

#SHAPE RMIT

READY FOR  
LIFE AND  
WORK

RMIT's strategic plan to 2020  
November 2015

 **RMIT**  
UNIVERSITY

# Chancellor & Vice-Chancellor's Statement

**The urban communities in which we live and work are going through deep and transformative change.**

RMIT exists to create transformative experiences for our students, getting them ready for life and work, and to help shape the world with research, innovation, teaching and engagement.

RMIT has a unique approach to meeting the challenge of being ready for life and work: we offer an education deeply grounded in ideas and cross-disciplinary understanding, applied through innovative, enterprising practice to solving problems and meeting the needs of our community.

This approach is well-captured in RMIT's founding motto, "A skilled hand, a cultivated mind". It is just as apt in the 21st century as it was in the mid-19th, and it leads us to the driving focus of RMIT's next chapter: "Ready for life and work".

As an institution, we must remake ourselves in ways that are true to our founding purpose and embrace the disruptive changes taking place around us. Renewal means supporting our students, staff and partners to adapt to a changing economy and society so that RMIT contributes to sustainable prosperity and responds successfully to changing demands, funding pressures and global opportunities.

In this strategic plan, we lay out the values, goals, directions and priorities that we will pursue together over the next five years, in order to transform the ways we work and learn to achieve innovative, sustainable impact in the communities that we work with.

In the great tradition of RMIT, we must empower everyone to thrive in an exciting new era. "Everyone" includes Aboriginal and Torres Strait Islander students, international students, students with a disability, students of all ages, staff and partners – academic, professional and industry-based, across all our campuses – everyone involved in RMIT.

Our goal is to offer life-changing experiences, and to shape the world with the talent, knowledge and learning capability that we share.

RMIT is an amazing institution. We all have a role to play in renewing it. Join us.



A handwritten signature in black ink that reads "J. E. Switkowski".

**Dr Ziggy Switkowski AO**  
Chancellor



A handwritten signature in black ink that reads "Martin Bean".

**Martin Bean CBE**  
Vice-Chancellor  
and President

A woman with brown hair and glasses, wearing a grey sweater, is smiling and holding a small white card. The background is a plain, light grey wall.

# RMIT TODAY

## Who we are

RMIT's original motto – “A skilled hand, a cultivated mind” – speaks to our founding purpose, helping students, enterprises and communities to succeed in an era of rapid change with a distinctive approach to education combining new ideas, rigorous scholarship and technical and vocational expertise.

We are defined by our relevance to contemporary society. For many thousands of years our central location has also been an important meeting place for the five Aboriginal nations that make up the Kulin Nation. We engage positively with the fast-evolving world, no matter how disruptive it gets. We are champions of innovation and inclusion.

RMIT's programs are aligned and connected with industry and the changing world of work. We collaborate widely with other experts, innovators, institutions and entrepreneurs.

We fully embrace the digital world in all its dimensions and possibilities.

We are accountable to our students and community and we are therefore unafraid to measure the results of what we do. We create solutions together with our partners and listen intently to feedback.

We embrace change in our economy, and are committed to making it work for our society. We speak out on matters of importance for our community and respect the rights of others and our role in securing the health of the planet.

RMIT is a global institution offering credentials at all levels from advanced research to the foundations of post school-age learning. Our programs are global in focus and practical in application.

More than 20,000 students complete a qualification at RMIT each year, including foundation studies, vocational certificates, diplomas and advanced diplomas, associate degrees, bachelors, honours, masters, higher degrees by research and short courses.

Our programs cover many of the issues of most vital and pressing practical concern to global cities, emerging and advanced economies and the global environment: how we design and construct our buildings, the digital world, environmental sustainability, health and ageing, science, education and social cohesion.

Our students are incredibly diverse: 40 per cent of our undergraduates join RMIT from high school, and a growing number are mature-age students with experience of the workforce. Some 15 per cent of our students come to study in Australia from overseas. Eight per cent of RMIT's domestic students have a non-English speaking background and 1 per cent are Aboriginal or Torres Strait Islanders. This diversity is a great advantage and a source of pride. RMIT students are defined by their passion, interests, talent and drive.

Our creative edge is enhanced by design, technology, innovative research, entrepreneurship, global outlook, social change and student diversity.

We are an institution of excellence in teaching, research and engagement, driven by impact and collaboration. Our expertise is applied to equipping students to succeed in an ever-changing world. Our areas of research and cultural creation help to shape the world around us in numerous ways.



## Our Vision

A global university of technology, design and enterprise.

## Our Mission

RMIT exists to create transformative experiences for our students, getting them ready for life and work, and to help shape the world with research, innovation, teaching and engagement.

RMIT embraces the task of extending the benefits of a fast-innovating, high-skill knowledge economy to our whole community and our world. We are dedicated to helping shape a new urban and industrial renaissance in the global economy.

We are driven by impact and focused on the challenges and opportunities emerging around us.

