Place and Community

Framework

RMIT UNIVERSITY

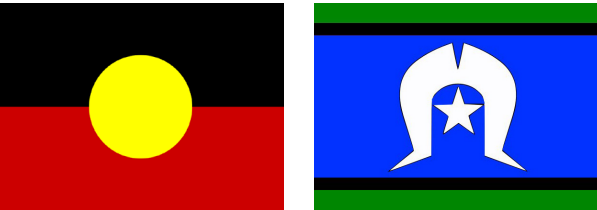# RMIT Place and Community Framework

RMIT's approach to place and civic impact

July 2023

Acknowledgement of Country

RMIT proudly acknowledges the traditional custodians of the lands where we undertake the business of the University. As this document describes, our places of operation currently extend across a range of Australian and international locations. We hold a deep respect for the local cultures and communities of each of these sites. As an Australian institution, we recognise that Indigenous Australians have an ongoing connection to the land and we value their unique contribution both to the University and the wider Australian society.

In particular through our Australian locations described in this framework, we acknowledge that we undertake teaching, learning and research activities in the traditional lands of the following peoples, and respectfully acknowledge their Ancestors and Elders, past and present:

Wurundjeri Woi Wurrung people (City, Docklands, Brunswick and Bundoora)
Bunurong people (Point Cook)
Dja Dja Wurrung people (Bendigo)

Contents

Foreword

RMIT is an international university of technology, design and enterprise, strongly grounded in the places where we operate and committed to the communities we serve around the world. We are urban, inclusive and outward looking – embedded within our cities where we play an important role physically, socially and economically.

Our places and locations are part of the distinct RMIT experience and central to our ability to generate positive impact. We accept our civic duty by exploring how we can invite engagement and foster a sense of local identity through the use of the physical environments we inhabit and activate. In doing this, we anchor local economies and forge links across industries, recognising that each of our locations has its own distinct local context, culture and capabilities.

In Melbourne, we are now focused on City North as a significant hub for sustainable urban renewal and social and technological innovation, working in partnership with State and local government to further encourage new industry connected training and partnerships. Looking forward, the Metro Tunnel and other investments arising from Victoria's strategic precinct priorities will further transform the north of the city and connect skills and industry opportunities to a wider catchment of the Victorian community, including our campuses in Brunswick and Bundoora.

Similarly, our institutional presence and activity in Brunswick has driven the formation of the Brunswick Design District, with RMIT's disciplinary focus on design and creative industries serving to anchor and catalyse the area's existing assets. Our Bundoora campus offers significant opportunities to extend activities in health, food, trades and engineering by drawing on established local strengths in food manufacturing and agribusiness, along with our existing institutional and industry partnerships.

Further afield, RMIT's significant presence in Vietnam demonstrates our ability to generate positive impact at an international level, through our campuses in Ho Chi Minh City and Hanoi.

Our hub in Barcelona, Spain extends our global influence, serving as a gateway linking European research, industry, government and enterprise to innovation and talent in Australia and Asia. In addition to these major locations, RMIT operates in a number of smaller locations delivering specialised training, such as our flight schools in Bendigo and Point Cook.

RMIT's track record of impactful place-based development makes us a natural partner for government and industry, as we work together to create new sources of value for strategic precinct developments. In support of this, RMIT is open to exploring new locations: to participate in the development of new industry precincts; to augment the work of existing partners through specialist education; to explore links with multi-sector start-up ecosystems; and to leverage capabilities and investment in high-growth knowledge-based industries.

Professor Alec Cameron
BSc BE Syd, DPhil Oxon,
MS (MgmtTech) Polytech Univ NY, FAICD
Vice-Chancellor and President

Students and staff enjoying street party festivities as part of RMIT's 130th birthday 2017 'Celebrate RMIT' event in Bowen St, Melbourne. Photo: Matt Houston.

Executive summary

Across our history, RMIT has upheld a commitment to place-based civic impact, using our physical presence to drive inclusive and sustainable economic development. Our place and community framework has evolved to distil the key aspects of our approach to developing and evolving locations into six principles (Figure 1). These principles underpin our Place and Community Framework to serve as a 'how to' guide for the University community

as we collectively continue RMIT's place-based approach.

