

# RMIT'S SHARED DIRECTIONS

**BUILDING OUR NEXT STRATEGY**



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**[NEXT.RMIT.EDU.AU](https://next.rmit.edu.au)**



Hi there!

Welcome to the Directions Paper!

Over the past 12 months, we've heard from the RMIT Community all around the world— staff, students, alumni and our industry partners— about their ambitions for our University.

Now, we've reached a milestone moment in the Strategy Development process!

Six clear Directions have emerged that will help frame ongoing discussions, build out priorities, goals and objectives and inform the development of our University's next strategic plan.

Over the coming months, use this paper to continue sharing your inputs and insights – your contributions will play a critical role in helping shape what comes next for our University.

So jump in! Explore and have your say on where RMIT can continue to evolve and thrive over the many years to come!





## Context:

The global pandemic has exposed deep crises of health, the natural environment and the economy, and changed the roles of business, community organisations and government in society.

While the disruptions have prompted innovation and collaboration not seen for decades, they have also worsened inequalities and conflicts, and created huge strain and uncertainty.

Universities are deeply affected by what is happening and play a vital role in responding successfully to the societal challenges we face.



Students at RMIT Melbourne City Campus returning with COVID-Safe regulations

New technologies are sparking social and economic transformation, unleashing new movements and prompting fresh challenges and dilemmas about how these transitions should be shaped and governed, and who benefits from them.

Over the last 12 months, RMIT has been building its next strategy, even as we adapt to the immediate pressures of the current situation.

## Purpose:

**The NEXT process has evolved in response to the changing situation and incorporates the input from online forums and face-to-face conversations.**

In 2020, discussions with our community focused on ten content areas and considered what matters in them, what is changing, and what we can learn from the immediate responses to COVID-19.

Through these discussions, six key directions emerged to be explored as potential pillars to help frame RMIT's future ambitions. In this Directions Paper, we

use these as a lens to discuss shifts in the wider environment and ways in which we might fulfil our mission in a changing landscape.

These directions will guide us towards the next stage of discussions and strategy development: identifying priorities, goals and actions that will inform a strategic plan with a distinct focus and identity for the coming years.

Working together to develop shared priorities for the future is vital to the success of RMIT's NEXT strategy.

**BUILDING OUR NEXT STRATEGY**



**DIRECTION 1.**

# **A MISSION-LED UNIVERSITY**

**SERVING THE COMMUNITY IN A FAST-CHANGING LANDSCAPE**



That is...

**RMIT's commitment to helping people adapt and thrive amidst technological transformations, while shaping a more inclusive and sustainable world.**

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## **AN EVOLVING IDENTITY, A STEADY PURPOSE**

RMIT was founded in Melbourne, on the unceded lands of the Woi Wurrung and Boon Wurrung language groups of the Eastern Kulin Nation. Australian Aboriginal and Torres Strait Islander People are part of the oldest continuous culture and civilisation.

RMIT now operates across lands and waters stretching far across the world, and continues the work of paying respect, advancing Aboriginal success and growing deeper understanding among different cultures.

RMIT began as a small technical college offering education in the arts, technology and trades to working men and women. We are now a global university of technology, design and enterprise, providing access to high quality education, research and partnerships to learners and innovators around the world.

RMIT is a multi-sector Australian university and a major public provider of vocational training. Internationally, it is a leading

university in Vietnam, a hub of research and innovation in Barcelona, and has a diverse network of global partnerships. RMIT Online (RMITO) is a dynamic, fast-growing platform for online education and skills.

“ As our motto suggests, **RMIT is about bringing the head and the heart together...** The true value of education is being able to share it where it matters.

— *Community member*

We proudly support access to education for all. Students from all backgrounds come to RMIT to develop the skills, knowledge, culture and connections to find meaningful work and contribute to society. Learners and industry leaders alike are attracted by our diverse, global community and reputation for applied, impactful work.

RMIT is renowned for its positive overall impact on society and the economy. The Times Higher Education's global overview

of university contributions to the United Nations 2030 Sustainable Development Goals places RMIT among the leading institutions in the world for impact.

While RMIT has evolved, our purpose, to enable people and communities to adapt and thrive through learning, remains consistent. Our founding motto, "*Perita manus, mens exulta*" (*a skilled hand, a cultivated mind*) still reflects our inclusive ethos and distinctive approach to teaching, research and impact.

