Collaborate
Create
Contribute

Strategic Plan
2018–2021

Melbourne Graduate School of Education
Our vision
Together we equip people to address the major educational challenges of our times.

Our mission
The Melbourne Graduate School of Education fosters staff productivity, growth and engagement in a collective effort to enrich the contribution that education makes to society.

- We conduct research and teaching that leads to the transformation of education practice both within and beyond the profession.
- We stimulate learning that enriches the potential of students from around the world, enabling meaningful careers and profound contributions to communities.
- We provide research leadership, setting the direction for high impact, innovative and responsive research that addresses the pressing issues of our times.
- We lead purposeful engagement with society, sharing our resources and expertise as part of collaborative efforts to build a resilient, equitable and sustainable future.

Our values
Respect, Integrity, Curiosity, Fairness and Transparency.
Transformative Teaching

The Melbourne Graduate School of Education will lead the transformation of education practice within and beyond the profession; growing knowledge about the contribution that life-long learning can make to society.

We will:

**Provide** deep learning experiences for our students, enabling them to pursue careers which have a resounding and positive influence locally and globally.

**Strengthen** the reach and impact of our programs through the ongoing development of research-informed approaches to teaching and learning.

**Initiate** new modalities in program delivery to support access to life-long learning strategies for students.

**Deliver** pedagogically rich, relevant and research-informed programs that empower educators to unlock the potential of their students.

**Ensure** teaching and learning resources focus on quality, innovation and capacity building for students and staff.

Performance Indicators

We will know we have succeeded if we have achieved the following:

- Sustained high student satisfaction with MGSE teaching and courses.
- Continued strong demand for programs as evidenced by positive preference indicators, improved conversion rates, and returning Melbourne graduates.
- Improved graduate outcomes as evidenced by destination indicators.
- An enhanced curriculum that delivers demand-driven courses to meet current and emerging needs.
- Expanded global reach as evidenced by a diverse range of student cohorts.
Research Leadership

The Melbourne Graduate School of Education will lead rigorous and responsive research that contributes to innovation in education policy and practice.

We will:

- **Provide** research training which equips new-generation scholars to engage with the pressing issues of our times.
- **Strengthen** partnerships between colleagues and communities to increase the relevance, reach and impact of our research.
- **Initiate** interdisciplinary research which addresses the social problems holding disadvantage in place.
- **Resource** targeted opportunities for academic staff to engage in research collaborations across the University and beyond.

Performance Indicators

We will know we have succeeded if we have achieved the following:

- Annual growth in research income.
- A sustained improvement in timely graduate research completions.
- An annual increase in impactful research publications.
- Improved reputation indices across academic peer measures.
Community Engagement

The Melbourne Graduate School of Education will enhance its community engagement and contribution by sharing expertise and resources with the wider community, and working collaboratively on measures of shared concern.

We will:

- **Provide** for reciprocal exchange of expertise between the Graduate School, our alumni and our communities.
- **Strengthen** research and teaching partnerships with Indigenous communities, staff and students.
- **Initiate** collaborations with industry and government partners.
- **Expand** international engagement addressing emerging global priorities in education.

Performance Indicators

We will know we have succeeded if we have achieved the following:

- Produced and delivered on a Graduate School Reconciliation Action Plan, including increasing numbers of Indigenous Australian staff and students.
- Grown the Network of Schools and increased participant schools in every state.
- Increased impact on education policy and practice through partnerships with the public and private sector.
The Melbourne Graduate School of Education will recruit, support and develop a community of staff to deliver on our vision to create change with global impact. We will conduct our work with respect, integrity and transparency, providing moral leadership and sustaining staff wellbeing.

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<tr>
<th>We will:</th>
<th>Performance Indicators</th>
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<tr>
<td><strong>Provide</strong> the opportunity for staff to contribute to research and teaching through an equitable, appropriate and transparent workload model.</td>
<td><strong>We will know we have succeeded if we have achieved the following:</strong></td>
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<td><strong>Strengthen</strong> mentoring, succession planning and supervision structures to support academic, professional and leadership development.</td>
<td>Developed a People Strategy and staffing plan to create a world-class workforce.</td>
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<td><strong>Initiate</strong> professional learning and support structures to foster academic and professional careers and strengthen collaborative work communities.</td>
<td>Strengthened mentoring and development through revised academic cognate structures and an effective supervision framework.</td>
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<td><strong>Develop</strong> a comprehensive five-year faculty workforce plan that is focused upon research strengths, diversity and management of generational change.</td>
<td>Delivered targeted mentoring programs across all staff cohorts to promote career growth.</td>
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<td><strong>Prioritise</strong> staff and student wellbeing and support to ensure the ongoing health, engagement and capability development of all.</td>
<td>Enabled successful generational change in research and teaching leadership across MGSE.</td>
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Sustainability

The Melbourne Graduate School of Education will embed sustainability as an organising principle in decision-making, addressing with integrity and courage our financial, institutional and environmental responsibilities.

We will:

**Provide** a published annual plan to guide resourcing for activities within a cost-neutral annual budget based on strategic alignment and operational need.

**Strengthen** financial sustainability through a review of resource allocations, ensuring they effectively support faculty objectives.

**Initiate** strategies to extend our productivity and improve systems providing evidence for decision-making.

**Develop** new revenue streams required to support our operations through a renewed focus on high-quality custom education, on-line learning and partnership opportunities.

Performance Indicators

**We will know we have succeeded if we have achieved the following:**

- Published an annual business plan including resourcing and workloads visible to all MGSE staff.
- Achieved annual performance at or above a budget set to University expectations.
- Developed an MGSE Facilities Master Plan which enhances the student experience, teaching, learning and research.
- Delivered regular reports on key success metrics across all core and supporting operations.
Governance

The Melbourne Graduate School of Education will enhance democratic and transparent governance structures to ensure the engagement of key stakeholders, staff and students in alignment with the University’s strategic directions.

We will:

**Provide** effective governance through a review of all governance processes to enhance efficiency, influence, effectiveness and relevance.

**Strengthen** engagement with key stakeholders through a functional and influential MGSE Advisory Board comprised of key stakeholders and professional expertise.

**Initiate** a student advisory body which reports directly to MGSE Executive and ensures that the MGSE student experience is maximised.

Performance Indicators

We will know we have succeeded if we have achieved the following:

- Organised regular meetings of a re-instituted student advisory body to ensure a responsive and effective delivery of services.
- Reconstituted regular meetings of a revised MGSE Faculty Board in order to identify emerging issues affecting education provision.
- Delivered a review of all School governance processes and committee structures leading to effective, timely and transparent decision-making.