The document also provides an overview of RMIT's current and emerging location opportunities. At some locations, activities are underway that ably demonstrate RMIT's commitment to place. In others, there are clear opportunities to expand or further this expression, particularly when
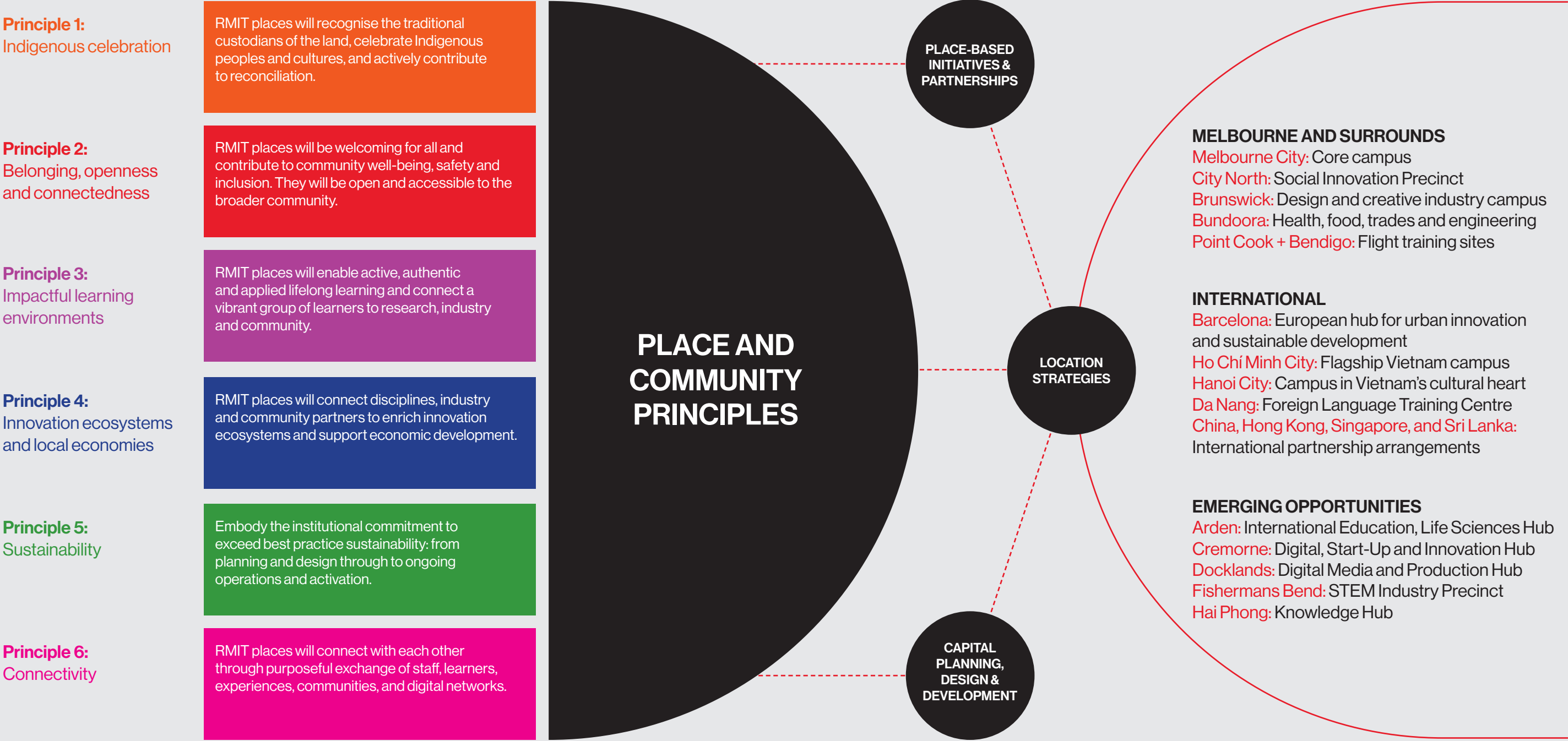
planning future developments. This document does not specify exactly how each location must respond. Instead, it provides a rationale and a consistent starting point. In addition, as we explore new sites, our place and community principles will help us to understand how we can focus our activities as we continue our tradition of place-based impact.