RMIT has always worked to integrate industry-engaged learning with research that uncovers new insights and practical, applied problem-solving, at the meeting points of technology, society and the economy.

## A CHANGING LANDSCAPE

Throughout RMIT's history, waves of technological and social change have brought crisis and growth, transforming work and industry, and reshaping the economic and environmental landscape. Through these times, RMIT has innovated and adapted to find better ways to meet the changing needs of our growing community.


The current period of uncertainty brings huge challenges as well as opportunities to build solutions that are fit for the times. RMIT can help generate scientific breakthroughs, redesign systems and services, create opportunity and wellbeing, and advance social justice.

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## OUR NEXT CHAPTER

**RMIT will build on our strengths and networks to deliver excellent teaching, learning and research in a fast-changing environment. Our goal is to strengthen and renew RMIT's commitment to innovation and inclusion.**

Through the directions in this paper, RMIT will cultivate learning and innovation in a globally connected ecosystem, develop lifelong learners and contribute impactful research to important challenges across Australia, the Asia-Pacific region and beyond. These pursuits will be underpinned by our adaptive culture and hybrid ways of working and learning.







## **RMIT is a Global University of Sustainable Technology, Design and Enterprise**

### **Our Purpose**

Enabling people and communities to discover, learn and create impact through education and research.

### **Our Mission**

Equipping learners from any background with the skills, knowledge and connections they need to thrive, and using research, innovation and partnership to shape a more equal and inclusive society, and a more dynamic, sustainable economy.

### **Our Vision**

An Australian University thriving in and engaged with Asia, offering accessible, excellent education to lifelong learners and creating an inclusive, sustainable future.

### **Our Values**

*Inclusion, Imagination, Agility, Courage, Passion and Impact* are at the *durrung* (heart) of RMIT's commitments and relationships.

### WHERE THIS COULD TAKE US

Potential ideas to be explored and tested:



Strengthening RMIT as an innovative educational institution, working with government, industry and the community to create greater educational opportunity.



Creating positive impact through excellent teaching, research and community partnership, building methods to develop an inclusive and sustainable society, and applying these approaches to our own culture, activities and operations.



Developing ecosystems for industry innovation and collaboration across RMIT's global network, including through RMIT Europe.



Furthering our commitment to progress and justice with First Nations People working with Aboriginal communities and elders at RMIT and across Australia.



Leading Vietnam and the Asia-Pacific region in embracing Industry 4.0, connected micro-study hubs and cutting-edge digital and STEM education.

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### SHARE YOUR THOUGHTS!

Head to [next.rmit.edu.au/directions](https://next.rmit.edu.au/directions) to join the discussion.





## RMIT IN VIETNAM

**In its third decade, RMIT Vietnam is vital to our agenda for sustainable development in Vietnam and the Asia-Pacific region. At the heart of our global network, Vietnam demonstrates that RMIT is a university both thriving in and engaged with Asia.**

RMIT Vietnam is connected to the world through RMIT's global assets and partners. This offers students a hybrid learning experience with tailored learning pathways and opportunities to develop applied research solutions to solve the big challenges facing Asia and the world.

Through our presence in Vietnam, RMIT can become a partner of choice for industry and government to achieve positive impact in the South East Asian region. RMIT will meet local skills needs by focusing on digital transformation and preparing graduates for the future of work.

A fully integrated RMIT Vietnam reflecting the full breadth and depth of RMIT's capabilities across disciplines, colleges, research and teaching can respond to the region's changing needs. Our size and shape will grow in alignment with the wider ecosystems in which we operate. RMIT will meet local skills needs by focusing on digital transformation and preparing graduates for the future of work.

Our Vietnam-based programs will leverage digital and hybrid technologies, acting as a critical part of our global student pathways across South East Asia and connecting Vietnam to our global community.



DIRECTION 2.

# A LIFELONG LEARNING REVOLUTION

RMIT'S DISTINCT  
MULTI-SECTOR OFFERING



# That is...

The new education solutions, pathways and distinct skills that RMIT co-designs at scale with government, industry, alumni and the community to enable lifelong learners to thrive.

