KNOWLEDGE WITH **ACTION**

RMIT's strategy to 2031

RMIT
UNIVERSITY

Acknowledgement of Country

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University.

RMIT University respectfully acknowledges their Ancestors and Elders, past and present. RMIT also acknowledges the Traditional Custodians, their Ancestors and Elders of the lands and waters across Australia where we conduct our business.

Chancellor & Vice-Chancellor's Foreword

In complex times, the actions we all take during the decade ahead will shape community life for many years to come. It is a responsibility and an opportunity we accept.

To contribute successfully, we must ensure that the power of technology, ingenuity and scientific expertise is applied wisely, to achieve inclusion and sustainability.

RMIT is a unique institution, deeply grounded in the urban communities where we are based and committed to respectful relationships with traditional custodians of those lands.

Since 1887 we have grown, generation after generation, using an ever-changing mix of technology, design and enterprise to empower people to live and work with a 'skilled hand and cultivated mind'.

Today, in the Asia Pacific region and across the world, RMIT connects hundreds of thousands of people and offers pathways to greater opportunity and understanding.

The last few years have highlighted the importance of skills and networks to enable people to withstand pressure and to adapt to changing circumstances.

Education, research and partnership are vital to this resilience, and RMIT's role in creating knowledge, growing skills and building relationships has never been more important.

This strategy sets out the values, goals and actions which RMIT will pursue as we collaborate and partner with the diverse communities we serve.

We look forward to working with you.

Peggy O'Neal, AO
Chancellor

Professor Alec Cameron
Vice-Chancellor & President

RMIT UNIVERSITY

RMIT is an international university of technology, design and enterprise.

VISION

To be a leading university of impact in the Asia Pacific region, using technology, design and enterprise to achieve an inclusive and sustainable future.

MISSION

To empower people and communities to adapt and thrive across generations with education, research and civic engagement that are applied, inclusive and impactful.

AMBITION

To lead internationally in four key areas: emerging technologies, smart and sustainable cities, social innovation and regional collaboration.

RMIT's purpose

RMIT is an international university of technology, design and enterprise. Our mission is to empower people and communities to adapt and thrive across generations, with education, research and civic engagement that are applied, inclusive and impactful.

Our motto, 'a skilled hand, a cultivated mind' reflects RMIT's commitment to improving the lives and futures of people in a fast-changing society.

Applying knowledge with skill, imagination and integrity is at the core of all our work in education, research and civic engagement. Working directly with industry across sectors is woven into every part of RMIT and we lead the way in digital and vocational learning.

RMIT was founded in 1887 on the unceded lands of the Boon wurrung and Woi wurrung language groups of the eastern Kulin Nation.

As a collective and as individuals, we commit to respectful ways of working and understanding that acknowledge the experiences, history and knowledge of Aboriginal and Torres Strait Islander peoples.

We actively strengthen relationships between Indigenous and non-Indigenous peoples for the benefit of all Australians and the communities in which RMIT operates.

RMIT students and staff number around 100,000. Our wider community of alumni, staff and partners reaches around one million people, and is an important ecosystem of relationships connected across sectors and geographies.

We aim to be a leading university of impact in the Asia Pacific region, equipping all RMIT learners with the skills, knowledge and connections to succeed through life, work and community.

Our presence is urban and international. RMIT has built Vietnam's leading international university, and developed programs in Singapore and across the Asia Pacific. RMIT in Europe is an innovative hub for research, partnership and student experience, focused on sustainable cities and digital technologies.

For the formative and challenging decade ahead, our ambition is to serve our communities with knowledge and skills applied for an inclusive and sustainable future. We aim to lead in four key areas: emerging technologies, smart and sustainable cities, social innovation and regional collaboration.

INCLUSION

We work to grow opportunity and participation. We welcome students and staff from diverse backgrounds, embrace differences and treat people with dignity and respect. We ensure RMIT is an accessible and open institution, dedicated to serving the needs of the whole community.

COURAGE

We speak out on issues of importance to our community and the world. We respect the rights of others and recognise our obligations to the health of the planet and the welfare of all people. We advocate strongly for positive change that benefits all.

PASSION

We take pride in RMIT and we are deeply committed to extending and deepening our positive impact in the world. We empower our community to share knowledge and expertise and solve important problems.

Our values are the durrung (heart) of who we are and what we stand for at RMIT

They guide what we do, how we make decisions, and how we treat each other.

IMAGINATION

We value innovation, adaptability and creativity as vital ingredients for a thriving economy, environment and society. We are committed to growing them with new ideas, shared knowledge and continuous learning.

INTEGRITY

We are honest and fair and hold ourselves to the highest ethical standards. We uphold transparency and accountability and use expertise and evidence to make decisions. We strive to uphold RMIT's obligations and reputation.

IMPACT

We pursue positive and lasting impact in everything we do, through the application of shared knowledge to meet the fast-changing needs of society. We identify challenges and create opportunities through collaborative design, knowledge exchange, work-based learning, critical problem-solving and translation of research.

People & potential: unlocking the power of RMIT's community

The challenge ahead

Over the next decade, we will live and work through great and complex challenges of climate, security, prosperity, inequality and wellbeing.

RMIT's students and graduates face pervasive change, with fast-changing job markets and uncertain paths to career and life success.

Families and communities have faced real strain in surviving the pandemic, absorbing the pressures of a global health emergency and caring for each other.

New technologies and working methods create new possibilities to be effective and efficient, but they can add complexity, frustration and uncertainty to the workings of an already complex institution. RMIT, like many others, has undergone major changes of staffing, organisation and technology to address the immediate pressures and adapt to a changed landscape.

Employers and industries are seeking ways to recover, innovate, decarbonise and adapt to disruptions to their supply chains, markets, access to workers and operating systems.

The realities of climate change, including the impacts of floods, drought, fire and global heating are widespread and demand practical, creative and meaningful responses.

> " Individuals and communities will need knowledge, skills and collaboration to adapt and thrive in life and work. "

The years ahead are uncertain and volatile, and we know that individuals and communities will need knowledge, skills and collaboration to adapt and thrive in life and work.

How we will respond

RMIT exists to serve the interests of the whole community.

A foundation of RMIT's approach is that education, research and engagement work *together* to achieve this mission. We can influence the future for the better because we are *in* the community, we are part of the economy, we are located in major

> **We help to connect the complex environments that will shape future generations.**

international cities, and we help to connect the complex environments that will shape the quality and sustainability of life for future generations.

Our people work across many sectors and disciplines, enabling them to build unique *learning ecosystems*: self-sustaining networks of educators, researchers, knowledgeable staff, industry and community partners who work together to create shared knowledge and impact.

In developing this strategy, RMIT invited our community to contribute through a lively, open conversation about the future, RMIT's strengths, challenges and what we can achieve over time.

Through this process, it became clearer how we can develop something even more distinctive and powerful, by building learning ecosystems and 'living labs' to engage many people in working and learning together, sharing knowledge and information, and creating common infrastructure, both physical and virtual, to support them.

RMIT's commitment

Building on 2015's *Ready for Life and Work* strategy and taking insight and experience from across RMIT's community, this strategy aims to forge an institution fit for RMIT's purpose in this crucial decade.

We are ready and able to serve the interests of the whole community and contribute to a more sustainable and inclusive future.

In this strategy, RMIT commits to real and demonstrable action that will advance sustainability across our operations and

key locations, foster a caring, collaborative and inclusive culture; and develop a diverse and resilient workforce who can use the opportunities, support, systems and tools of RMIT to build fulfilling careers where they are recognised and rewarded for their knowledge and impact.

