There are many ways, however, to shape a university to achieve this broad mission. And the circumstances of our time and our place affect what is possible.

This is a time when global boundaries to education and research are dissolving and when the movement of people into cities and across countries is unprecedented. The need for new solutions to global problems, and for people able to understand and work with complex knowledge and technologies, grows inexorably.

RMIT has a history of bringing knowledge to people from many countries, cultures and backgrounds; a history of working in partnership with professions, industries and organisations in education and research; and an attachment to the cities in which its campuses have developed.

In this Strategic Plan, RMIT draws on the circumstances of its history, this time and this place to take a bold path.

RMIT will be a university of technology and design; global in its attitude, action and presence; urban in its orientation and creativity and acting through its partnerships with professions, industries and organisations.

As a university of technology and design, RMIT is not only focused in its education and research, but also committed to a philosophy of education and research founded in action and experience. This requires education and research that draws on partners and works with others to achieve our goals.

RMIT will be global in the way it constructs its education and research, in the opportunities it offers students and staff, and by having a presence in selected cities across the globe.

This Strategic Plan requires a focus on achieving excellence in education and research built on these goals. But it is equally focused on engaging with the world, on the impact of the education and research that we conduct to transform the future for the better.

We must begin with our students and a commitment to transform their futures, no matter where and how they begin. We will ensure that the goal of our research is not only the development but the application of new knowledge, working with others to solve complex problems.

As a university of technology and design, our approach to education and research will emphasize learning from action and experience, from studios to work placements, from research with industry to projects that develop our cities and communities. Just as we educate our students to be active global citizens, as an institution we will be part of the cities across the globe in which we teach and research. We will contribute to, and draw knowledge and inspiration from, their people, their industries, their cultures and their challenges. This is our path to transforming the future.

Professor Margaret Gardner AO
Vice-Chancellor and President
THE UNIVERSITY BRINGS KNOWLEDGE WITHIN REACH THROUGH EDUCATION AND RESEARCH TO ENRICH AND TRANSFORM THE FUTURES OF INDIVIDUALS, CITIES, INDUSTRIES AND NATIONS.
As a university of technology and design, RMIT will focus on creating solutions that transform the future for the benefit of people and their environments.

We will collaborate with partners to ensure the global impact of our education and research, and we will reach out through our presence in cities across the world to make a difference.
CREATIVE
CONNECTED
FAIR
PASSIONATE
COMMITTED TO MAKING A DIFFERENCE
VALUES
VALUES

CREATIVE
» RMIT creates opportunities for students and staff to explore, test and fulfill their potential.
» Imaginative curriculum and research solutions are sought, applied and rewarded.
» RMIT fosters a creative and inventive culture which values achievement.

CONNECTED
» Students’ aspirations, experience and needs are central to evaluating our performance and shaping improvement.
» Industry and community are active partners in our education and research.
» Global networks formed around knowledge, industries and cities underpin our operations.
» Collaboration and team work is encouraged and a sense of belonging for students and staff is supported.

FAIR
» Learning opportunities support a diverse range of students, including those who may be disadvantaged.
» Respect for Indigenous cultures is reflected in our work.
» Intellectual freedom and tolerance are nurtured and debate encouraged.
» A physically, culturally and socially safe work and study environment is provided for all staff and students.
» Ethical, honest and open dealings characterise relationships with students, staff and partners.

PASSIONATE
» Building enthusiasm and a sense of achievement in our students and staff is a high priority.
» Excellence in teaching, scholarship, research and service is rewarded and supported.
» Cultural and social diversity is encouraged and celebrated.

COMMITTED TO MAKING A DIFFERENCE
» Our graduates are creative, skilled, highly employable and purposeful.
» Knowledge and skills developed in our students and staff serve the needs of and bring benefits to individuals, cities, industries and nations.
» Our staff are constructive and agile in meeting the needs of individuals, cities, industries and nations.
GOALS

TO ACHIEVE OUR VISION, WE WILL BE:

1. **Global** in attitude, action and presence, offering our students a global passport to learning and work.

2. **Urban** in orientation and creativity, shaping sustainable cities and drawing inspiration from the challenges and opportunities they provide.

3. **Connected** through active partnerships with professions, industries and organisations to support the quality, reach and impact of our education and research.
GOAL 1

Global in attitude, action and presence, offering our students a global passport to learning and work.

PRIORITy 1

Develop an integrated global strategy to guide development of our global presence. We will:

» Strengthen our global reputation, by extending our physical and virtual presence through international campuses and partnerships

» Deepen and develop our global partnerships in selected cities with university, research and industry partners

» Diversify offshore education by field of study, and by increasing the number of countries in which we educate

» Develop an integrated approach to student recruitment involving pathways between campuses, qualifications and learning and work.

PRIORITy 2

Grow and diversify RMIT’s network of teaching, research and industry partnerships in selected city locations across the world. These partnerships will support our high impact areas of education and research by increasing the quality and quantity of:

» Global research activity and funding

» Offshore education

» Student and staff mobility

» Industry partnered activity.

PRIORITy 3

Define and deliver an RMIT student experience that is characterised by its global engagement, international mobility and cross cultural opportunities. We will:

» Expand opportunities for work-integrated learning in international and cross-cultural settings

» Develop curriculum which is internationally relevant and incorporates cross-cultural learning

» Increase opportunities for studying with partner institutions

» Ensure that all students have the opportunity for an international experience as part of their enrolment at RMIT.