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## CURRENT STATE OF PLAY

**As the world navigates significant change in society, the economy and technology, a next revolution in education is also taking shape.**

Economic and social progress has always been bound up with the growth of educational opportunity, and RMIT has played a formative role in this since we were founded. Now, in the 21st century, the way we create and deliver access to learning opportunities is changing.

Globally, education is moving towards offering education programs via flexible pathways that complement work routines, family situations and personal choices.

Increasingly, access to education is needed over an individual's entire lifetime to enhance livelihoods and wellbeing.

The global pandemic has jolted this systemic transition into a more urgent shift, with a digital leap towards education delivered at distance and scale.

To thrive in this complex environment, our students need a distinct mix of technical,

human and cognitive skills, which are increasingly in demand from employers. This includes learning to collaborate, compromise and share success with others.

These enduring competencies are rapidly becoming a critical currency in hiring decisions. However, the pace of change and existing inequalities leave two thirds of Australian workers in occupations classified as 'at-risk' of significant disruption.

“ **University is no longer a stint after high school... It should be a flexible, adaptive, responsive opportunity to advance across your career(s)!**

— *Community member*

The risks are greatest for people who are already vulnerable to being marginalised, with fewer skills, wealth or connections to draw on. Industry also faces urgent skills gaps, while many workers find it difficult to access learning opportunities.

## BUILDING OUR NEXT STRATEGY

Governments are searching urgently for ways to prioritise relevant skills, support rapid delivery of training and education programs, and foster cross-sector partnerships to realise these opportunities at scale across regions, industry sectors and digital networks.

The lifelong learning revolution, where millions of people become engaged in continuous re-skilling and up-skilling throughout their adult lives, is pivotal to the transformation of our economy and whole industry sectors.

Everyone in our diverse, interconnected society should have access to an education that can help them to succeed, while also helping to shape their workplace, industry and community.



RMIT CODE4Schools provides workshops for Vietnamese school students & teachers.

## A DIRECTION FOR RMIT

**RMIT is uniquely positioned to deliver lifelong learning in partnership with industry, governments and communities, co-creating education pathways and systems for diverse students in a transforming workforce.**

RMIT has incredible potential to fill critical gaps for lifelong learners, with high-quality learning programs across vocational diplomas, apprenticeships, undergraduate degrees, English language pathways,

industry-partnered future skills programs, micro-credentials and digital delivery of in-demand skills education through RMITO.

To make RMIT's education more accessible and adaptable to demand, we need to integrate our offerings, from micro-credentials and certificates to doctorates.

This will enable learners to find their own access points and create a 'stackable' education experience, building the skills and knowledge they need to thrive over time.





I was working full-time and wanted to find a course that could fit in with my life. When I was looking at all the options, RMIT stood out.

Luke Mitchell,

Graduate, Advanced Diploma in Business

SOURCE: RMIT NEWS

RMIT learners, from new students to experienced professionals, should be supported with systems and empowered with technology, data and analytics that personalise the advice and support they receive across their learning journeys.

To realise our commitment to access and inclusion for diverse learners, RMIT needs to transform its own systems, streamline processes and find new ways to rapidly design and build new educational offerings.

We will make it easier for prior experience to be recognised, enhance work and study across different contexts, and provide new pathways into RMIT's educational ecosystem.

We can collaborate with thousands of learners and educators to understand their

needs and potential and co-create valuable experiences that can be converted into learning outcomes and applied to their lives and work.

RMIT also has a vital role to play in making the lifelong learning revolution a reality at a greater scale.

This involves working simultaneously with industry partners, government jurisdictions, regulatory regimes and qualification and assessment systems to help shape public policy and culture, and to encourage shared investment in lifelong learning.

RMIT's people are also lifelong learners. RMIT will support the ongoing development and learning of our people through investment, trust and new opportunities.

## WHERE THIS COULD TAKE US

Potential ideas to be explored and tested:

- Developing a multi-sector framework, connecting education programs and pathways across RMIT, focused on improving access for diverse learners and enabling lifelong reskilling for members of RMIT's community.
- Creating guaranteed pathways and progression opportunities for students who successfully complete RMIT programs.
- Shaping RMIT curriculum to reflect the distinctive combination of human, technical and content knowledge that learners may need to thrive.
- Developing and investing in the lifelong learning of RMIT's diverse workforce.
- Rapidly co-designing and scaling new education solutions, assessments and credentials that fill critical gaps for lifelong learners with governments, industry, alumni and the community.
- Using analytics and data to support students with personalised experiences and support, such as admissions, digital ecosystems and peer networks.
- Improving the accessibility of an RMIT education in Vietnam and the Asia-Pacific Region, ensuring an education focused on developing impact-focused leaders of the future.