These are outlined in six adaptive priorities, which will guide RMIT's operational planning, action and leadership in implementing the strategy. How we define and measure RMIT's progress is addressed through the strategic directions, goals and actions in this strategy, and the ways they are implemented over the next three, six and nine years.

The Strategy

The strategy articulates three strategic directions for 2031, reflecting our mission and role, and the goals and actions that will achieve positive impact, given RMIT's presence, strengths and values.

DIRECTION 1
Learning through life & work

Enhancing life and work through stimulating, high-quality, educational experiences and pathways, connected across RMIT's distinctive, open learning ecosystem, powered by expert educators who challenge and inspire.

Learning is active, authentic and applied, delivered through a holistic blend of on campus, online and work-based learning.

DIRECTION 2
Research & innovation for impact

Creating, developing and applying knowledge to create benefit for society and the environment, by deepening transdisciplinary understanding, tackling complex challenges and developing new ventures and networks.

Preparing researchers and innovators for wide-ranging, impactful careers that contribute to the community by translating insight and enabling technologies into new solutions and systems.

DIRECTION 3
Serving our communities

Sharing responsibility as an active part of civil society, building trust and creating shared benefit for the whole community in all the places and networks where we operate, virtual and physical.

Acknowledging the histories, knowledge, culture and sovereignty of Aboriginal and Torres Strait Islander peoples, and working with them to achieve success across RMIT's business.

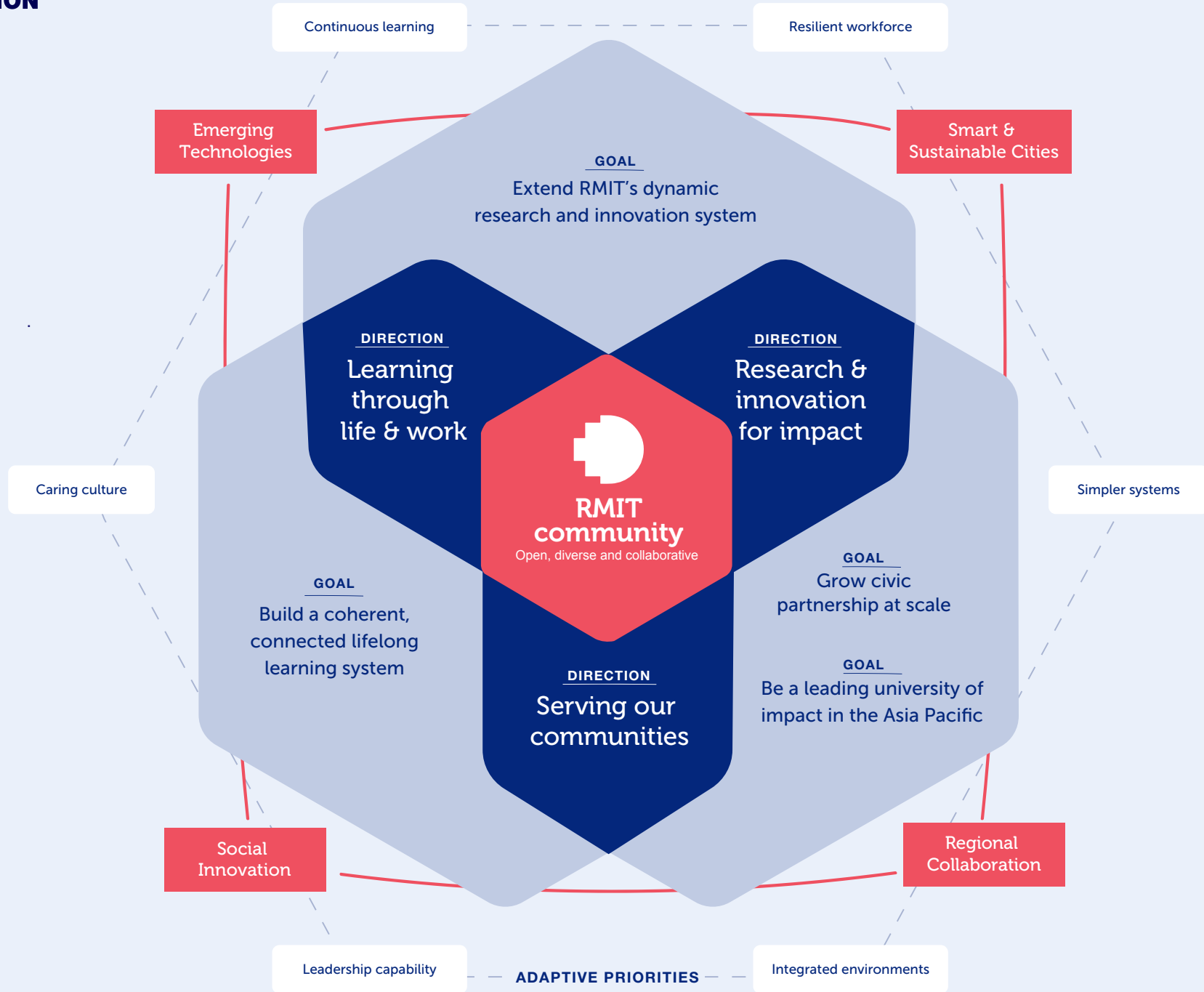Working with partners across our region to champion an inclusive and sustainable society.

Delivering the strategy

These three directions are interlocking functions that strengthen the synergies between learning, teaching, research and community service, facilitating a path for coordinated activity and collaboration that deliberately cuts across the organisational structures of RMIT.

Under these directions are four strategic goals for 2031, supported by actions and ways of working that will be implemented and evaluated over three horizons of three years each. These goals and actions will be delivered using six Adaptive Priorities as guidelines for implementation.

With agency to test, learn and adapt over time, the strategy's progress will be evaluated through a reporting and outcomes framework, maintained through RMIT's system of planning, data analysis and organisational learning.

KNOWLEDGE WITH ACTION

Continuous learning

Resilient workforce

Emerging Technologies

Smart & Sustainable Cities

GOAL
Extend RMIT's dynamic research and innovation system

DIRECTION
Learning through life & work

DIRECTION
Research & innovation for impact

RMIT community
Open, diverse and collaborative

Caring culture

Simpler systems

GOAL
Build a coherent, connected lifelong learning system

GOAL
Grow civic partnership at scale

GOAL
Be a leading university of impact in the Asia Pacific

DIRECTION
Serving our communities

Social Innovation

Regional Collaboration

Leadership capability

ADAPTIVE PRIORITIES

Integrated environments

Learning through life & work

RMIT's commitment to engagement with industry and technological education was clear from its earliest days. Our applied, experiential approach has always integrated practical and team-based learning with conceptual and technical knowledge.

This has equipped generations of RMIT learners to excel in their chosen occupations and contribute meaningfully to their communities.

Today, an RMIT education expands opportunities through imaginative, technology-enhanced learning to support a broad range of learners to succeed throughout their lives and careers. We now offer a wealth of pathways, through vocational and degree-based education, future skills courses with industry, online education, international networks and work-based learning.

In the decade ahead, many more people need to be ready for a changing world of work, and to continue learning throughout their careers. As well as being useful for future careers, this learning should be reflective, collaborative, ethically grounded and applied. It requires understanding oneself and others, creating new value in challenging situations, sharing responsibility and reconciling conflicts and dilemmas.

An RMIT education will empower all RMIT learners to be expert, connected, adaptive, digitally adept, critically engaged, ethical global citizens. We commit to growing and empowering Aboriginal and Torres Strait Islander students in preparation for successful professional careers and vocations.

Building on our founding commitment, RMIT will provide purposeful learning through life and work to support students wherever they are in their journey.

