Monash Directions 2025

“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 do the same”.
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## Monash University Research Performance

<table>
<thead>
<tr>
<th>Measure</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Rank</td>
</tr>
<tr>
<td>Research Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total $m</td>
<td>$96.7m</td>
<td>5</td>
</tr>
<tr>
<td>Per T&amp;R Academic</td>
<td>$66,399</td>
<td>9</td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Weighted</td>
<td>2360</td>
<td>4</td>
</tr>
<tr>
<td>Per T&amp;R Academic</td>
<td>1.62</td>
<td>8</td>
</tr>
<tr>
<td>HDR Student Load</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1925</td>
<td>5</td>
</tr>
<tr>
<td>Per T&amp;R Academic</td>
<td>1.32</td>
<td>12</td>
</tr>
<tr>
<td>HDR Completions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>778</td>
<td>4</td>
</tr>
<tr>
<td>Per T&amp;R Academic</td>
<td>0.53</td>
<td>8</td>
</tr>
</tbody>
</table>
## Growth in Total Research Income: Go8

<table>
<thead>
<tr>
<th>Institution</th>
<th>Average Growth 2000-2002 (%)</th>
<th>% Growth 2003</th>
<th>% Growth 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANU</td>
<td>14.7</td>
<td>57.0</td>
<td></td>
</tr>
<tr>
<td>Melbourne</td>
<td>15.6</td>
<td>25.2</td>
<td></td>
</tr>
<tr>
<td>UWA</td>
<td>3.8</td>
<td>19.9</td>
<td></td>
</tr>
<tr>
<td><strong>Monash</strong></td>
<td><strong>16.0</strong></td>
<td><strong>15.4</strong></td>
<td><strong>6.8</strong></td>
</tr>
<tr>
<td>Qld</td>
<td>8.9</td>
<td>13.1</td>
<td></td>
</tr>
<tr>
<td>NSW</td>
<td>-0.9</td>
<td>11.8</td>
<td></td>
</tr>
<tr>
<td>Adelaide</td>
<td>11.0</td>
<td>10.7</td>
<td></td>
</tr>
<tr>
<td>Sydney</td>
<td>17.8</td>
<td>7.8</td>
<td></td>
</tr>
<tr>
<td>All Universities</td>
<td>9.8</td>
<td>16.6</td>
<td></td>
</tr>
</tbody>
</table>
Teaching/ Research Intensity: Australian Go8 Universities 2003

![Graph showing teaching and research intensity of Go8 universities in 2003.](image-url)
Monash University in 2005
The Glass Half Full

- Largest university in Australia
- Talented and committed staff
- Well-disposed alumni in Australia and o/s in positions of prominence
- Entrenched as a member of the G of 8 research-intensive universities
- Ranked 33rd best university in the world by THES (3 in Australia)
- A reputation for innovation, social justice, high quality education
- A number of areas of internationally first rate research
- 6 diverse Victorian campuses
- Strong international focus
- Well known and respected in Asia
- Gaining a foothold in Africa and Europe
- Financially sound

Remarkable achievement in 44 years
Monash University 2005
The Glass Half Empty

- Ambivalence towards multicampus structure
- Ambivalence towards international emphasis
- Stagnant relative research performance
- Failure to completely recognise potential and opportunities
- Incomplete adoption of opportunities afforded by ICT for efficient teaching
- Middle-aged physical infrastructure
- Insufficient reserves for new initiatives
- No shared vision for the future

Immense unrealised potential
Monash will:

• Provide an environment that supports high quality research and attracts the best researchers from around the world

• Strengthen funding and develop strategies to provide infrastructure to support high quality research

• Create an environment where staff are valued for their contributions to research and scholarship
Monash will:

- Develop strategies including scholarships to attract the highest quality research students
- Add to existing support and professional development of research students and ensure training of supervisors on all campuses
Monash will:

• Develop funding strategies that allow a balance between areas of research strength and the encouragement and support of early career researchers and scholars

• Provide mentorship for early career researchers including, in particular, those returning after career interruptions
Monash will:

- Respond to external research initiatives and attract research funding from State and Commonwealth governments, international sources and industry (including RQF and NCRIS)

- Enhance research and scholarship in disciplines and campuses where it is currently underdeveloped and encourage and mentor capable staff currently inactive in research to become active
Monash will:

• Build collaborative research groupings within Monash as appropriate through cross-departmental and faculty structures such as centres or institutes

• Collaborate widely with other institutions in Australia and overseas including other universities, CSIRO and industry
Monash will:

• Develop clear and mutually supportive relationships with Monash’s affiliated research institutes and teaching hospitals to enhance research and research training

• Actively recruit leading researchers to enhance existing areas of strength and to serve as the nucleus for new research initiatives
Monash will:

- Enhance success in national competitive grants by encouraging researchers to prepare and submit better bids for competitive funding

- Develop programs to gain maximum benefit from the location of the synchrotron on the Monash Clayton campus
Monash will:

- Maximise benefit from regional and international campuses by developing multinodal research centres/institutes

- Benchmark Monash research performance against leading international universities and the Group of Eight.
Monash in 2008 (1)

- Well on the way to being one of the world’s great universities
- Strong campuses in Australia and o/s linked by common governance and shared resources
- Each strongly integrated into region or country
- Strategic alliances and partnerships with other leading universities with many joint programs
Monash in 2008 (2)

- The regional centre for synchrotron science
- Monash Clayton the centre of a leading science and technology cluster revitalising Victoria’s and Australia’s economy
- Monash a destination of choice for students – education, facilities and policies
- Monash recognised as exemplary employer