**As the world economy transforms, we have a responsibility to make the resulting changes work for the whole of society.**

Our distinctive approach to connected education and research links creative ideas with technical knowledge. We empower students to shape their own lives, achieve impact and create valued places for themselves through work and engagement in the wider community. RMIT understands how to do this during a period of deep technological change – because we have been through it before.

RMIT began helping people and organisations make the transition to an industrial society more than a century ago. RMIT remains a meeting place for people from diverse origins, a place of exchange and dialogue, creative conflict and collaboration where knowledge and skills are applied to create new understanding and value. Today, we embrace the challenge of helping to shape a new urban and industrial renaissance in a global economy.

The innovation and pace of change now under way is immense. New industries are being created while others are destroyed. Yet more are being transformed and renewed. The mass factories of the past are being replaced by clusters of production centred around new knowledge, technology, skills and creativity. Students, workers and institutions need entrepreneurship and teamwork to adapt and succeed.

Today, how we learn is just as important for success as where and what we learn. Being ready for life and work means combining contemporary ideas and deep knowledge with cutting-edge learning skills and methods.

We are passionately committed to growing interdisciplinary expertise and creative thinking, together with practical application and problem-solving directly relevant to the lives of the communities we serve.

Our commitment to serving students from all backgrounds is equally strong. This includes a responsibility to lead in supporting Aboriginal and Torres Strait Islander students, to ensure access and effective support for all students, and to embracing the global diversity and talent of all our students and staff.

In the coming years RMIT will offer programs and research in ways that will:

- enhance creativity and impact
- fully embrace the digital environment
- get students, experts and employers working together
- apply learning through work and enterprise

- draw upon the leading edge of industry practice
- introduce students to potential employers and investors
- encourage students to belong to the life of their cities and their world
- help students to start and succeed in enterprises of their own

We will deploy our distinctive research capabilities to make new discoveries, to innovate through practice and to generate ideas and culture that enrich the economy and community. Our unique mix of interdisciplinary expertise and collaborative clustering will help to solve complex local, national and global problems.

For RMIT, this approach is both historically grounded and firmly contemporary. This is how we were established and how we have developed over almost 130 years. Being a university of technology, design and enterprise and a great urban university located in some of the most dynamic and creative cities around the world gives us a major advantage.

By building on what we have achieved and embracing the possibilities of digital, economic and social transformation, RMIT will help to shape the future in a way that no other university can.

Our task is to bring the talents of our staff and students together with industry and the community to renew ourselves through teaching, learning, research and collaborative innovation, all supported by new technology.

## Passion

We take pride in RMIT and its achievements and we are deeply committed to extending and deepening RMIT's positive impact.

## Impact

RMIT achieves impact through an applied, practice-based approach to meeting contemporary needs. We shape the world for the better through collaborative design, research, learning and problem-solving.

OUR VISION

## Inclusion

RMIT creates life-changing opportunities for all, welcomes students and staff from diverse backgrounds, honours the identity and knowledge of Aboriginal and Torres Strait Islander nations, and is an accessible and open institution dedicated to serving the needs of the whole community.

## Courage

We are honest and fair in our conduct and relationships. We embrace new thinking and evidence, test it rigorously and apply it to our own learning. We are strongly committed to performance, accountability and value for money. We speak out on issues of importance to our community and our world. We respect the rights of others and our obligations to the health of the planet.

# VALUES

## Agility

We are forward-looking, balanced and sustainable in our approach to organisation and resourcing. We are able to adapt quickly and effectively to new pressures and opportunities.

## Imagination

We value innovation and creativity as essential qualities of our work and resources for the economy and society. We are committed to developing, applying and sharing new ideas and perspectives.

# OVERVIEW OF DIRECTIONS GOALS & PRIORITIES

## Direction 1: Life-changing experiences



### Goal 1

#### A transformative student experience

- Priority 1: Graduating ready for life and work
- Priority 2: Inspiring teaching
- Priority 3: Learning through work and enterprise
- Priority 4: Valuing and growing our diversity
- Priority 5: A digitally enabled experience

### Goal 2

#### Connected pathways

- Priority 1: A distinctive form of connected education
- Priority 2: Supporting access, progression and pathways
- Priority 3: A trailblazing approach to assessment and credentials
- Priority 4: A dynamic community of alumni
- Priority 5: Enterprise-ready





## Direction 2: Passion with purpose



### Goal 5

**Research and innovation:  
creating impact through collaboration**

- Priority 1: Using our strengths to drive impact in research and innovation
- Priority 2: Solving public policy problems
- Priority 3: Research embedded in teaching and engagement
- Priority 4: Effective research training

### Goal 6

**Industry and enterprise embedded  
in everything we do**

- Priority 1: Meeting global demand with strategic partnership
- Priority 2: Connected with industry and community throughout the student journey

### Goal 3

**Supporting and empowering our people  
with clearer, smarter, simpler systems**

- Priority 1: Our people focused on outcomes and positive impact
- Priority 2: A team approach to work
- Priority 3: Simpler, more supportive processes and systems
- Priority 4: A positive culture of service and support
- Priority 5: Intelligent, timely use of information and analytics