RMIT Online

RMIT Online (RMITO) is a market-leading provider of purely online education, ranging from postgraduate degrees to leading-edge future industry skills. RMITO has enrolled over 30,000 students and built future skills courses in partnership with industry for in-demand capabilities like digital health, blockchain, SWIFT coding, cyber security and many more.

GOAL 1

Build a coherent, connected lifelong learning system

RMIT's distinctive position as an institution offering high quality education programs including degrees, diplomas, international, online, work-based and short, intensive courses, is a great strength for the decade ahead.

Our goal is to develop and connect these wide-ranging offerings into a coherent ecosystem that can be accessed, navigated and enriched by the whole RMIT community.

We will do this through four actions:

1.1 Embed active, authentic and applied learning as RMIT's signature pedagogy

1.2 Scale a transdisciplinary curriculum architecture shaped by RMIT's values and expertise

1.3 Build inclusive support and experiences for all learning pathways

1.4 Support RMIT educators to challenge and inspire

Embed active, authentic and applied learning as RMIT's signature pedagogy

What will this look like in practice?

Learners choose RMIT in order to bring their purpose and ambition to life through applied, collaborative, technology-enhanced learning experiences. They are challenged to be enterprising, creative and critical thinkers, proactive in their learning and ethical in their contributions to community.

Collaborating on industry projects and challenges in teams, studios, labs, simulations and workshops with diverse professionals and specialists, using techniques and tools from different domains, is a defining characteristic of an RMIT education.

Active learning, immersive industry and enterprise experiences and authentic assessments are integral to learning for every student and every program.

RMIT learning goes beyond the formal curriculum. It connects students with peers and experts, who support their personal, professional and emotional development through structured mentoring, coaching and cultural, creative and social activities.

How might this be achieved?

- Embed authentic, active and applied learning and assessment across all programs and educational experiences

- Deliver an effective blend of on-campus, online and work-based learning

- An industry-partnered learning framework to connect relevant opportunities to industry in curriculum, work-based learning and enterprise projects

- Opportunities for students to learn Indigenous knowledges and their application in community life

- Opportunities for learners to contribute to a more sustainable world and to the United Nations (UN) Sustainable Development Goals

- Develop innovative assessment options appropriate for lifelong learning

- Embed aspirational and robust quality standards in all educational experiences

- New pedagogical models: programs designed to push boundaries with creative inquiry, majors and minor modules connected to and aligned with precinct-based, cluster-based, and research centre-based projects

CASE STUDY

SHAPE studio

The SHAPE studio is an elective for students involving multidisciplinary collaboration, design thinking and implementation strategies for current, real-world built environment projects.

It is a platform for students, staff, researchers and industry professionals to deliver innovative learning and teaching initiatives which centre around interdisciplinary engagement, industry collaboration and project-based learning.

Scale a transdisciplinary curriculum architecture shaped by RMIT's values and expertise

What will this look like in practice?

RMIT's curriculum helps learners to combine deep knowledge and technical skill with practical application and make connections across disciplines, networks and locations.

It will be delivered through an effective mix of online, on-campus and work-based learning to support different learner profiles.

Our curriculum architecture explicitly supports transdisciplinary collaboration and understanding by providing access to a range of courses, modules and learning opportunities from across the RMIT community.

As a result, students build current and cross-cutting knowledge, both technical and conceptual, work well across teams and disciplines, understand how to apply their many skills in different situations and articulate their strengths and value to potential employers.

They build RMIT learning capabilities that underpin personal, academic and professional growth.

How might this be achieved?

- Continuous redesign, redevelopment and rolling delivery of curriculum architecture, advancing a learning ecosystem with modularised and stackable units of learning with innovative delivery options for learners and industry partners

- Develop learning pathways with applied and vocational education opportunities across the whole of RMIT

- Embed distinctive RMIT learner capabilities in all experiences and offerings
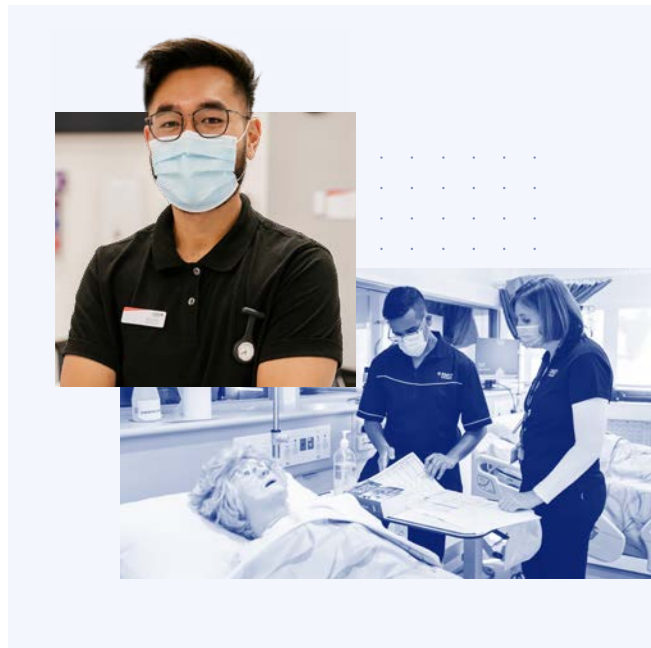
RMIT's Simulated Health Ward

RMIT's Simulated Health Ward was developed by the School of Health and Biomedical Science and provides state-of-the-art facilities and capacity for future teaching in accredited nursing programs. The learning space includes 52 simulated hospital beds across five functional components: nursing labs, a high-fidelity simulation ward, simulation space for community and mental health case management, clinical prep student practice, training bathroom and technical support areas.

ACTION 1.3

Build inclusive support and experiences for all learning pathways

What will this look like in practice?

RMIT provides the right pathways and learning opportunities for students to succeed throughout their life and work. These pathways are seamless, curated and help learners connect technical and occupational knowledge with community and personal life.

RMIT welcomes learners from all backgrounds. We will work to understand individual needs and motivations, supporting their unique pathways for success. Flexible learning options will allow learners to transition into and across the learning ecosystem, including between modes and geographies.

RMIT maintains clear standards of entry achievement, and is tireless in removing barriers, encouraging equitable student participation and success and strengthening our community.

Qualifications align with industry standards and occupational pathways and encourage more people to join in upskilling and reskilling. RMIT supports learners to move through the world of work; helping them to change careers, employers or occupation, and pursue new opportunities.

Our promise to learners is to provide an RMIT education that will help them find their path and equip them with the experiences, knowledge and skills they need for their individual circumstances and next steps.

How might this be achieved?

- Deliver a seamless learner experience across all of RMIT, reflecting integrated offerings, staff and learner mobility, integrated systems and aligned teaching periods

- Design and implement curated and learner designed journeys that provide learner agency and foster integrated lifelong learning and careers transitions

- Deliver a learning and support model that recognises diverse backgrounds, learning, career and life experiences

- More inclusive and transparent admission policies with clear standards of achievement, proactive outreach across the community, and a positive, welcoming admissions experience

> " An RMIT education expands opportunities to support a broad range of learners to succeed throughout their lives and careers. "

- Embedding vocational learning modules in relevant degree-based programs and occupational pathways

ACTION 1.4
Support RMIT educators to challenge and inspire

What will this look like in practice?

Among RMIT educators are domain experts, skilled communicators with deep disciplinary knowledge; researchers and practitioners with lived expertise who encourage creativity and bring their insights, networks, knowledge and skills to the RMIT student learning experience.

