchmarked research and research training performance in the context of educational workload and quality, in terms of excellence and effectiveness
- a review of our current and emerging research strengths against national and regional priorities.

The outcomes of the project will inform the establishment of clear, globally benchmarked performance expectations and strategic workforce allocations. It will also enable the development of our retention and recruitment plans for high performing researchers and our investment priorities for fields of research and people and infrastructure platforms to build excellence and capability.

Deakin has committed to additional post-doctoral research fellowships for high quality candidates in priority areas. These will include regional and industry partnerships in advanced manufacturing, cyber security, sustainable energy and water security, food security and traceability, health care and systems transformation.

In 2019 Deakin has invested in two new research institutes, one on applied artificial intelligence (A2I2) and the other in innovation in mental health care and related chronic disease (iMPACT).

Expanded strategic investment has also been provided for major transformative research and innovation infrastructure platforms including:

- AI enabled digital phenotyping platforms
- major high performance computing infrastructure
- MELD – next generation three dimensional printing for composites (only second in the world)
- Lifecourse cohort population and genomics platform
- big data science and analytics platform
- marine science genomics and aquaculture facilities.

Deakin University's Graduate Research Academy provides a number of programs to support early and mid-career researchers. In addition, Deakin's *PhD XTRA* program provides individual tailored on-line and face-to-face learning programs to support PhD candidates throughout their candidature including supporting industry placements.

Deakin is substantially expanding its investment in HDR scholarships with a focus on high quality candidates in research and innovation areas of high national and regional priority and industry partnerships in advanced manufacturing, cyber-security, sustainable energy and water security, food security and traceability, health care and systems transformation. The number of scholarships will double, increasing by 100 in 2020, 150 in 2021 and 200 in 2022.

Deakin University has invested in its commercialisation, innovation and engagement functions, including the Geelong Future Economies Precinct and its extension to our Warrnambool and Burwood

campuses. The following projects and strategies are underway to increase accessibility and further strengthen, monitor and support industry and sector partnerships and deliverables:

- The *Virtual Innovation Hub* is in development to increase Deakin's competitive 'win rate'. This content rich and vibrant self-service hub will provide Deakin branded templates, tools and techniques for successful tender submissions, linked to compliance/legal for review. This hub will be supported by a central customer relationship management tool for contract record, win/loss reporting and revenue tracking.
- The *Research Digital Engagement Portal* will support effective lead generation and customer insights through Deakin's web interface. This tool will enable organisations across all sectors to engage with Deakin Research and provide opportunities for the University to capture and respond to customer/partner needs with digital records for greater accountability and reporting.
- *Research Key Account Program Evaluation*. Deakin will be monitoring the effectiveness of relationships leading to positive student, staff and alumni employment and/or research partnerships and outputs in keeping with areas of strategic research priority at the local, national and international levels. Assessment will focus on ensuring Deakin's engagement with organisations, sectors and partners are ethically and strategically aligned.
- The *International Strategic Research Partnerships Strategy* is in development to:
 - link Deakin researchers with the best in the world, adding to Deakin's capacity and or capability for high value discovery and translation and beneficial impact
 - create stronger research teams across geographic and disciplinary borders for increased competitiveness for funding opportunities in Australia
 - increase access to and competitiveness for international funding opportunities
 - provide greater access to industry and business globally for Deakin innovators and for our external partners
 - enhance researcher development through staff exchanges and increase the potential for higher degree by research student recruitment and exchanges
 - increase the visibility and brand recognition of Deakin University globally.
- *Pilot Industry and Institutes In-Residence Program*. Deakin is planning a unique opportunity for industry leaders to be installed in-residence at its world class institutes, to work with Deakin researchers on campus, addressing real world problems in an intensive and clever environment. This will provide a mutually beneficial exchange for industry executives and our researchers, enabling the exploration of real world challenges while generating revenue income.
- *Ideation, incubation and acceleration leading to business growth*. Deakin is expanding its incubator and accelerator platforms to further support innovation from students, researchers and local subject matter experts.

Other projects and initiatives underway across the industry, translation and innovation spectrum include:

- step change to create the next generation Geelong Future Economies and Regions Precincts 5.0
- expansion of the *ManuFutures* incubator and co-working space and accelerator
- expansion and upgrade of the composites and carbon fibre innovator *Carbon Nexus* to include industry scale pilot test beds, production lines and testing facilities
- new commercialisation models and venture funding
- expansion of an international network with innovation precinct partners in India and Europe.

Deakin University's Researcher Development and Integrity team have partnered with the Library and other areas of the University, including the cyber security team, to establish a unified approach and procedure to research data management. This initiative is targeted at ensuring appropriate governance, oversight and accessibility of key research data and metrics.