### Goal 4

**Managing resources for long-term value**

- Priority 1: Financial performance to support our goals
- Priority 2: Places and spaces for creativity and collaboration
- Priority 3: Digital infrastructure supporting everything we do
- Priority 4: Improve environmental sustainability

## Direction 3: Shaping the world



### Goal 7

**Global reach and outlook**

- Priority 1: Preparing students for the globalised world of work
- Priority 2: A global contribution to research and innovation
- Priority 3: Global operations that contribute to RMIT's reputation and financial performance

# THE STRATEGY





**This strategy empowers the whole community to be part of a future RMIT University that creates life-changing experiences, harnesses passion with purpose and shapes the world.**



It is not a blueprint, with every line, angle and elevation mapped in minute detail, nor is it an abstract painting waiting for the reader to draw their own meaning. Instead, it sets out our intent: where we are going, why it matters and how we will be distinctive.

It is up to all of us to use these directions, goals and priorities to achieve impact and progress over the next five years.

**DIRECTION 1**

# LIFE CHANGING EXPERIENCES

**RMIT is dedicated to creating life-changing educational experiences through the changes in perspective and ambition sparked in our students by studying, working and belonging, and through the pathways and connections opened up by these experiences. This transformation in perspective and opportunity is at the heart of being ready for life and work.**

RMIT's work is also life-changing in its focus on designing better solutions in the wider world: building a more innovative and sustainable economy, improving energy and water systems, building safer, more resilient cities, redesigning justice and youth services, and forging new paths in fields from architecture to electronic engineering.

## Goal 1

### A transformative student experience

RMIT offers a transformative experience to all students from all backgrounds. The experience integrates learning, campus, social and work connections.

At the heart of RMIT's mission is our commitment to the transformative power of learning for every student.

This experience encompasses the formal curriculum, how it is taught, assessed and researched, and broader experiences like absorbing and reflecting on new ideas and working with people from different cultures and perspectives. Belonging to a community, participating in campus and urban life, and connecting to others through work and enterprise are essential parts of the RMIT experience.

## Priority 1

### Graduating ready for life and work

RMIT students gain an education grounded in creative thinking and practice, connected to industry, enterprise and community. The combination of scholarly rigour, vocational excellence and practice supports them to explore new perspectives and opportunities while applying themselves to the realities of the world as it is today.

RMIT students are ethically engaged, enterprising and innovative. They welcome new ideas, new technologies and new ways of working. They are ambitious and passionate, skilled at putting theory into practice. They are effective communicators with cross-cultural skills that enable them to collaborate anywhere.

By developing creative, collaborative and enterprising skills across the breadth of their studies, RMIT students graduate ready for life and work.

The design of our curriculum, our approach to wider learning and our assessment of knowledge and skills all reinforce the creative edge that RMIT graduates enjoy in life and work.

### How we will be known in 2020

- RMIT students are proud to be part of RMIT and proud of their credentials
- RMIT graduates are widely recognised for their work-ready skills and sought after by recruiters and employers
- RMIT graduates can demonstrate and articulate their graduate attributes
- RMIT graduates are resilient and can adapt to changing job markets

## Priority 2

### Inspiring teaching

Imaginative and rigorous teaching is at the heart of transformative student experience and central to RMIT's purpose.

We draw on the best teaching knowledge and contemporary instructional design, physical infrastructure and digital technology to create the best possible learning outcomes.

RMIT's teaching practices are shaped by insights and evidence from research, and relevant connections between teaching and research staff are actively maintained.

Our teachers are experts in what they do and bring connections from industry and enterprise to their teaching.

RMIT students have a meaningful say in their own learning. Our feedback and assessment systems are timely, fit-for-purpose, and focused on how to improve the quality of learning and teaching.

### How we will be known in 2020

- RMIT is known for its great teaching and teachers
- Learning analytics are used to spark and spread innovation
- Teachers have the expertise, time and support to enable them to innovate in their teaching practice and contribute to curriculum design
- Teaching knowledge is easy to find, and easy to share

## Priority 3

### Learning through work and enterprise

At RMIT, learning is integrated with work at every stage of the student journey. Our programs are aligned with future workforce demand and shaped by the expertise of industry practitioners.

Learning through work and enterprise takes many forms, from internships to projects to virtual simulations and networks. We continuously extend the availability and quality of work-integrated learning.

### How we will be known in 2020

- RMIT students gain stimulating, relevant experience, broadening their connections and credentials
- RMIT supports industry engagement at every stage of the student journey
- Work-integrated learning is fundamental to the design, delivery and review of every program
- Enterprise opportunities are widely available and embedded in program design



“ RMIT strives to create an inclusive cultural and social environment that meets our obligations and equips our students for life and work in a diverse global environment. ”

## Priority 4

### Valuing and growing our diversity

The social and cultural diversity of our RMIT community is a great asset, giving our students, staff and partners access to a wide range of cultures, traditions and ideas.