RMIT's Melbourne City campus enjoys a uniquely urban setting amongst Melbourne's CBD.
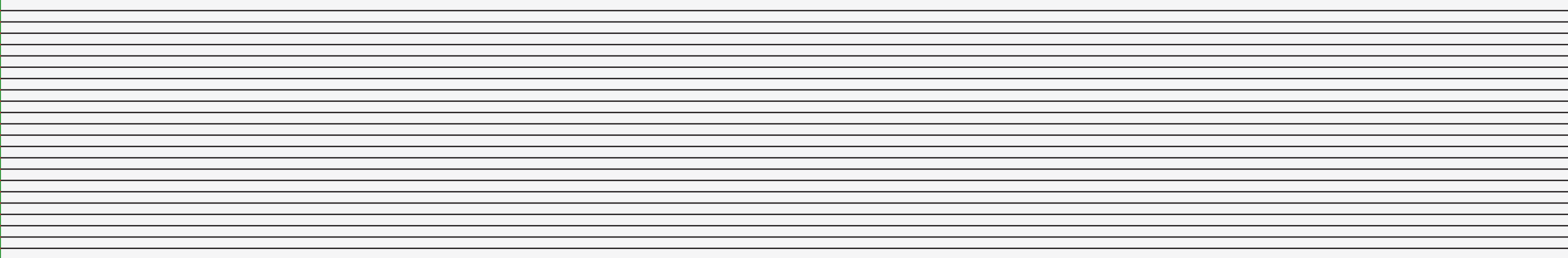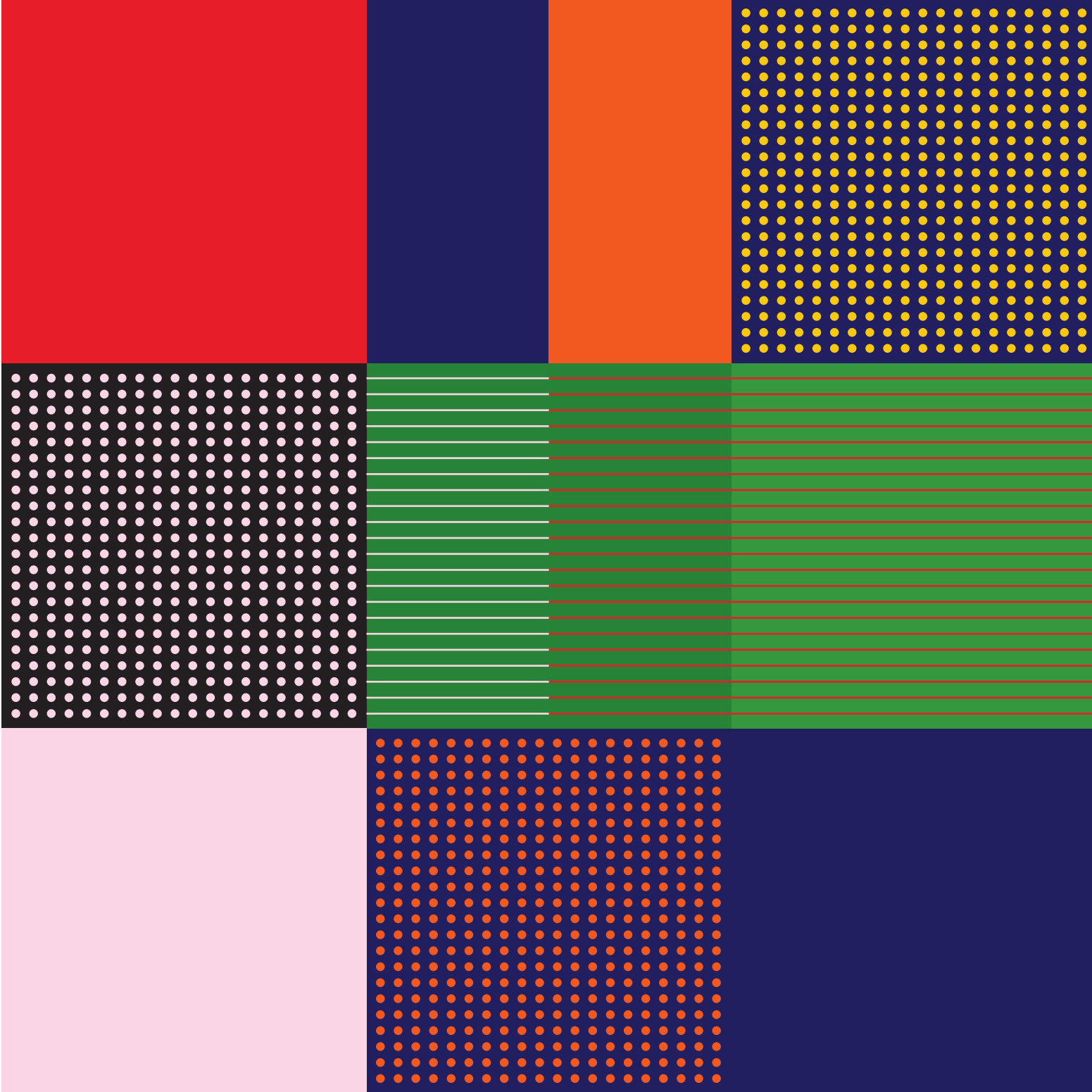Photo: Matt Houston.