**SHARE YOUR THOUGHTS!** Head to [next.rmit.edu.au/directions](https://next.rmit.edu.au/directions) to join the discussion.

BUILDING OUR NEXT STRATEGY



DIRECTION 3.

A NEW  
AGE OF **HYBRID WORK  
AND LEARNING**



That is...

RMIT's use of technology, spaces and places to create outstanding educational and social experiences so that diverse learners can excel in a digital world. Developing the campus precincts, infrastructure, educational community and workforce to achieve these outcomes.

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## CURRENT STATE OF PLAY

The rapid adoption of digital learning during the early 2020s has prompted new ways to deliver education and work that challenge traditional ways of learning and amplify RMIT's reach beyond our physical locations.

The way students want to learn is changing. Digital and hybrid learning means that in-person lectures and didactic teaching styles are becoming increasingly obsolete. Instead, working and learning with peer groups, industry mentors and expert networks is in high demand and more effective.

Similar transformations in industry demand that our graduates be equipped with the technical, interpersonal and cognitive skills to operate fluidly in hybrid workplaces. Beyond work, these skills also help people thrive in an increasingly digital world.

As hybrid working and learning become the norm, we are considering new learning frameworks and emerging technology to enhance the quality, scale and relevance of RMIT's offerings.

“ If RMIT does this right, we could not only benefit as an institution, we could become a global example of true best-practice to industry partners.

— Community member

We need to continue to examine our approach to classroom, campus and precinct design and consider ways to deliver enhanced value to our students, partners and staff in ways that complement online learning and work experiences.



## Since 2016, RMITO has rapidly become a leading provider of online degrees and short courses.

With over 19,000 enrolled students, RMITO offers postgraduate degrees in fields from law and human resources, to supply chain management and data science.

RMITO has also created more than 50 short courses, designed with industry experts and academics, to develop the skills and knowledge necessary for careers in fast-changing sectors.

These courses are designed to connect students with fellow learners and industry mentors and provide them with personalised support and academic feedback. RMITO students gain fast access to leading edge expertise and technical skills in areas like Python, human centred design, digital health and enterprise innovation.

RMITO's learning experience integrates peer networks, mentoring support and personalised feedback to create rigorous student pathways that also help learners build connections and apply their knowledge on the way to completing a certificate.

In a world moving rapidly to digital delivery, with an urgent need for rigorous, future-focused skills and understanding, RMITO is a crucial platform for extending and redesigning the educational experience, potentially for millions of learners.

## BUILDING OUR NEXT STRATEGY



Now that there's a mix of campus and online, it's really helped lecturers see that Uni is just one part of my life and who I am.

Raffa Pratama,

Student, Bachelor of Communication

FROM RMIT NEXT: HUMANS OF RMIT

### A DIRECTION FOR RMIT

**RMIT will take a bold and progressive approach to realising the full potential of hybrid learning, across our whole global network. This will improve access to education, inspire our students and help them thrive in an increasingly digital world.**

Our people and workspaces, blended across physical and digital realms, will model the future of hybrid work.

RMIT will lead in the Asia Pacific, embracing new models of online education and emerging technology. To enrich student learning and deliver experiences, beyond what could be offered in a

traditional lecture theatre or classroom, we will work with industry and government to shape public policy and drive innovation in online education and industry collaboration.

RMIT's learning environments will enable personalised learning journeys that help lifelong learners to construct valuable pathways and access opportunities with industry partners.

Our campus spaces are critical for social connections that advance inclusion and creativity. RMIT will continue to design and renew our campus environments to combine the best of digital and physical experiences and take opportunities to transform our campus spaces for a changing environment.

## WHERE THIS COULD TAKE US

Potential ideas to be explored and tested:



Investment and application in emerging technologies to advance RMIT's structured data and technological infrastructure; underpinning the experience of our students, people and industry partners.



Creating hubs, precincts and networks for collaborative innovation across different fields and industry sectors, connected and integrated with RMIT's network of urban campuses.