RMIT strives to create an inclusive cultural and social environment that meets our obligations and equips our students for life and work in a diverse global environment.

As an institution, we take a leading role in recognising and valuing our diversity, growing it further and using it to achieve our mission.

#### How we will be known in 2020

- RMIT's inclusive learning environment is highly regarded in the community
- RMIT is accessible to many different students, regardless of their background
- Our diversity is a source of educational and collaborative excellence
- RMIT creates inclusive cultural and social environments within and beyond the classroom

## Priority 5

### A digitally enabled experience

Digital technologies offer powerful new possibilities for learning which arrive in disruptive and unpredictable ways.

RMIT embraces the full potential of these technologies, using them to connect and integrate the experience of users and to shape innovations in learning, organisation and partnership.

The elegant use of digital content, tools and technologies is a guiding principle, helping to ensure that the RMIT student experience across all locations is digitally enabled and integrated, from first enquiry to graduation and beyond. We also embrace the potential of online learning to extend the reach of our locations and impact.

Students are a central part of the RMIT community. A sense of belonging and social connectedness is a vital part of their experience. RMIT uses these technologies to enhance the campus experience and to offer virtual connections accessible from anywhere.

Timely, personalised information and support are the bedrock of a student's experience at RMIT. Our student services are relevant, current, easy to find, and navigate, and simple.



#### How we will be known in 2020

- Digital technology enhances student learning and extends learning opportunities
- Teachers are supported to make the best use of digital technology for learning
- Students can access information and resources they need when and how they need them
- Students become experienced and adaptable technology users
- Technology at RMIT connects students with each other, with staff and with the wider community of alumni and industry partners

“ Learning experiences change people’s lives when they open new pathways to opportunity and success in life and work. In a world increasingly characterised by complex choices, RMIT helps its students to construct pathways that reflect their talents and ambitions. ”

## Goal 2

### Connected pathways

RMIT offers connected pathways between life, work and learning, supporting people to personalise the education that will best meet their needs.

Learning experiences change people’s lives when they open new pathways to opportunity and success in life and work. In a world increasingly characterised by complex choices, RMIT helps its students to construct pathways that reflect their talents and ambitions, drawing on a vast network of shared intelligence and connections.

RMIT’s courses and programs cover a broad, integrated spectrum that can be combined rigorously to build a personalised pathway for each student. RMIT keeps innovating in program design, credentials and support to create stronger, closer connections between life, work and learning.

We also work to improve access for students from diverse origins and provide supportive pathways to successful careers and enterprises.

### Priority 1

#### A distinctive form of connected education

RMIT offers an outstanding advantage to students: the potential to learn their way into exciting jobs and become entrepreneurs in a wide range of fields.

From foundation studies to vocational and higher education, professional training and executive learning, RMIT’s programs connect its students and staff dynamically to the world of work and enterprise.

RMIT’s educational pathways will be clear and coherent for students, staff, industry and community partners. They will support student progression between programs and at every stage of their journey, encouraging them to return as a student, alumnus and partner. They are driven by communities to meet their learning needs.

#### How we will be known in 2020

- Our programs are clearly and logically connected through all levels of education to support coherent pathways for students
- Program and curriculum design reinforces RMIT’s creative edge and applied focus
- Students, both current and prospective, have timely and accurate information about the courses and study streams available to them
- Students understand and use the options open to them at RMIT

### Priority 2

#### Supporting access, progression and pathways

An RMIT education is open and accessible to all students who have the talent and motivation to learn with us, whatever their background.

First-in-family, Aboriginal and Torres Strait Islander and students with experience of disadvantage often create their own pathways to higher education through vocational training and foundation studies. With clear structures and the right support, RMIT will offer more students the opportunity and support to succeed.

RMIT’s expertise in identifying and recognising the capabilities of learners is used to recognise the formal and informal prior learning gained by our students and to enhance their progress and success at RMIT.

#### How we will be known in 2020

- RMIT is recognised as a leader in providing access to education for diverse and disadvantaged students
- RMIT’s Aboriginal and Torres Strait Islander students enrol, complete and progress
- RMIT will be at the forefront in recognition of prior learning
- RMIT provides appropriate practical support for its students to succeed and progress
- Students can move between disciplines, schools, levels and locations





## Priority 3

### A trailblazing approach to assessment and credentials

Our programs are designed, developed and reviewed with the guidance of industry experts through advisory groups, professional and governance bodies.

RMIT is at the forefront of recognising and documenting student learning and capability, and capturing their knowledge, competencies and impact, however they have been achieved. With new forms of credential and micro-credential, RMIT will help to validate and communicate student success in work, learning and enterprise.