We amplify the synergies between discovery and teaching, so that research has currency in the higher education curriculum and connects learners with cutting edge inquiry taking place in RMIT's research centres and impact focused networks.

The demands on our educators will keep changing with those of our learners. Educators increasingly need to negotiate teaching in ways that reflect and draw on the diverse experiences and perspectives of our learners.

Excellent teaching focuses on learner experience and outcomes. RMIT educators are deeply committed to student progress and engaged with the scholarship of teaching and learning.

They work together within and across disciplines, locations and modes, and share specialised skills in learning design, authentic assessment, and learning technologies.

Their practice and innovation are recognised, rewarded and celebrated, and their career aspirations are supported. They are empowered to embrace new methods and supported to curate and deliver outstanding educational experiences.

Excellent teaching is defined as achieving learning progression, focused on what the learner is doing and what sort of teaching and learning experiences and strategies will best achieve this outcome.

How might this be achieved?

- Professional development and lifelong learning for RMIT educators

- Integrated communities of practice for teaching, learning, research and industry engagement

- Create structured spaces and opportunities for experimentation, innovation and impact in teaching practice

- Support educators to continue to build their capabilities aligned to RMIT's pedagogy, build their professional practice (including innovation and impact), and build resilience and reflection and a culture of lifelong learning

- Align reward and recognition, performance expectations and promotion with educational strategy

Research & innovation for impact

Creating knowledge for application in the world is part of RMIT's DNA. For more than a century we have led applied research, from testing of materials in the 1920s to fluid mechanics and radio communications in the 1940s and electronics in the 1970s.

Today, RMIT continues with research and innovation whose benefits go beyond academia.

We choose to excel in applying knowledge with purpose, tackle complex challenges and develop new technologies, systems, ventures and networks to create meaningful benefit for our society, economy and environment.

Bringing different views and expertise together to develop practical, sustainable and ethical solutions to great challenges in society is what *drives* and *defines* the RMIT research ecosystem.

It is an active, living network, made up of thousands of people from different professions, disciplines and time zones, collaborating intentionally.

This specialism and collective breadth underpin our capacity for research excellence, collaboration and accelerated translation.

Successful scholarship, research, innovation and impact with Aboriginal and Torres Strait Islanders and in relation to First Nations knowledge systems and communities, are part of our commitment to excellence.

Taken together, these attributes generate a distinctive RMIT research and innovation system characterised by deep, transdisciplinary understanding, applied practice, and ethical partnership with industry and government.

Extend RMIT's dynamic research and innovation system

While conducting excellent research that creates value and benefit, RMIT will continue evolving an increasingly integrated, connected and accessible research and innovation ecosystem, designed to enable positive impact with our partners and community.

Through highly developed, collaborative research practices, our goal is to work across boundaries to generate and share new ideas and knowledge to advance understanding. Through innovation we will utilise new and existing knowledge to benefit our partners and help them generate impact.

We will do this through five actions:

2.1 Deepen research impact culture and capabilities

2.2 Foster partnerships for sustained impact at scale

2.3 Scale up applied, transdisciplinary research

2.4 Grow impact-focused research training

2.5 Accelerate research translation and commercialisation

ARC Centre of Excellence on Automated Decision-Making and Society (ADM+S)

The ARC Centre of Excellence on Automated Decision-Making and Society (ADM+S) is a cross-disciplinary, national research centre, which aims to create the knowledge and strategies necessary for responsible, ethical, and inclusive automated decision-making.

The ADM+S Centre is hosted at RMIT with nodes located at eight other Australian universities, and partners around the world. It brings together universities, industry, government and the community to generate an integrated understanding of ADM; formulate world-leading policy and practice in responsible, ethical and inclusive ADM, enhance public understanding and inform public debate on ADM; and educate and train researchers and practitioners in this challenging new field.

ACTION 2.1

Deepen research impact culture and capabilities

What will this look like in practice?

RMIT has deep research excellence, a culture of impact and expert capabilities to benefit our partners and community.

We consider the impact pathways, application and potential of our research aims from the outset.

The knowledge, perspectives, world views and lifeways of Aboriginal and Torres Strait Islander peoples are recognised and integrated with RMIT's impact-driven approach to research and innovation.

Our researchers and partners enjoy access to world class infrastructure to facilitate excellent, impact-focused research, collaboration and research translation.

We make smart, strategic investments in our research talent development and recruitment, and across our physical and digital research infrastructure to optimise applied research with impact.

RMIT builds integrated research systems and services for our national and international research and innovation ecosystems.

We train, recognise and reward our researchers for impact-focused research and encourage them to have careers that move through the

Centre for Cyber Security Research and Innovation (CCSRI)

RMIT's Centre for Cyber Security Research and Innovation (CCSRI) is a multi-disciplinary research centre that brings researchers together from across the RMIT network to work with governments and industry to advance the organisational, human and technology aspects of cyber security. It plays an important role in understanding the impacts of technology on the protection of civil society and contributes to policies for ensuring critical technologies are used to uphold and protect liberal and democratic values.

innovation system; through industry, across sectors, and across different tertiary entities.

How might this be achieved?

- Implement a platform for supporting management of RMIT's physical research infrastructure

- Expand cloud based digital research infrastructure (computing and data storage) with enterprise provisioning model

- Establish operating model for research and translation infrastructure (physical and digital)

- Establish a strategic research and translation infrastructure fund

- Digital enablement to support research translation and impact

ACTION 2.2

Foster partnerships for sustained impact at scale

What will this look like in practice?

RMIT is a partner of choice with a unique value proposition across key sectors aligned with our values, strengths and reach. We lead in many areas, including emerging technologies, smart and sustainable cities, social innovation and regional collaboration.

We are known for developing large scale programs of impactful research through major strategic partnerships including collaborations with government and industry. We have a reputation for following through with workable

> **Bringing different views and expertise together is what drives and defines the RMIT research ecosystem.**

solutions for important challenges and can work quickly and flexibly to meet the needs of partners.

Our partners value the high-quality training, expertise, insight and capabilities of our researchers and innovators working in their organisations, and benefit from their experience with, and exposure to, the RMIT impact culture.

RMIT provides trusted, evidence-based strategic foresight. Our researchers are active in public debate and discourse, contribute to public policy, and are engaged for their thought leadership, trusted perspectives and insights on complex topics.

How might this be achieved?

- Lead the development of national and international impact initiatives
- Investment funding for large-scale industry sector initiatives
- Bid development, building value proposition at scale and program management and execution of large-scale bids

- Enhance researcher capability to engage in public debate and discourse
- Refresh of university policies to recognise impact through research and innovation

ACTION 2.3

Scale up applied, transdisciplinary research

What will this look like in practice?

RMIT is a leader in transdisciplinary research at scale, enabling diversified pathways to impact.

Our research centres and impact-focused networks and platforms drive engagement and collaboration to solve urgent complex problems and connect scholars, experts, practitioners and industry partners.

Our researchers are part of a globally connected impact network, work effectively in transdisciplinary teams on industry projects, and lead communities of practice applying principles, methods, and tools across different knowledge domains.

RMIT's Enabling Impact Platforms are exemplars in bringing together staff and students from different disciplines to harness resources and expertise to achieve high quality, relevant research outcomes.

The transdisciplinary excellence of our research work is experienced by students

in the undergraduate curriculum as highly valued, distinctive learning specialties (e.g., majors/minors) that provide RMIT graduates with immersive learning experiences and an employment edge.

How might this be achieved?

- Researcher capability uplift – engagement, transdisciplinary collaboration and thought leadership
- Concept development for large transdisciplinary high impact initiatives
- Smart integration of health, human and social service, science, technology, engineering and maths, design skill sets and expertise in industry projects
- Lead the development of national and international impact communities of practice

ACTION 2.4

Grow impact-focused research training

What will this look like in practice?