Designing virtual, physical and multi-modal spaces for learning, working and collaborating that model the future of hybrid work and learning.



Supporting our students and people to perform well in these environments, including by developing their technical, social and digital skills.

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BUILDING OUR NEXT STRATEGY



DIRECTION 4.

# AN ADAPTIVE RMIT

ENABLING OUR DIVERSE PEOPLE & COMMUNITIES

That is...

Adapting RMIT's culture, ways of working and systems to ensure our organisation can be resilient and respond to a changing landscape with continuous learning. Working collaboratively to achieve RMIT's purpose and mission and meet the needs of our communities.

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## CURRENT STATE OF PLAY

Education faces huge and complex challenges, with border closures, funding constraints and political tensions limiting the way many students can access an RMIT education and prompting questions about the future role and function of universities.

RMIT has adapted many times to dramatic shifts in our landscape and context, working to deliver valuable education and supporting our community through sweeping economic and industrial transformations.

Building an institution that can adapt by learning continuously from feedback across our own networks and applied research, as well as the wider systems in which we operate, is vital.

The pandemic has highlighted RMIT's success in operating through, and shaping digital and technology ecosystems, industry and labour market networks,

urban transport, safety infrastructure and networks of community support and sustainable development.

RMIT can also adapt to solve new societal problems by rapidly forming networks of partners in industry and government to co-create solutions.

Our size, reach, global footprint, and networks make it possible for RMIT to operate as a 'living lab' to solve emerging economic, social, and environmental challenges, contributing to surrounding ecosystems in the process.

“ People assume researchers think differently to business people at RMIT, but ask the right questions and you'll find we're often trying to achieve the same thing.

— Community member

## BUILDING OUR NEXT STRATEGY



“ It’s been really meaningful: not just what I’ve gained from RMIT, but **what I can give back to the University too.** ”

*Chelsea Ho,*

RMIT graduate & Co-Founder of Convo

FROM RMIT NEXT: HUMANS OF RMIT

### A DIRECTION FOR RMIT

**RMIT’s people are the key to being an adaptive institution capable of shaping the world and responding to the needs of diverse communities and partners. Supporting our people means a high-performing workforce culture of inclusion, continuous learning and collaboration, with systems and processes to empower them. They must be trusted to experiment, fail, learn and make decisions.**

Nothing is more important to RMIT’s success over time than developing an inclusive workplace. This is critical to attracting talented and diverse people and enabling them to develop and contribute, whether that be through deep specialisation or broad learning and work.

As an institution we are strengthened by our journeys of reconciliation, both community-wide and personal.

These reflect our commitment to realising the aspirations of Aboriginal and Torres Strait Islander People and safeguarding ancient and rich Aboriginal and Torres Strait Islander cultural heritage. In doing so, we work to engage with issues of Indigenous sovereignty and enable the success of Aboriginal and Torres Strait Islander People.

RMIT’s commitment to diversity is also strengthened by flexible working and hybrid roles and careers, which enable people to innovate, collaborate and apply their talent to new challenges. Building team structures, learning opportunities and a culture that connects across our locations is an important priority.

We are designing spaces that encourage our professional and academic staff to collaborate and achieve outcomes that can be rapidly delivered, tested and improved.

In addition to shared workspaces, we will create innovative hubs using collaborative platforms and spaces that can reach across organisational silos and bring partners and communities together to co-create solutions. The journey to becoming

a more adaptive institution challenges us to see RMIT itself as a connected system, beyond a collection of specialised, siloed elements.

Structured data and artificial intelligence will be key to building an integrated, adaptive system across the whole of RMIT, creating better experiences for our learners, people and partners.

## WHERE THIS COULD TAKE US

Potential ideas to be explored and tested:



A high performing culture of trust and flexible careers that encourage lifelong learning and celebrate creativity, innovation and collaboration, while still supporting expertise and depth.



Continuing the reconciliation journey for our people and organisation and working to support Indigenous leadership and self-determination through governance and community relationships, along with Aboriginal education, employment and research.



Designing platforms and spaces for collaboration and co-creation across our organisations, disciplines and with our partners.



Investment in technology, data systems and processes that allow better user experiences, communication, adaptive organisational learning and decision-making.



Reviewing resourcing models to find a balance between autonomy, consistency and scale.