PRIORITy 4

Support global engagement by all RMIT staff by:

» Enhancing international education and research activity and using international benchmarks of quality to measure performance

» Building international research partnerships in selected areas

» Initiating development and improvements to internationalise academic programs

» Developing administrative systems and services that support a global university

» Enhancing the international and cultural diversity of the staff of the University.
Urban in orientation and creativity, shaping sustainable cities and drawing inspiration from the challenges and opportunities they provide.

**PRIORITy 1**

Build deep relationships with a network of selected cities by:

» Developing research and education relationships with academic, industry and civic partners in each location

» Connecting with each city’s key social, environmental and economic issues and contributing to positive outcomes

» Engaging with each city’s Indigenous and immigrant communities, their aspirations and experiences.

**PRIORITy 2**

Develop the concept and capability to be recognised as a global leader in the ‘urban age’ and in urban sustainability, through a focus on selected areas of research and teaching and social, political and cultural engagement with partner cities.

**PRIORITy 3**

Build networks and engagement with global organisations that are focused on urban sustainability; including:

» Supra-national, national and city governments

» Non-Government Organisations

» International bodies.

**PRIORITy 4**

Ensure RMIT campuses are permeable and integrated with the cities with which we engage, and contribute to urban sustainability and culture. We will model behaviour and solutions so that RMIT is recognised as an urban laboratory for excellence in design, creativity and sustainability.

**PRIORITy 5**

Build education and training opportunities for disadvantaged urban populations through:

» Improving access and pathways to educational achievement

» Providing support to redress the socio-economic disadvantages faced by some students.
### GOAL 3

**Connected** through active partnerships with professions, industries and organisations to support the quality, reach and impact of our education and research.

**PRIORITy 1**
Review and confirm RMIT priority partners, grounded in our high impact areas of education and research, to direct and enhance the impact of our activity.

**PRIORITy 2**
Strengthen RMIT partnership capability by focusing on:
- Understanding the challenges confronting our partners
- Building deep relationships
- Ensuring smooth support for developing and sustaining partnerships
- Developing capability in delivery of education, training and research with partners.

**PRIORITy 3**
Ensure that all RMIT staff can support a connected and responsive University by developing policies, processes and professional development to:
- Support academics and teaching staff to deliver excellent education and research
- Attract, develop and retain staff who are focused on performance which will support our strategic objectives.

**PRIORITy 4**
Establish a new industry practitioner role which will support practical education and training that is aligned to modern professional and industry needs and connects students and other staff to international industry and professional experience.

**PRIORITy 5**
Build a globally-focused networked careers and advisory capability to guide student choice and promote learning and career opportunities linked to:
- Student education, training and research choices
- Work integrated learning and engagement with professions and industries
- Alumni engagement.
LEARNING AND TEACHING
RMIT will aspire to international excellence in curriculum and pedagogy. We will focus on our chosen fields, draw on engagement with our professions and industries, and be informed by international experience and recognition.

We will deliver high quality and high impact programs through our three Colleges—Business, Design and Social Context, and Science, Engineering and Health—and across our campuses and international partnerships, with concentration on the following fields:

» Technology
» Design
» Global communities
» Health solutions
» Global business
» Communication
» Urban sustainable futures.

We expect and will support our academic and teaching staff to use new knowledge, educational techniques and technologies effectively, to understand the future needs of industry and the professions and requirements for international accreditation and recognition of our qualifications. Our programs and teaching will inspire and encourage achievement, excitement and commitment to their fields among our students.

We will build a diverse student population, reaching out to those who are disadvantaged, creating pathways through our programs, and providing opportunities for our students in employment and entrepreneurial endeavour.

RESEARCH
RMIT will aspire to international excellence in research in its chosen fields, concentrated by theme and discipline, and aligned to and working with our global network of partnerships, industries and cities.

We aspire to high quality and high impact research through our four Research Institutes – Design, Global Cities, Health Innovations and Platform Technologies – and through focus on the big questions linked to:

» The future of cities
» Improving health and lifestyle
» Smart devices and technology solutions
» Designing the future
» Sustainability and climate change.

We expect our researchers to be focused on high quality outcomes, connected with partners and concerned to understand and communicate the way their research can transform the future.

We will grow our research higher degree student numbers, encourage postgraduates’ engagement with industry and our international networks, and support the translation of their research for future benefits.

STUDENT EXPERIENCE
RMIT will aspire to:

» Foster independent thought and action through projects, studios and work placements to encourage a focus on and experience of achievement

» Nurture openness and creativity through the excitement of encountering diverse cultures and different ways of understanding and working

» Build a sense of belonging and commitment by making connections for students with their chosen professions and occupations and with their fellow students

» Develop in students the deep knowledge and the skills and attributes required for success in their chosen profession or occupation

» Understand the experience and aspirations of our students, and use this knowledge to shape improvement in education and services.

SERVICES AND INFRASTRUCTURE
RMIT will aspire to be a global urban laboratory:

» Ensuring that students and staff work in facilities and with systems that exemplify excellence in technology and design.

» Supporting effective engagement and collaboration with industry and integration with the cities in which we are located.

» Fostering commitment to fairness, openness and creativity through embracing diverse cultures and different ways of understanding and working among our staff.

» Encouraging and rewarding excellence in staff performance aligned to our strategic goals.

» Developing sustainable modes of operation that reduce consumption of limited resources and our carbon footprint.