RMIT is a leader in industry-engaged and impact-focused research training.

Our distinctive approach to collaborative applied research and innovation drives the design and delivery of our research training program.

We are an institution of choice for local and international research candidates because

excellent research training and support sets them up for success in diverse careers.

We are a global partner of choice for collaborations with research training elements and organisations seeking quality Higher Degree by Research (HDR) placements.

Our undergraduate learners have clear pathways and access to research training through curriculum-based exposure to, and participation in, research projects.

Our impact-focused research training at scale supports diverse careers for graduates, workforce transformation and capability uplift across sectors.

How might this be achieved?

- Successful roll-out of the HDR curriculum from 2023

- Strong recruitment of high quality HDR candidates supported by investment in HDR scholarships

- Scaled up industry placements for HDR candidates

- Sustainable service model to support growth in research training including industry activities

Accelerate research translation and commercialisation

What will this look like in practice?

RMIT is a recognised leader in accelerating the translation and commercialisation of research.

RMIT is known for the scale of translation of intellectual and social assets from research and we exploit our IP portfolio to produce impactful and commercial outcomes, aligned with our values and strategic goals.

We attract a broad range of investment sources due to our proven track record and applied, ethical innovation framework.

Through early engagement with crucial industry partners and networks, RMIT helps to build the whole picture and create critical paths to accelerated research translation and impact across industry and enterprise ecosystems.

How might this be achieved?

- Early-stage, pre-seed research translation fund

- Venture fund limited partner contributions

- Research translation fellowship scheme

- Extend and deepen professional support capability for research translation and commercialisation

CASE STUDY

Industrial Digital Innovation Hub

RMIT, Siemens and Festo signed a strategic Memorandum of Understanding to explore major areas of cooperation to help drive workforce transformation for Industry 4.0 in the Australasian region. The agreement represents a new model of cross-sector partnership based on collaborative systems leadership at a scale never seen before in Australia and includes the establishment of the Industrial Digital Innovation Hub at RMIT.

The Hub is managed out of the RMIT Advanced Manufacturing Precinct (AMP) and designed

to enable digital innovation at scale in a collaborative effort across different cultures, disciplines, geographical locations and industry environments, linking RMIT in Australia with its Vietnam campuses.

DIRECTION 3

Serving our communities

Since its founding, RMIT has been an active and influential member of civil society, working to build trust and create shared benefit in the communities where we operate.

This reflects our obligation to serve First Nations, Victorian, Australian and international communities and the public interest, to enrich cultural and community life and to offer programs and services to meet community aspirations.

What began in a single building on unceded Aboriginal land in 1887 is now a vital part of Melbourne's city centre, and a linking part of an internationally significant knowledge and innovation district across the city's north.

What began on a brownfield site in Ho Chi Minh City in 2001 is now Vietnam's leading international university, playing a vital and growing part in skilling the future workforce and supporting industry innovation.

Since 2011, RMIT in Europe has become an innovative, widely respected player in Barcelona's urban innovation district, forging new partnerships and approaches to sustainable cities and transformative technologies across our international network.

From generation to generation, RMIT has helped to reshape the urban settings where we operate, creating imaginative design, far-sighted urban planning, philanthropic partnership and new industrial and community uses that extend and renew the economies and communities around us.

A healthy civil society creates trust, dialogue, mutual understanding and compromise between different citizens, interests and institutions.

In this decade, as much as any other, it is critical for RMIT to serve the community by using civic partnership to advance social innovation, smart and sustainable cities and use our relationships and urban presence to increase the scale and benefit of these efforts, including across the Asia Pacific region.

Grow civic partnership at scale

RMIT will engage proactively in civic life as a responsible public institution that champions sustainability, inclusion and ethical innovation.

In all aspects of RMIT business, our goal is to create positive impact and reciprocal relationships that extend benefit and opportunities to the communities we serve.

Our purposeful approach to partnership will work closely together with Aboriginal and Torres Strait Islander communities to ensure genuine, respectful and impactful engagement.

We will do this through four actions:

3.1 Advance sustainability

3.2 Develop new workforce solutions

3.3 Mobilise RMIT's alumni community

3.4 Use key RMIT locations as platforms for common growth

CASE STUDY

Trade Routes: First Nations Global Growth Program

Supported by Global Victoria and powered by RMIT Activator, Trade Routes brings together expert knowledge, practical experience and an extensive network of connections to deliver a program that works with First Nations entrepreneurs and businesses to build the foundations and capacity for international trade and global growth for each participating First Nations business.

Collaboratively designed alongside Aboriginal and Torres Strait Islander business consultants, Trade Routes takes a pragmatic, results-focused approach to global market entry strategy.

Every owned and operated First Nations business can explore the self-directed learning portal, which pairs with events designed to connect with other founders and mentors. The program provides a pathway to teach the world about Aboriginal and Torres Strait Islander culture and what that means to Australia.

ACTION 3.1

Advance sustainability

What will this look like in practice?

RMIT leads among Australian universities in contributing to an inclusive, sustainable and resilient future for people and the planet, advancing economic health, social inclusion and environmental protection for the wellbeing of individuals, societies and ecosystems.

RMIT's commitment to advancing sustainability models a whole system approach, achieving institution-wide excellence by embedding sustainability principles and practices throughout learning and teaching, research and operational activities.

Carbon Neutral by 2025

RMIT University aims to become a certified carbon neutral organisation by 2025, covering scope 1 (direct), scope 2 (indirect) and scope 3 (upstream and downstream supply chain) emissions.

We continue to lead the sector on practical, innovative action and build distinct agendas, using the UN Sustainable Development Goals as a lens for progress in regional ecosystems, partnering to enhance the sustainable development, cultural and economic health of cities and communities where we operate.

RMIT leads in climate action and draws on the knowledge and understanding of Aboriginal and Torres Strait Islander peoples and culture in addressing the devastating impacts of climate change.

We take further practical steps to become carbon neutral and draw on our research capabilities and operational excellence to help local and international businesses, partners and communities transition to a low carbon future and adapt to climate risks.

How might this be achieved?

- Our campuses are living labs, with applied sustainability projects which demonstrate the best of art, design, technology and enterprise for environmental and social innovation

- Reaching and maintaining organisational carbon neutrality and working with partners and communities to influence broader climate action

- Clearly evidence the social and environmental impacts and opportunities of our research, curriculum and partnerships

ACTION 3.2

Develop new workforce solutions

What will this look like in practice?

RMIT works with government and industry partners to define capability needs and pressures in sectors facing high demand or disruption, such as cyber security, social care, human services, advanced manufacturing, building and construction, clean energy, transport and logistics.

We design, test, and scale innovative education solutions including work-based learning pathways, short-form learning and professional development. Solutions are focused on future industry needs and supporting fulfilling, productive career pathways and skill development for a diverse range of workers and learners.

We contribute to and influence public policy solutions and build collaborative networks and culture to tackle shared challenges.

With our partner network, we prototype evidence-based solutions, share workforce data, grow leadership capability, and use applied innovation to scale solutions and collaboration across industries, service systems and supply chains.

How might this be achieved?

- Building applied, skills-based institutes and partnerships for workforce development at scale in key industry ecosystems

- Strengthening FutureSkills offerings, linked to RMIT credentials and learning library

- Scaling work-based learning and pathways and co-developing public policy solutions

- Growing industry networks and ecosystems to deliver workforce development

ACTION 3.3

Mobilise RMIT's alumni community

What will this look like in practice?