#### How we will be known in 2020

- Assessment and feedback to students is relevant, timely and valuable
- RMIT is known for its innovative approach to credentials and competencies
- Credentials help students connect their diverse experiences and find new opportunities for work and enterprise

## Priority 4

### A dynamic community of alumni

Our alumni relationships are forged through student experience and extend long after they graduate, to provide ongoing opportunities for learning, collaboration and exchange. Every RMIT graduate has a network and learning tools.

Our alumni are spread far and wide across leading organisations, industry and right around the world. They are an important part of the way we will work with partners in industry and enterprise in the future.

Using our networks, facilities and digital connections, we will grow and spread the influence of RMIT through mentoring and knowledge-sharing opportunities that benefit our students and partners.

#### How we will be known in 2020

- RMIT alumni feel a strong connection to the institution and are proud graduates
- Alumni have a range of ways of remaining engaged with RMIT
- Digital technology powers RMIT alumni connections across the globe
- RMIT enjoys a mutually beneficial relationship with alumni who are strong employers of RMIT students and graduates

## Priority 5

### Enterprise-ready

Forging the skills, experience and connections for successful enterprise is a central feature of RMIT's approach to connected pathways. Our students develop the skills and knowledge that prepare them to innovate, contribute to existing enterprises and build their own.

#### How we will be known in 2020

- RMIT students know what is required to develop their enterprise ideas
- RMIT students are recognised for their entrepreneurial skills
- RMIT students create new ventures and start-ups in many fields
- Business plan competitions and challenge funding opportunities attract students across all colleges
- RMIT students start and build their own enterprises
- RMIT works successfully with other funders and partners in key sectors and locations

DIRECTION 2

PASSION  
WITH  
PURPOSE

CRAIG

## **RMIT's staff and partners are fundamental to achieving our mission.**

### **They are highly talented and committed: engaging them effectively in renewing RMIT is critical to our success.**

As a learning institution, we are about supporting everyone who works at RMIT to reach their full potential and challenging them to achieve their best.

We will support, develop and empower our staff in all areas of the organisation to achieve greater impact and learning.

We will prioritise our staff working together across the institution and offer clearer, simpler systems and processes.

Achieving our goals also means managing our resources sustainably, appropriately and effectively.

Our approach to using resources – financial, physical and environmental – is governed by a commitment to sustainable, long-term value, including value for money, consistent with our mission.

## **Goal 3**

### **Supporting and empowering our people with clearer, smarter, simpler systems**

RMIT supports its people to build on their passions and pursue our shared goals: life-changing student experiences, research and innovation that shape the world for the better. In a complex world, we offer simple, more supportive organisation and service.

RMIT's staff are talented, committed and passionate about their work.

Their passions are many and diverse: advancing fields of knowledge and practice, solving community problems, providing outstanding service and support to students and academics, building partnerships in new countries and markets, pioneering new methods and progressing social justice.

In developing RMIT's workforce over the next five years we will focus on learning to strengthen people's passion for their work and turn it into impact, so that we can achieve our goals more effectively and sustainably during a time of great change.

We will set high expectations and meet them in innovative ways.

## **Priority 1**

### **Our people focused on outcomes and making a positive impact**

Our approach to recruiting and developing staff will support RMIT's people to identify their driving passions, work together to transform the student experience and achieve impact through research and engagement.

We are committed to our people and support them through career development and professional learning to be effective, innovative and collaborative.

We will maintain a clear focus on teaching, research, engagement, support and scholarship, with appropriately differentiated work roles.

We continue to focus and simplify our performance and accountability structures to reflect feedback and learning from best practice.

### **How we will be known in 2020**

- Staff are proud to work at RMIT
- Staff feel that their expertise is valued and see opportunities to develop their skills and careers
- Employment arrangements encourage staff to develop their passions and aspire to career development

## Priority 2

### A team approach to work

Our greatest impact is achieved when we work together, harnessing distributed expertise to create large-scale outcomes.

Strengthening collaboration is therefore essential to making the whole of the RMIT community more than the sum of its parts; deepening team-based working practices, rewarding collaboration and making it easier to share knowledge and resources.

We will share knowledge and information widely and effectively and look to cluster and co-locate teams and units to maximise their positive impact.

### How we will be known in 2020

- Staff are able to share their knowledge across the University and with partner organisations to increase RMIT's positive impact for students and the wider community
- Transparency of data is the norm for decision-making, data gathering and analysis across RMIT
- RMIT has excellent communications that inform, energise and encourage staff
- Staff work together across units, portfolios, schools and colleges to solve common problems
- RMIT invests in good ideas and scales up effective practices

## Priority 3

### Simpler, more supportive processes and systems

Simplifying organisational structures and processes is a major priority for our staff, and key to increasing our impact.

Our governance structures and decision-making processes will therefore encourage clarity, transparency, integration and accountability for outcomes.

We design and implement organisational systems which are more supportive of the needs and goals of our staff, students and partners, shaped by the experiences of the people who use them.