<https://www.deakin.edu.au/research>

EQUITY

In this section the University should refer to information on:

- strategies for improving Indigenous outcomes and related targets
- strategies for achieving equity for regional and remote students, for low socio economic students and students from other equity groups
- strategies for reducing unemployment in the regions serviced by institutions, including youth unemployment rates
- strategies for increasing student support for relocating students (potentially including specialised on-boarding programs)
- strategies to increase community access to university facilities
- strategies to increase aspirations and advice to school students on study options.

Deakin's strategic agenda *LIVE the future* affirms Deakin's strong commitment to Indigenous equity in education and to improving support and outcomes for students who might otherwise not benefit from access to higher education.

Deakin's commitment to improving the social mobility of students from equity groups is clearly articulated in *LIVE the future* and operationalised by the *Deakin Access and Participation Plan*. The associated action plans focus on inclusive policy and practice, initiatives and partnerships to support students from a range of equity groups.

IMPROVING INDIGENOUS OUTCOMES

Deakin has the largest enrolment of Aboriginal and Torres Strait Islander students in Victoria and is amongst the most significant providers of higher education for Aboriginal and Torres Strait Islanders in Australia, including in nursing and medical degrees. Our Institute of Koorie Education community-based delivery model enables students from rural, remote and metropolitan areas and across all ages, to undertake studies without compromising their family and community obligations.

The *Deakin University Aboriginal and Torres Strait Islander Higher Education Agenda 2016-2020* sets out institution-wide strategies and targets to improve Indigenous participation at Deakin University. Flowing from this are the staff and student strategies to improve Indigenous outcomes.

Deakin's first Pro Vice-Chancellor (Indigenous Strategy and Innovation) will take up his position in January 2020 to provide additional leadership in Indigenous education, research and community engagement. The newly appointed Indigenous Inclusion Coordinator will also provide support on a range of Indigenous initiatives.

EQUITY FOR ALL STUDENTS

Deakin offers an extensive number of limited and continuing equity scholarships. In 2019, 1,852 students were supported via 2,113 Access and Equity scholarships, totaling \$4.3m. Students experiencing financial difficulties can access a range of services including financial counselling, interest-free loans, grants, small value emergency essentials cards and other support options.

In partnership with the local community, we offer a range of equity scholarships to regional and remote students who wish to study at our Warrnambool Campus. In addition, all eligible regional and remote students who enroll at Deakin's Warrnambool Campus are offered a 10% reduction on their accommodation costs.

The Faculty of Arts and Education offers an Associate Degree of Education and an Associate Degree of Arts as enabling pathways into higher education.

The National Disability Coordination Officer program is addressing barriers to participation in tertiary education and employment by building capability to support people with disability. Deakin is a partner in the Impact21 program, a work readiness initiative that is designed for people living with intellectual disabilities.

COMMUNITY ENGAGEMENT

Deakin is committed to providing opportunities for the community to engage with the University at all our campuses.

Teaching and Learning:

The Werribee Learning Centre was established in partnership with The Gordon Institute in early 2014. The primary aim of the Centre is to support and encourage participation of students from diverse backgrounds in the rapidly growing western metropolitan region of Melbourne.

The Regional and Remote Entry Scheme aims to attract more regional students into courses to address workforce shortages. Deakin joined with the Bendigo and Adelaide Bank, the Griffith City Council, Riverina Institute and 15 employer organisations in the Riverina region to establish the *Grow Our Own* initiative, which provides guaranteed pathways in programs addressing skills gaps in the Riverina.

Community events and sponsorship:

The Deakin Cats Community Centre (DCCC) unites Deakin and the Geelong Football Club (GFC) in their joint commitment to support and serve the region through community development and inclusion.

Deakin also provides support for and participates in the City of Whitehorse Summer Festival, the Pako Festa in Geelong and Diwali celebrations across the Geelong and Burwood Campuses. Deakin's IFTAR dinners bring together staff, students, community members and faith leaders.

Deakin supports a range of sporting teams and events, including the Cadel Evans Great Ocean Road Race, the Geelong Cats men's and women's Australian Rules Football teams and the Deakin Melbourne Boomers.

Deakin provides support for a range of events and conferences that bring community groups onto our Campuses, including:

- Warrnambool Campus hosted the 2019 *Queer Collaborations (QC)*, Australia's largest national queer and LGBTQIA+ student conference.
- Geelong Waterfront Campus hosted the 2019 *Having a Say* conference, Deakin has supported this event since 2006.