RMIT students and alumni are active contributors to RMIT's community and learning ecosystem. They can access wide-ranging connections, opportunities and knowledge-based resources through an interactive, digitally enabled community that includes academics and industry partners.

RMIT alumni are valued and maintain enduring relationships in the RMIT community – staying across the issues and opportunities of the day, making philanthropic gifts and connections, sharing knowledge and contributing to solutions. They are active industry mentors, lifetime learners, and advisers to RMIT staff and students.

They are connected to RMIT's digital community, work directly with talented students and graduates, contribute to discussion, campaigns and problem-solving, and facilitate career progression for RMIT students and graduates across our international networks.

Alumni access and contribute to RMIT's Learning Library, an open infrastructure of learning content and materials supporting scholarship, impact, lifelong learning and project-based collaboration.

Like RMIT, this network is open, diverse and collaborative, underpinning a strong sense of belonging and identity that enables successful learning, mutual support and a shared contribution to society.

How might this be achieved?

- International alumni strategy and community engagement

- Open scholarship policy

- RMIT Learning Library

- Curriculum Architecture

- Strategic industry partnerships and networks

CASE STUDY

Brunswick Design District (BDD)

The Brunswick Design District (BDD) is a renowned creative partnership supporting businesses, start-ups, designers, artists, makers, musicians, venues and leading-edge learning.

Since 1888, Brunswick has been home to a mix of industries and today BDD is a dynamic mix of creative industries and practitioners, music venues, galleries, cafés, bars, and a hub for design research and education. Building upon Brunswick's creative heritage, BDD is a partnership of Merri-Bek City Council, RMIT and Creative Victoria to grow an internationally recognised hub for innovation, creativity and design, supporting local creative people and industries.

ACTION 3.4

Use key RMIT locations as platforms for common growth

What will this look like in practice?

RMIT's key city locations are at the heart of long-term urban renewal and development.

RMIT works with cities, governments, industry and community partners to develop shared visions and common frameworks for the future growth and vitality of our cities. We recognise the traditional landowners and celebrate First Nations peoples, cultures and contributions, along with relevant cultures and traditions in Europe and Asia.

Campus environments, physical and virtual, are permeable, interactive and welcoming to diverse communities, supporting wellbeing, safety and inclusion. They are testbeds and platforms for the skills, communities and industry partnerships of the future. They enable and connect active communities of lifelong learners, innovative researchers and partners.

We develop distinctive clusters of disciplines, industry networks and placemaking partnerships to realise their long-term potential. We support RMIT people with digital systems and networked models of learning, teaching and working across our locations.

RMIT Data Innovation Hub

The RMIT Data Innovation Hub actively supports collaboration between industry, academia and RMIT students; facilitating opportunities for work integrated learning (WIL) placements, projects and industry engagement.

For students, it's an exemplary WIL experience that will prepare them for a successful career in data and analytics through practical bootcamps, industry mentoring, paid internships, on-the-job coaching and exciting projects.

For industry, it's an opportunity to help shape the future workforce and collaborate with RMIT academics and researchers on real world problems.

RMIT's key locations connect with innovation hubs and centres to enhance innovation ecosystems. RMIT's organisational practice and culture are used to create positive impact, through employment, procurement, gender equity, staff development and water and energy.

How might this be achieved?

- Innovation District Partnerships in priority locations

- CBD North Masterplan: RMIT Social Innovation Precinct in Melbourne City North

- Vietnam location partnerships with government and industry

- Build on the success of the Brunswick Design District

- Collaborate with RMIT in Europe on sustainable cities and innovation districts

Be a leading university of impact in the Asia Pacific

RMIT will partner to create positive impact and address shared challenges and opportunities for the Asia Pacific region.

With Vietnam operating as the heart of RMIT's regional network, our goal is to partner with industry and government to create collaborative networks in Southeast Asia, and across the broader Asia Pacific to build partnerships focused on emerging technologies, smart and sustainable cities, social innovation and regional collaboration.

We will do this through four actions:

4.1   Position RMIT as Vietnam's leading international university for Southeast Asia

4.2   Establish a network of industry-connected centres across Southeast Asia

4.3   Accelerate sustainable development in the Asia Pacific through inclusive partnership

4.4   Act as a front door to understand and engage with Southeast Asia

CASE STUDY

RMIT in Vietnam

Through over 20 years of pioneering partnership, RMIT in Vietnam is now Vietnam's leading international university, with strategic locations in Ho Chi Minh City, Hanoi, and Danang servicing over 10,500 students.

Since 2003, RMIT in Vietnam has won the prestigious Golden Dragon Award six times, for excellence in education services, and has been recognised by the Government of Vietnam for its contribution to the nation's social and economic development.

RMIT in Vietnam continues to play a vital role in skilling the future workforce of Vietnam and its region, and supporting industry innovation through partnership and collaboration with government and industry in digital transformation, Industry 4.0, sustainable development and creative industries.

Position RMIT as Vietnam's leading international university for Southeast Asia

What will this look like in practice?

RMIT is a prominent leader in technology, design and enterprise in Southeast Asia, for learners, researchers, industry and the community.

We are at the forefront of innovation in workforce training, working to address shared challenges and opportunities for the region.

RMIT in Vietnam is the leading international university for Southeast Asia's digital transformation and sustainable development. RMIT partners with industry and government in Vietnam to address shared challenges and opportunities facing the region.

RMIT in Vietnam's impact and influence continues to grow as a multidisciplinary leader, innovating in learning and teaching, applied research and workforce transformation.

This momentum is reflected in growing partnerships, community engagement, student numbers, program offerings and locations, securing RMIT's long-term place and impact in the region.

RMIT in Vietnam partners to deliver applied student experiences, workforce transformation and research outcomes. In addition, RMIT in Vietnam connects across our international locations, including Melbourne and Europe, to develop solutions aligned with Southeast Asia's sustainable development and technological transformation.

How might this be achieved?

- Invest in RMIT in Vietnam through world class facilities, programs, and partnerships

- Cultivate stronger research connections across RMIT in Vietnam and the RMIT Group, including RMIT in Europe, Singapore and RMIT's Asia Innovation centres – to develop roadmaps for impactful, applied research focused on Southeast Asia

- Develop RMIT's policy influence and thought leadership on issues and challenges that are critical for the region's future

ACTION 4.2

Establish a network of industry-connected centres across Southeast Asia

What will this look like in practice?

RMIT's reputation will continue to grow in Southeast Asia through establishing industry-connected centres which are front doors to RMIT, located in the heart of cities, innovation precincts and key strategic locations.

These centres will be dynamic and respond to the needs of the community or RMIT partners in a particular place. Depending on the location and focus, they may be vibrant meeting places for students, alumni, research and industry partners.

> **RMIT will partner to address shared challenges and opportunities for the Asia Pacific region.**

The centres will position RMIT as leaders in shaping the future of work and provide a platform to partner with industry on their workforce training needs, digital transformation and broader impact agendas.

The strength lies in connections – each centre will build a deeper and more connected network for RMIT, linking across RMIT's network from Melbourne, to Asia, to Europe. They will act as a gateway for local industry to international expertise, collaborative funding opportunities and cross-cultural alumni networks.

RMIT's partnerships and the physical space of the centres speak to our reputation as a university in and of Asia, working with cities and communities in a collaborative way to support digital transformation and sustainable development.

How might this be achieved?