### How we will be known in 2020

- Administrative and policy processes enable delegated decision making
- Processes simplify staff workload and enhance communication and collaboration across the whole of RMIT
- Our systems are easy to use

## Priority 4

### A positive culture of service and support

As our focus on impact and user experience grows, we strengthen our culture of service and support by further building our shared culture of outward-facing service and mutual support.

Across all RMIT locations our portfolios and service areas work together to serve the core purposes of teaching, research and engagement across the University.

Our student-facing, staff-facing and industry-facing activities are adopting a renewed focus on practices and processes that enhance user experience and learning outcomes. Our governance, administrative and professional functions reinforce this emphasis with their positive commitment to service and support, especially to those teams directly engaged in creating user experience through teaching, learning, research and engagement.

### How we will be known in 2020

- All staff prioritise creating and supporting transformative student experiences
- RMIT central portfolios provide clarity, service and support for value-creating activities that support our core goals in teaching, research and engagement

“ We will manage our investments and resources to achieve our goals in learning and impact and to enhance our sustainability and independence as an institution. ”

## Priority 5

### Intelligent, timely use of information and analytics

The best decisions are supported by timely data and expert analysis. RMIT uses data and learning analytics to provide better service and support experiences for students and staff. We will work to ensure that people have access to the information and analytics they need to learn, share and innovate, and that our decisions are based on what the evidence tells us.

#### How we will be known in 2020

- RMIT people are empowered by data and evidence to make timely, effective decisions
- Information on shared responsibilities across RMIT is openly shared and used to support collective decision-making

## Goal 4

### Managing resources for long-term value

Our use of resources is driven by our goals. Our management of financial, physical, social and environmental resources is focused on improving long-term performance and delivering value for money.

RMIT is a big, complex and diverse institution with a far-reaching global footprint. It is vital that we manage resources to enhance our long-term performance and increase our ability to adapt and renew ourselves over time.

We will manage our investments and resources to achieve our goals in learning and impact and to enhance our sustainability and independence as an institution.

## Priority 1

### Financial performance supporting our goals

Long-term successful financial performance is fundamental to achieving our mission and purpose.

It is also fundamental to keeping access to education affordable for students and serving the interests of the community.

We will be deliberate and transparent in the decisions and investments that we make and will ensure that we are ready for a range of different external circumstances in our funding environment. Our decisions will be based on the goals and priorities set out in our strategic plan.

#### How we will be known in 2020

- Resource allocation is effectively designed to achieve long-term value in our activities and operations
- Financial information and decision making will be clear, rigorous and timely



## Priority 2

### Places and spaces for creativity and collaboration

Our places and spaces are designed and used to their best advantage for collaboration across the whole RMIT community and with partners and industry. We take full advantage of our existing places and spaces in all of our locations and increase their use over time.

Our students make great use of our places and spaces to work, learn and socialise together and our physical campus spaces will combine with digital excellence to further drive collaborative learning, teaching, research and engagement for impact.

#### How we will be known in 2020

- Our teaching spaces are used to their best advantage to support student learning
- Communal spaces support people – staff, students and partners – to learn and work together
- Students enjoy our shared spaces for collaboration and learning and shape how they are used over time
- Student services, amenities and facilities are well designed and provide good value for users

## Priority 3

### Digital infrastructure supporting everything we do

Our digital direction enables transformative student experiences and supports people to work effectively towards shared goals.

We use digital content, tools and innovation to create excellent learning, collaboration and work environments for the whole RMIT community.

Digital infrastructure supports these efforts across all RMIT locations with simplicity, reliability and cost-effectiveness.

#### How we will be known in 2020

- RMIT offers students a rich and immersive digital experience
- Digital technology supports everyday work and makes processes simpler, quicker and more reliable
- Digital infrastructure enhances user experience by enabling creativity and collaboration

## Priority 4

### Improve environmental sustainability

RMIT's reputation for environmental sustainability reflects our expertise and commitment over many years to applying what we know to improve environmental outcomes.

RMIT buildings and facilities are designed to meet high standards of energy and water consumption, and we are committed to managing and reducing our carbon dioxide emissions.

The Sustainable Urban Precincts Program will deliver major advances in our environmental impact.

We will continue to build on this performance, improving environmental sustainability across all of our locations.

#### How we will be known in 2020

- RMIT prioritises sustainability in every part of the University
- RMIT's commitment to sustainability is highly regarded by students, staff and our community and industry partners
- RMIT is a thoughtful contributor to public discussion and is transparent in its progress towards environmental sustainability
- Energy, water and carbon emissions performance improvement

DIRECTION 3

SHAPING  
THE  
WORLD

**We shape the world by developing knowledge and people, and by applying what we know to shared problems through collaborative innovation.**

**RMIT pursues these goals through a global group of students, staff, digital networks, facilities and partnerships spread across key urban centres around the world.**

Our focus on technology, design and enterprise reflects our cumulative expertise in fields and methods through which people learn how to shape their environment for the better and to create new solutions to shared problems.

We support people to develop knowledge, skills and experience with which they can shape their own lives and help to shape solutions to pressing shared challenges.