## SHARE YOUR THOUGHTS!

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BUILDING OUR NEXT STRATEGY



DIRECTION 5.

# AN IMPACT-DRIVEN APPROACH

TO RESEARCH  
AND INNOVATION

That is...

Generating excellent research, applied innovation and impact, consistent with RMIT's mission, strengths and reputation. Developing and empowering talented researchers to work collaboratively through innovation ecosystems and networks.

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## CURRENT STATE OF PLAY

Amidst intense economic, societal and environmental challenges, highlighted by the current focus on the United Nations Sustainable Development Goals to 2030, discovery and innovation will help us adapt and thrive.

The emphasis of research funding, public policy and industry innovation is shifting towards effective translation, commercialisation and impact. RMIT is a valued partner, with a well-deserved reputation for working with industry and government to solve real problems and create valuable new solutions.

As a global institution, RMIT pursues our mission simultaneously in different surrounding contexts, each with their own distinctive challenges, governance institutions and public priorities.

Our knowledge-creating activities are embedded in the social and economic fabric of the cities where we operate, and they are critical to our reputation as a research and educational institution.

“ We need an approach to research that **does not externalise ‘the real world’** but sees academia as part of it; part of a dynamic innovation ecosystem.

— Community member

RMIT acts as an active physical and community player in the urban landscapes and economic ecosystems where we operate – a network of shared knowledge exchange and innovation that creates and extends pathways to impact.

## A DIRECTION FOR RMIT

**RMIT will empower talented researchers and extend our reputation for co-creation, partnership and excellent applied research. We will develop socially responsible research and solutions that translate to impact, help government, industry and the community meet systemic challenges. We will align and connect our strengths in teaching, research and engagement to pursue positive long-term impact.**

In the midst of these global shifts, and a growing demand for sustainable progress, it is critical that RMIT forges its own focus, aligned to our purpose, reputation and strengths.

This focus will shape what we pursue, and equally, what we do not, prioritising the socially responsible research agenda that already defines RMIT. Equally important is defining how we pursue innovation and impact across the whole scope of RMIT's activities.

As an applied university with a reputation for collaboration with partners, there are many ways RMIT can learn and scale our efforts. This could mean maturing our commitment to building platforms for multidisciplinary, cross-portfolio and mission-driven work and learning, and evolving RMIT's role as a facilitator, broker, and catalyst for impact through partnerships.



Students on an RMIT Sustainable Development Goal (SDG) study tour in Barcelona developed strategies to tackle urban heat.

It may also mean elevating our presence as a public leader and advocate when community needs and debate surface, showcasing our leading researchers and sharing our values, views and ideas.

Our institutional framework and approach should clarify the domains, outcomes and pathways that contribute to impact. The potential for integrated reporting of RMIT's economic, environmental and social impact continues to grow.

All of these methods and approaches can be enhanced by the systems and measures used to support and set the operating environment for our talented researchers, workforce and impact communities.

The process, findings and skills arising from our research should be applied to our own organisation, benefiting organisational development and learning.

## WHERE THIS COULD TAKE US

Potential ideas to be explored and tested:



Strengthening multidisciplinary, cross-portfolio and mission-driven work and learning. Uniting people across RMIT, and broader networks from government and industry, around critical challenges and opportunities that align to our purpose, values and beliefs.



Adopting an adaptive cycle, an iterative process of learning from real-world needs and opportunities and co-creating projects and solutions. Applying solutions to our own organisation and communities.



Ensuring diversity, inclusion and respect remain central to our research process and partnerships.



Understanding the needs of and investing in our academic community to better support their own pursuits of impact.



Showcasing our research and experts when relevant needs and debate surface. Raising the profile of our people and bravely taking on a role of public leadership and advocacy for the world that RMIT believes in.



Embedding impact literacy and competency into all levels of our research and innovation work, including education, capability development and processes.

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### SHARE YOUR THOUGHTS!

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BUILDING OUR NEXT STRATEGY



DIRECTION 6.

AN INTER-  
CONNECTED **GLOBAL &  
URBAN ECOSYSTEM**

# That is...

Our approach to driving smart, sustainable and inclusive development across Asia-Pacific and beyond, and enriching the economic, cultural and social life of the regional and urban centres where we operate. How this is reflected in our footprint, missions and impact across everything we do.