- Cultivate stronger networks of industry partners in key locations, testing needs and activating collaboration prior to centre development

- Building on the success of RMIT in Europe, beginning with a pilot centre in Vietnam and expanding to key strategic locations where RMIT has established partnerships such as Singapore, creating a deeper network of alumni in priority sectors and markets

- Create strong relationships between industry-connected centres and across RMIT's research and lifelong learning systems
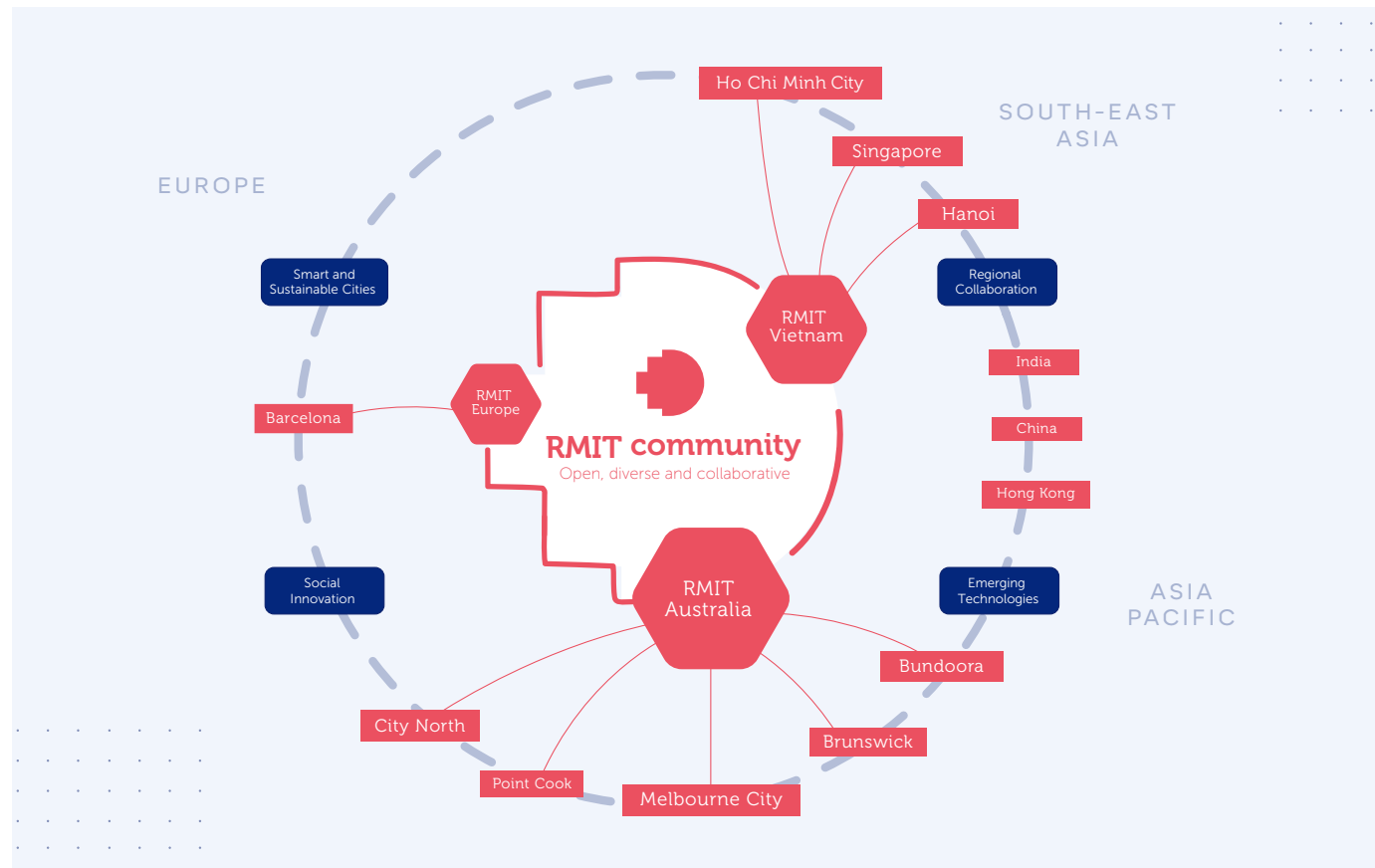
ACTION 4.3

Accelerate sustainable development in the Asia Pacific through inclusive partnership

What will this look like in practice?

RMIT partnerships in the Asia Pacific are delivering positive impact around emerging technologies, smart and sustainable cities, social innovation and regional collaboration, creating enduring and aligned social impact in local communities where we operate.

RMIT is a trusted partner for sustainable development in the Asia Pacific region among governments, cities, industry and multilateral institutions and a leader on inclusive trade and women's economic empowerment.

RMIT links applied education, research and engagement to international development priorities in the local communities where we operate.

We lead thought, practice, capacity building and partnership to shape a more sustainable shared future in the region.

By convening key stakeholders to discuss critical issues and opportunities facing the region, we spark ongoing policy dialogue and contribute to more responsive public policy aligned to sustainable development agendas.

RMIT connects our international locations and partners to the Asia Pacific region, creating collaborative networks for impact. We bring international expertise to local solutions and contribute to sustainable development priorities.

How might this be achieved?

- International partnerships are focused and aligned to RMIT's strategic priorities, with guiding principles

- Leadership focused on communities and markets, responsible for driving new impact partnerships for sustainable development

- Visible leadership and collaboration in the region, along with greater staff and student mobility, connected with Melbourne

- Active thought leadership in sustainable development, making our international expertise accessible to industry, government and community in the Asia Pacific region

ACTION 4.4

Act as a front door to understand and engage with Southeast Asia

What will this look like in practice?

We influence Australia's understanding and engagement with Southeast Asia.

RMIT's strong focus on impact in Southeast Asia positions the University as Australia's front door for regional knowledge and engagement. Our flagship centres work with industry, government and community, providing collaborative platforms for applied research, engagement and understanding around Southeast Asia.

Our Asia Trade and Innovation Hub is a gateway to our regional expertise and networks, deeply linked to key assets including the Asia Pacific Economic Cooperation (APEC) Study Centre and RMIT in Vietnam.

Our Australia Vietnam Policy Institute (AVPI) is a strong and vibrant community supporting the growing bilateral relationship and strategic opportunities between Australia and Vietnam.

We have flagship partnerships with government and industry aligned to our regional focus on sustainable development and emerging technologies. We convene policy dialogue and drive thought leadership around the shared issues and opportunities facing Australia and the region.

Our students gain unique opportunities to engage with Southeast Asia during their studies in Melbourne through our digitally connected innovation hubs and centres. Our alumni and partners have ongoing opportunities to deepen their connection with, and understanding of, Southeast Asia.

How might this be achieved?

- Attract ideas, experts, talent and debate to RMIT campuses and networks

- Long-term partnerships with industry and government to build policy and leadership capability for regional priorities

- Long-term sustainability and growing collaboration between our key regional centres and hubs in Australia and across the Asia Pacific

- Foster strong connections between RMIT's innovation centres in Melbourne and our industry connected hubs and locations across Southeast Asia and our international network

RMIT University is a founding partner of the Australia Vietnam Policy Institute: Australia's first policy institute focused on growing relationships and opportunities with Vietnam through bilateral engagement across a growing community of industry, government, education institutions and think tanks.

Working together

The needs and expectations of our learners, partners, and communities are rapidly changing, asking new questions of how RMIT operates and organises to achieve our goals.

RMIT's culture is built on shared purpose, mutual respect and trust in people, whose capabilities, tools and practices are critical to RMIT's success over the next decade.

Diversity is, and always will be, RMIT's strength. We will work to attract and retain talented people who want to build careers, provide leadership and create opportunities at a university renowned for its impact in Australia, Asia and beyond.