RMIT's Place and Community Framework

Figure 1

Principle 1:
Indigenous celebration

RMIT places will recognise the traditional custodians of the land, celebrate Indigenous peoples and cultures, and actively contribute to reconciliation.

Principle 2:
Belonging, openness and connectedness

RMIT places will be welcoming for all and contribute to community well-being, safety and inclusion. They will be open and accessible to the broader community.

Principle 3:
Impactful learning environments

RMIT places will enable active, authentic and applied lifelong learning and connect a vibrant group of learners to research, industry and community.

Principle 4:
Innovation ecosystems and local economies

RMIT places will connect disciplines, industry and community partners to enrich innovation ecosystems and support economic development.

Principle 5:
Sustainability

Embody the institutional commitment to exceed best practice sustainability: from planning and design through to ongoing operations and activation.

Principle 6:
Connectivity

RMIT places will connect with each other through purposeful exchange of staff, learners, experiences, communities, and digital networks.

PLACE AND COMMUNITY PRINCIPLES

- PLACE-BASED INITIATIVES & PARTNERSHIPS
- LOCATION STRATEGIES
- CAPITAL PLANNING, DESIGN & DEVELOPMENT

MELBOURNE AND SURROUNDS
Melbourne City: Core campus
City North: Social Innovation Precinct
Brunswick: Design and creative industry campus
Bundoora: Health, food, trades and engineering
Point Cook + Bendigo: Flight training sites

INTERNATIONAL
Barcelona: European hub for urban innovation and sustainable development
Ho Chi Minh City: Flagship Vietnam campus
Hanoi City: Campus in Vietnam's cultural heart
Da Nang: Foreign Language Training Centre
China, Hong Kong, Singapore, and Sri Lanka: International partnership arrangements

EMERGING OPPORTUNITIES
Arden: International Education, Life Sciences Hub
Cremorne: Digital, Start-Up and Innovation Hub
Docklands: Digital Media and Production Hub
Fishermans Bend: STEM Industry Precinct
Hai Phong: Knowledge Hub

RMIT's New Academic Street balcony spaces open the view out over Swanston St. Photo: Tess Kelly.

1.1
About RMIT

RMIT is an international university of technology, design and enterprise with more than 96,000 students and close to 10,000 staff globally. We are a multi-sector institution and Victoria's largest provider of vocational education. We are an applied learning provider with a strong focus on partnering with government, industry and community.

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 exculta' (a skilled hand, a cultivated mind) still reflects our inclusive ethos and distinctive approach to teaching, research and impact.

RMIT's central city campus and principal place of operation has been augmented by the strategic development of sites in metropolitan Melbourne (Brunswick and Bundoora), and internationally in Vietnam and Spain. In addition to these sites, RMIT offers programs internationally through partners in Singapore, Hong Kong, mainland China, Indonesia, Sri Lanka, Belgium, Germany, Austria and The Netherlands.

1.2
Document purpose

RMIT has worked for many years to establish a clear civic focus for each of its key locations. Historically, and now explicitly within the University strategy, RMIT has committed to using our locations to enable inclusive and sustainable economic growth in line with needs of our local communities.

Across our network of locations, it is imperative that our contribution to place and community is delivered consistently and equitably. Our institutional commitment to create and oversee vibrant, inclusive innovation ecosystems is non-negotiable. However, managing RMIT's diversity of places and spaces brings challenges. Despite good intentions it can be difficult to ensure that institutional strategy is translated across multiple sites. This document begins by outlining the drivers of RMIT's place-based approach, explaining that, from its founding, the institution has been motivated to positively impact on the social, cultural and economic life of the city. It translates RMIT's broader strategic directions and goals into six place and community principles. These provide a 'how to' guide for the University community seeking to understand RMIT's approach to place and contribute to developing place-based relationships and impact. The principles will also be used to guide locations strategy decisions and subsequently inform capital planning, design and development alongside existing guidance and processes. The principles complement RMIT's Design Standards [https://www.rmit.edu.au/about/our-locations-and-facilities/facilities/safety-security/building-and-safety-information], which set out expectations for the design of built environments across all RMIT locations.

The document also provides an overview of RMIT's current and emerging location opportunities. This part of the document is a point in time snapshot. It offers our partners, stakeholders and RMIT community an overview of our current strengths and emerging place-based opportunities, to facilitate connections, future planning and possible partnership in these opportunities.