## Goal 5

### Research and innovation: creating impact through collaboration

Research at RMIT is a source of inspiration for our students, a catalyst for innovative solutions and a driver of impact.

Global demand for innovation – creating better outcomes using new knowledge and practices – is rising relentlessly.

Public policy around the world is also increasingly seeking to improve long-term innovation performance across the private, public and non-profit sectors, and to build effective long-term partnerships for innovation.

## Priority 1

### Using our strengths to drive impact in research and innovation

RMIT's history as an institution of applied research, and its many areas of internationally recognised expertise, from architecture and engineering to fashion and entrepreneurship, make us an important contributor to wider innovation efforts.

We create knowledge and impact in diverse areas of human experience and need.

We excel in applied, interdisciplinary research and we are active and influential in

wider partnerships that help to commercialise research knowledge and scale up effective innovations.

RMIT continues to develop and invest in research areas where our quality and impact give us comparative advantage, and to develop new strengths in areas aligned with our goals.

Our approach includes implementing learning and teaching of Indigenous Knowledge systems.

We focus our efforts on improving the quality, scale, distinctiveness and impact of research and on supporting RMIT researchers to work together and deploy expertise more widely through collaborations with industry, government and peer institutions.

### How we will be known in 2020

- RMIT is recognised as a leader in innovation and applied research
- Areas of research strength are widely recognised
- Investment deepens the impact and quality of our research
- Potential strengths are rigorously and imaginatively developed
- High-profile collaborative research initiatives with significant impact in the community are encouraged across RMIT
- Partners are proud to work with RMIT





## Priority 2

### Solving public policy problems

RMIT helps to provide creative and effective solutions to public policy problems and plays an important ongoing role in shaping the public policy environment.

Public policy is a major influence on the direction and quality of education, research and innovation, and RMIT's mission and goals are strongly affected by government policy decisions in these areas.

As a global university of technology, design and enterprise, RMIT has a long-term stake in the quality of public policy design and decision making and a range of expertise that can contribute positively to policy development in many areas.

RMIT works proactively to help solve pressing public policy problems, to develop long term thinking and evidence, to work together with other institutions and governments at all levels to improve policy outcomes over time. We use our own experience, data and expertise to contribute creatively to policy problem-solving and to encourage informed, responsible decision making.

### How we will be known in 2020

- RMIT will advocate for public policy solutions that reflect RMIT values

- RMIT will be an influential contributor to public policy conversations in Australia and around the world
- RMIT staff and students will engage in wide-ranging public discussion

## Priority 3

### Research embedded in teaching and engagement

Research has a vital role in shaping teaching practice, industry and community engagement. Alongside specialised research roles and teams, RMIT works to connect insights and evidence from research to the teaching and engagement activities where it is most relevant.

We encourage co-location and clustering of research and teaching activities where it makes the most sense. We focus on building stronger connections between research knowledge, curriculum design, teaching and assessment strategies.

We continue to develop our practice-based and industry-connected research activities.

### How we will be known in 2020

- Research groups and teams are appropriately located amid wider clusters of teaching and engagement

- Translation of research insights and findings into curriculum design and teaching strategies is quick, easy and widespread
- Collaborative industry research is well established in all sectors where RMIT is active

## Priority 4

### Effective research training

Research capabilities and skills are integral to RMIT's success and we continue to develop them by recruiting research staff and graduate students, providing high quality supervision and delivering effective organisational learning.

Our higher degree research and honours students are a valued part of the RMIT community and will be offered a transformative experience and appropriate support throughout their journey.

### How we will be known in 2020

- RMIT is respected in higher degree by research training
- Higher degree by research students have a range of relevant industry and academic experiences throughout their candidature
- Research staff are at the cutting edge of research and pedagogy
- RMIT develops more practice-based models of research and training, such as our widely respected architecture PhD program

## Goal 6

### Industry and enterprise embedded in everything we do

Our student experiences, research, staff, partnerships and management are connected to industry, enterprise and community.

Future prosperity depends on enterprise and innovation in every sector. RMIT has always been intertwined with changing patterns of work and enterprise.

Our focus on enterprise continues to strengthen through start-up initiatives, accelerator support for growing organisations, entrepreneurship to meet social need, solving public problems and creating economic growth.

Partnership with industry at every level remains part of RMIT's DNA.



### Priority 1

#### Meeting global demand with strategic partnership

Our future prosperity depends on innovation in every sector. Self-employment, micro-enterprise, start-ups and ventures play an increasingly important part in a connected, collaborative economy.

As the economic landscape is transformed, RMIT graduates must succeed across diverse, fast-moving sectors.

RMIT has distinct strengths in our ability to work together with community and industry networks to drive employment and innovation outcomes.

From long-term partnerships with global corporations and sectoral and supply chain alliances that reach into networks of small and medium enterprises, to global collaborations supporting workforce development, research and industrial design, RMIT is a leading player.