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## CURRENT STATE OF PLAY

For more than a century, RMIT has been part of ongoing economic and social transformation, viewed from the vantage point of city centres, beginning in Melbourne and now spanning from South East Asia to Europe.

During the current wave of sustainability challenges and workforce disruption, RMIT's presence as an international institution in an increasingly digital world creates new opportunities to shape our unique footprint and pursue our purpose across different regions of the world.

Historically, RMIT has captured the growing appetite for skills, knowledge and applied research by growing into new places. We can build on this international presence to create new global pathways and opportunities for sustainable growth, consistent with our mission.

Our success will be defined by the choices RMIT makes to develop distinctive

priorities where we can create positive impact and differentiate from our competitors. Focusing our efforts and networks in key markets, such as South East Asia, will enable us to establish a regional platform for growing contribution and impact connected into RMIT's global network.

“ **That immersive cultural experience was unparalleled –not just for my uni education but for my actual *life* education too.**

– *Community member*

The value of RMIT's campuses, partnerships and expertise in the local economies and communities where we operate is also critical for sustaining our impact within varied markets and ecosystems. As populations increasingly gravitate towards city life, the challenges of inclusive growth and sustainability



I truly believe RMIT should be more widely known as the university that opens the door to the world.

—  
Paul Scopelliti,

Graduate, Bachelor of Business Administration

FROM RMIT NEXT: HUMANS OF RMIT

facing our global community are increasing in our urban environments. The current pandemic has starkly demonstrated these challenges.

Solutions that leverage inclusive design, technology and innovation, help to grow new industries and support the wellbeing

of communities in densely populated urban environments, are in growing demand. Yet few tertiary institutions have developed deep capability in smart city design and sustainable urban development. This presents an opportunity for RMIT to apply our long-standing strengths and forge a unique identity into the future.

## A DIRECTION FOR RMIT

**Our position within the Asia Pacific region creates an opportunity to establish RMIT as the university focused on driving sustainable impact in Asia and beyond.**

By leveraging our global assets, including the applied research capabilities of RMIT

Europe, RMITO and the transformative student experiences of our global pathways, we can provide a unique value proposition in Asia.

This involves cultivating a community of global citizens with the capabilities to champion positive impact in the region, contributing to local agendas and thriving in a disrupted world.

We can offer students a world-class education that is grounded in digital, industry and global experiences, with an ongoing commitment to inclusion and sustainability. This will be accessible virtually across all our locations and connected into RMIT's global network. This approach recognises the interdependence between Australia's future and the sustainable success of our neighbours. It positions RMIT as an enabler for Australia's

connections in Asia and leverages the strength and maturity of existing partnerships in Vietnam.

RMIT will build distinct agendas and commercially sustainable presences and relationships within our regional ecosystems, working with local partners to enhance the sustainable development, cultural and economic life of cities where we operate.

## WHERE THIS COULD TAKE US

Potential ideas to be explored and tested:



RMIT offers innovative global pathways and educational programs for students through digital and city-based campus experiences.



An integrated approach to the student experience, workforce development, and services and capabilities across our global network.



Forging distinctive agendas and a commercially sustainable presence that supports regional needs and priorities, informed by local partnerships.



Strengthening RMIT's long-term impact on sustainable growth and development through strategic partnerships with governments and industry.



Positioning RMIT Vietnam as an engine for regional partnership in South East Asia

**SHARE YOUR THOUGHTS!** Head to [next.rmit.edu.au/directions](https://next.rmit.edu.au/directions) to join the discussion.















*Exciting! So...*

## **WHERE TO NEXT?**

**This Directions Paper is an important step in RMIT's Strategy Development process, that will feed into the upcoming Development phase.**

The paper will be online and open for discussion over the coming months, so you can jump in and leave your ideas whenever and wherever you are.

Commenting online directly throughout the document is encouraged, as well as attending a forum or workshop.

And if there's something you'd like to discuss that isn't on the website, you can propose a new topic or ideas you're keen for community input on!

Your insights, input and proposals around our six Directions will help shape the development of RMIT's next strategic plan and set out the mission, values, goals and priority actions that we will pursue in the future!

Get involved & follow along at  
**NEXT.RMIT.EDU.AU/DIRECTIONS**