In recent years, accelerated technology adoption has been essential to how we live, learn and work. Hybrid work is now the norm and digital tools are a basic requirement for working, learning and connecting.

Successful technological adoption is underpinned by the RMIT-wide commitment to shared goals and practice. Without this shared practice, technology will always fall short of its promise to deliver faster, easier, and better for everyone.

In the coming years, how we deploy RMIT's world class digital platforms and technology must support a teaching, research and learning environment of excellent quality and education at an international standard and empower learners to succeed in their studies.

It must enable staff and educators to provide outstanding support, pursue academic endeavour, and deliver compelling learning

experiences, while bringing our campuses, spaces, and physical environments together and to life.

Our shared values and commitment, our culture of innovation and integrity, the capabilities and agency of our people; and our use of technologies, have the potential to bring all of our environments together into one powerful ecosystem, able to grow the positive impact of the RMIT community.

ADAPTIVE PRIORITIES

To realise this aspiration, RMIT's ways of working will build on six Adaptive Priorities:

1. Foster a collaborative, caring, inclusive and innovative culture

2. Support a resilient workforce with fulfilling career pathways

3. Enhance leadership capability across RMIT

4. Make RMIT's processes and systems simpler to navigate and use

5. Support continuous learning with evidence and insight

6. Integrate RMIT's physical and digital environments

ADAPTIVE PRIORITY 1

Foster a collaborative, caring, inclusive and innovative culture

What will this look like in practice?

We nurture a high-performance culture where our people are supported, recognised and rewarded for their positive impact and for practising RMIT's values.

At the heart of RMIT's culture is the safety and wellbeing of students, staff and community. Trust, mutual respect, equity, transparency and high levels of personal integrity are embedded in the way we work together.

We cultivate diversity and inclusion, enabling the greatest range of viewpoints and talented people to develop. Aboriginal and Torres Strait Islander peoples, their culture and knowledges are represented, understood and celebrated.

Our working environment inspires people to give their best every day and contribute with pride to RMIT's successes. We encourage and celebrate innovation and collaboration, continuously adapting in response to our experience and the changes around us.

RMIT learns from the expertise, innovation and observations of our own people. As a community, we look for the possibilities in change, and are supported to take risks and test ideas.

> **We cultivate diversity and inclusion, enabling the greatest range of viewpoints and talented people to develop.**

Opportunities are proactively created for different voices and perspectives to be heard and respected. We ensure our students, staff and partners can build meaningful connections and belonging, within and beyond the university.

ADAPTIVE PRIORITY 2

Support a resilient workforce with fulfilling career pathways

What will this look like in practice?

RMIT staff enjoy fulfilling career pathways and opportunities to develop. They can build careers that can grow and adapt with the changing needs of the university, students and community.

They can explore specialised, flexible careers in learning and teaching, research, engagement, leadership and professional services, where excellence and industry experience are rewarded and recognised.

We define, create and support careers of the future to attract talent from across the region and the world. Enabling career mobility, locally and internationally, means we can leverage the comparative advantage of our global footprint.

Diversity is a strength of RMIT, helping us achieve our goals and meet challenges. RMIT's approach to fair and open recruitment will include building the Aboriginal and Torres Strait Islander tertiary education workforce for shared achievement and sustained success.

Our employment practices are progressive, sector-leading and built on trust and accountability. Flexible working environments support individual circumstances and promote sustainable workloads.

We invest in our people and their learning, building our capacity to adapt and grow.

Enhance leadership capability across RMIT

What will this look like in practice?

We nurture effective, authentic and inspiring leadership practices at all levels and empower staff to learn, develop, excel and inspire others.

Our leaders are committed to excellence, curiosity and impact, empowering others and contributing to solutions.

We support our whole community to develop global citizenship with integrity and ethical leadership to develop our international community and support career mobility across RMIT's ecosystem and community.

We develop leaders from a wealth of talent and experience, capable of inspiring our diverse community.

Leaders are empowered to engage RMIT's community and ensure our environment and culture support the community to take risks, test ideas and innovate.

Make RMIT's processes and systems simpler to navigate and use

What will this look like in practice?

The experience of our learners, staff and partners is at the centre of all RMIT's system and process design. Teams from across RMIT come together to work across organisational functions and achieve our purpose.

RMIT's workflows, processes and systems are connected, easy to follow and continuously improved. Organising products and systems around the user experience allows problem solving and improvements to happen in a more adaptive way.

Our continuous cycle of user-led design and delivery enables teams to adapt to immediate community needs, as well as external challenges and opportunities.

Technological adoption is underpinned by a commitment to shared goals and is supported by the right capabilities, purpose and practices to help the organisation work as one.

Our digital solutions are integrated and people focused. Our technology and technological practices maximise the potential for connection, collaboration, community and advance cultures of innovation.

We deploy and use technology within the RMIT learning and innovation ecosystems to transform the experience of staff, learners and partners.

This in turn drives a culture of continuous improvement, innovation and experimentation fuelled by trusted and reliable data analytics solutions.

We value outside-in perspectives and take a data driven, evidence-based approach to benchmarking our organisational capability, services, quality and impact against other sectors and industries

Adaptive data governance practices are embedded to ensure clear direction and accountability for data quality and management. Our data assets are easily discoverable, understood and accessible through the use of a university-wide information catalogue.

Pioneering responsible AI and machine learning solutions enables RMIT to significantly advance our services to students, staff, alumni and the broader community through efficient and targeted data-driven innovations.

> **" The experience of our learners, staff and partners is at the centre of all RMIT's system and process design. "**

The management and maintenance, safety, utility, productivity and efficiency of our campus buildings, assets, spaces and infrastructure provide optimal conditions for RMIT community engagement and wellbeing.

We are expert at hybrid operations and RMIT's smart campuses seamlessly blend our digital and in-person environments.

World class cloud computing infrastructure offers faster innovation, flexible resources, and economies of scale.

RMIT is digitally resilient, with the right capabilities to transform and protect our international technology environments and enable a secure digital university.

Robust cyber security means our business is safeguarded against increasingly sophisticated threats. Zero trust digital design capabilities and aware cloud infrastructure enhance our digital defence.

ADAPTIVE PRIORITY 5

Support continuous learning with evidence and insight

What will this look like in practice?

Data is the foundation for insights that drive RMIT's decision-making at all levels, from executive leadership through to the frontline staff working directly with our learners and partners.

RMIT people use and interpret data with confidence to derive meaningful insights and analytics support critical organisational decision making with speed and accuracy.

ADAPTIVE PRIORITY 6

Integrate RMIT's physical and digital environments

What will this look like in practice?

RMIT campuses and physical infrastructure exemplify best practice, operating as dynamic hubs and connecting our environments.

What comes next?

The strategy clarifies our priorities, responsibilities and actions, guiding our progress with clear goals and values to support decision-making, learning and accountability.

Learning from recent experience and recognising that disruption can be immediate, the strategy seeks to deliver progress through three-year cycles of action, learning and capability-building.

Taking RMIT into the 2030s, the strategy works towards a long-term vision for a more inclusive and sustainable future, focusing action and learning continuously on current experience and performance.

RMIT will use an adaptive planning cycle to support quarterly delivery, evaluate implementation priorities every 18 months, and pursue cumulative progress towards our 2031 aspirations.

The values, directions, actions and priorities outlined here will be applied to RMIT's next steps in planning, organising, budgeting and reporting on our progress and accountabilities.

This strategy has been developed with the open and active participation of RMIT's community; engagement that is crucial to the strategy's success.

"The key to our success is not in any specific technology, discipline, jurisdiction or institutional structure, but is embedded in RMIT's people and community relationships."