#### How we will be known in 2020

- RMIT works effectively with industry partners to shape our programs to bring students cutting-edge curriculum design
- RMIT uses industry partnerships to engage lecturers and tutors to provide greater opportunities for students, enhancing their graduate outcomes
- RMIT has built a wide range of proven methods and structures through which we work with other institutions and partners
- RMIT staff are given regular opportunities to move within and between RMIT and industry and contribute to collaborative projects

## Priority 2

### Connected with industry and community throughout the student journey

We will build on our rich history and extensive range of work-connected learning to ensure that every student is connected with work and enterprise throughout their journey.

#### How we will be known in 2020

- Industry partnerships are embedded in program design and assessment processes
- RMIT's industry and alumnus networks enhance student experience, giving them an edge post-graduation
- RMIT students and staff have authentic Indigenous experiences that respect and acknowledge the Kulin Nation on which RMIT stands
- RMIT students and staff are active in the broader community and contribute through shared projects
- Community engagement and discussion takes place through regular events

## Goal 7

### Global reach and outlook

We are a leading global institution, preparing students for life and work and extending our research impact in key urban centres around the world.

RMIT has a global reach, with campuses, programs and partnerships across a network of global urban centres, and a high number of international students and staff.

We use our global reach and knowledge to enrich the student experience and increase the impact of our research and innovation.

Our partnerships and investments reflect this global outlook and our determination to deepen impact in areas where RMIT has expertise and comparative advantage.

To achieve this, we will work in a focused, disciplined way to develop our programs, partnerships and collaborations around the world and use digital technology to extend and enhance our work.

## Priority 1

### Preparing students for the globalised world of work

Our global presence will enrich the student experience to prepare for life and work in increasingly globalised labour markets.

Curriculum design, digital tools, teaching strategies and opportunities for student mobility will all reflect and embed our global outlook.

#### How we will be known in 2020

- Our students successfully develop cross-cultural skills and competencies
- RMIT students are well prepared for global labour markets
- RMIT graduates are attractive to employers and recognised for their creative, collaborative and entrepreneurial edge
- Digital technology brings RMIT students in all locations to work and learn together



“ We use our global reach and knowledge to enrich the student experience and increase the impact of our research and innovation. ”

## Priority 2

### A global contribution to research and innovation

Our global reach will significantly contribute to our research impact in our key communities.

We leverage our strengths in research and innovation to develop global networks and partnerships which deepen our impact and build our reputation among our key communities around the world.

#### How we will be known in 2020

- Our global collaborations create a multiplying effect, bringing greater opportunities and impact for the whole RMIT community
- International research partners are carefully chosen to reflect RMIT's strengths and interests
- RMIT is sought after globally by leading research and industry partners

## Priority 3

### Global operations that contribute to RMIT's reputation and financial performance

We will strengthen our presence in carefully targeted global locations where evidence shows that new opportunities best suit RMIT's reputation and financial health.

We develop effective global approaches to recruitment, marketing, technology and administration to support our students, staff and partners.

#### How we will be known in 2020

- Our international presence, including in Vietnam and Singapore, successfully supports our strategic goals across the whole of RMIT
- RMIT is Australia's most global university in presence and action and our distinctive global operations are widely recognised
- RMIT has seamless and supportive organisational processes and systems across all our locations.
- Consistent processes and systems for recruitment, marketing, administration, staff and service management meet the diverse needs of our students



## How we developed this strategy

This strategic plan has been developed through a collaborative effort by the whole RMIT community.

Through the #shapeRMIT website, online discussions and comments, meetings, workshops, public events, presentations and consultations, RMIT students, staff, alumni and partners took part in an open conversation to shape the University's future.

Thousands of people have given their views, shared their ideas and spoken with passion about what matters for RMIT's future. The Council and Executive of RMIT have taken part in the same process, considering and discussing in detail the ambitions and evidence that have formed our direction. The goals and priorities in this plan have been shaped by those contributions, and we can proudly say that this is a strategy written by and for RMIT.

## NEXT STEPS

This strategy is for the whole RMIT community: students, staff and partners in all our locations around the world.

It sets out our "main intent" – where we are going, why it matters and how we will be true to our values.

The plan provides a structure and priorities for planning by all the key organisational units across RMIT, in order to decide on priorities for student recruitment and programs, work goals and workforce development, research, innovation and industry partnerships, technology, infrastructure and much more.

These planning processes will be supported by ongoing measurement and evaluation of our progress against our goals, and by an annual "strategy week" to review how we are performing and to consider what we have learned and what we should do in future years.

We will track our progress as we achieve this plan and make sure to celebrate our successes along the way.

The open conversation about the goals, ideas and initiatives that go into the strategy will continue at ShapeRMIT.com

It is up to all of us to come together and bring this plan to life.

## Find out more

Go to ShapeRMIT.com to find out more about the work happening around RMIT and to continue discussing how the University can enhance our positive impact and help make our students ready for life and work in the years ahead.

#SHAPE RMIT