SCHOOL STUDENT ENGAGEMENT

Deakin maintains a number of programs to support and encourage school aged students to participate in higher education options including:

- Campus Open Days, held annually to assist decision making for prospective students.
- The Deakin Engagement and Access Program (DEAP) includes events and partnerships focused on helping students from 49 low socio economic status schools, close to our physical campus locations in Melbourne, Geelong and Warrnambool to access University facilities, staff and students. This program reaches approximately 16,000 students per year.
- *Deakin Inspire* is a one day conference that informs and enables Year 10 students to explore what Deakin has to offer.
- *Deakin Accelerate* is a VCE higher education studies program that allows Year 12 students to complete two first year university units (on-campus or via Cloud Deakin) while completing their final year of VCE.
- *FutureME* is a three-day immersion program for Year 9 students that provides information about short and longer-term employment trends.
- The *Deakin Student Ambassador* program is designed to complement student outreach with personalised and genuine perspectives for prospective students, carers and other key influencers.

<https://www.deakin.edu.au/about-deakin/values/diversity-and-inclusion>

https://www.deakin.edu.au/data/assets/pdf_file/0016/1322530/Deakin-Aboriginal-and-Torres-Strait-Islander-Employment-Strategy.pdf

LABOUR MARKET OUTCOMES

In this section the University should refer to information on:

- *strategies for identifying skills gaps within the relevant student and business catchments*
- *strategies for meeting labour market priorities at a local, regional and/or national level*
- *strategies to address employability and graduate attribute skills gaps to ensure students are work-ready*
- *the application of these strategies to admissions and enrolments*
- *how labour market strategies are taken into account in developing course offerings.*

All Deakin courses are required to provide opportunities for students to participate in work integrated learning including direct interaction with industry. Placements are core in an increasing number of courses with the *Interns@Deakin* program offering placements within the University.

Course Advisory Boards have been established for all courses. These boards

- advise on skills sought by employers, industry links and placements
- make recommendations for new courses
- contribute to course reviews.

Deakin's market intelligence group tests proposed new course offerings against the market prior to approval for development.

All Deakin students are encouraged to participate in career education and support services provided through the *DeakinTALENT* online portal. This program takes a developmental approach with increasing sophistication as students move through their courses. In addition, explicit career development learning is being embedded in core units in all high-enrolling undergraduate courses.

SECURITY MEASURES

In this section the University should refer to information on:

- *actions being taken to ensure the safety of data against cyber attack*
- *mitigation strategies in the case of a breach of security*
- *how the University complies with the Australian Cyber Security Centre's "Strategies to mitigate cyber security incidents" document (<https://www.cyber.gov.au/publications/strategies-to-mitigate-cyber-security-incidents-mitigation-details>)*
- *measures in place to enhance the identification and deterrence of foreign interference activities including actions to ensure compliance with relevant legislation.*

Deakin initiated its cybersecurity strategy, Deakin Shield, in 2017. The program aimed to transform the Deakin culture to be cyber safe, to reduce risk exposure and to integrate cybersecurity into every aspect of the University's digital ecosystems.

Deakin Shield is based on the NIST Cybersecurity Framework and has adopted the Australian Cyber Security Centre (ACSC) strategies to mitigate cybersecurity incidents. Deakin tests all newly implemented controls annually and the outcomes of these tests are included in audit reports.

Research and innovation into and research training measures in place to enhance the identification and deterrence of foreign interference activities, including actions to ensure compliance with relevant legislation are ongoing and include:

- An initial review of research and research training activities, agreements, contracts and competitive grants was undertaken following the enactment of the relevant legislation to identify any that may not be compliant; none were identified.
- An annual review and audit of the cyber security strategy has been implemented to provide ongoing assurance.

- Education and training about foreign interference activities and compliance will be developed for new staff and HDR students to be deployed as part of the on-boarding process.
- A range of current policies and guidelines and associated processes relating to other regulatory frameworks as well as Deakin's values and operating systems have been developed to provide deterrence and protection. These policies include the
 - Code for Responsible Conduct of Research
 - Declaration of Conflicts of Interest, Gifts and other Benefits
 - grant and contracts policies and templates.

SIGNED for and on behalf of

THE COMMONWEALTH OF AUSTRALIA

by

DOM ENGLISH

Full name (please print)

Branch Manager

Position

of the Department of Education as delegate of
the Minister for Education.

Signature

Date

23/12/19

In the presence of:

Drew Menzies-McVey

Witness (please print)

Branch Manager

Position or profession of witness (please print)

Signature

SIGNED for and on behalf of

UNIVERSITY

Professor Iain Martin

Full name (please print)

Vice-Chancellor Deakin University

Position

Signature

Iain Martin

In the presence of:

Sarah Bugg

Witness (please print)

Administrative Coordinator, Office of the Vice-Chancellor

Position or profession of witness (please print)

Signature

Sarah Bugg