This document advances RMIT's commitment to place-based impact.

1.3
How this document was developed

The RMIT Place and Community Framework has been developed with input from across the University and our partner and stakeholder networks while drawing inspiration from leading practice in sustainability, heritage, planning, landscape, built form and architecture from a wide range of sources.
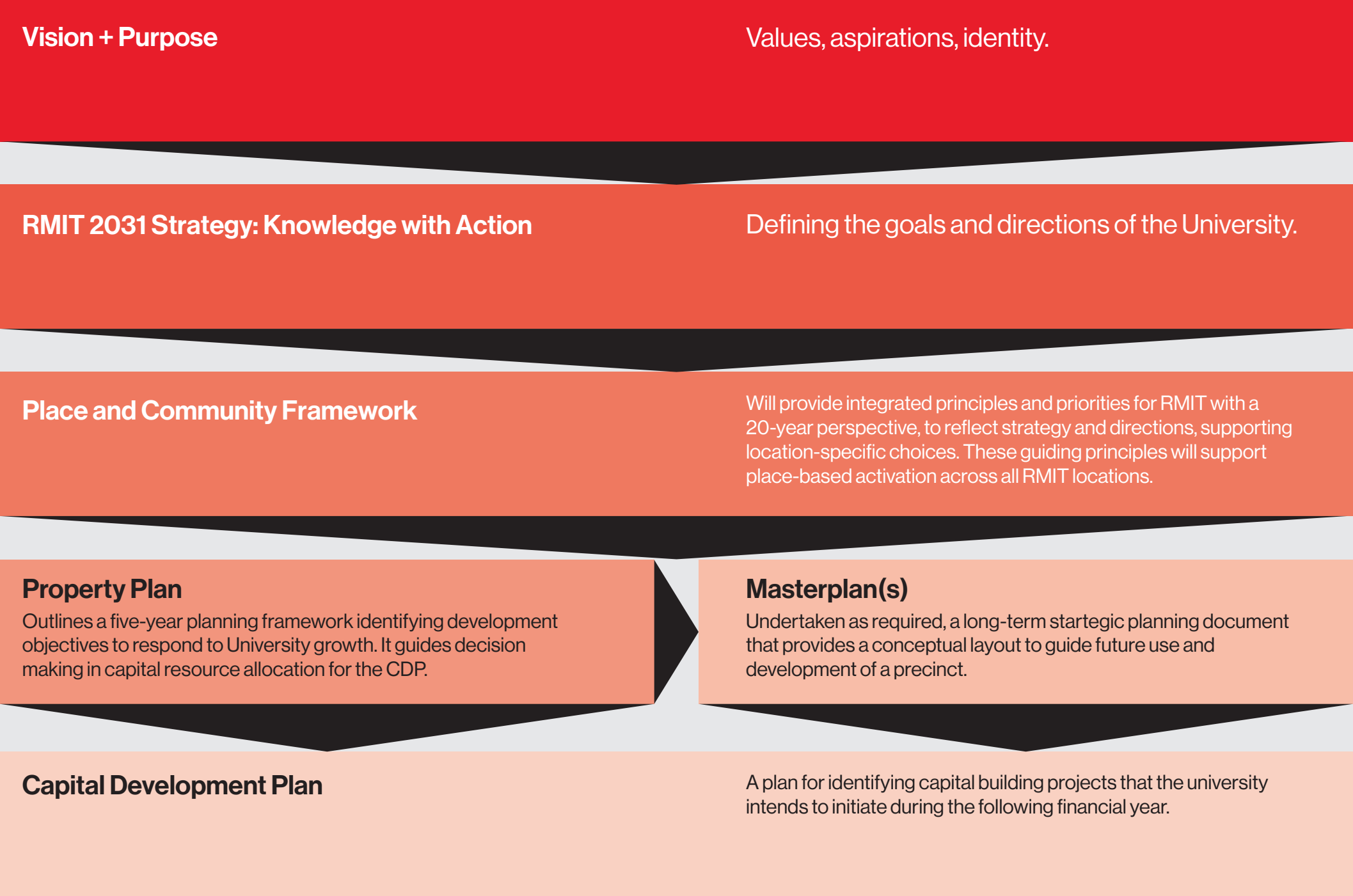
The Place and Community Framework incorporates inputs from online engagement and workshops with key stakeholders including:

• RUSU students
• RMIT academics, staff and leadership
• State and Local Government
• Industry, partners and the community: This group includes present and future partners, as well as community organisations and members.
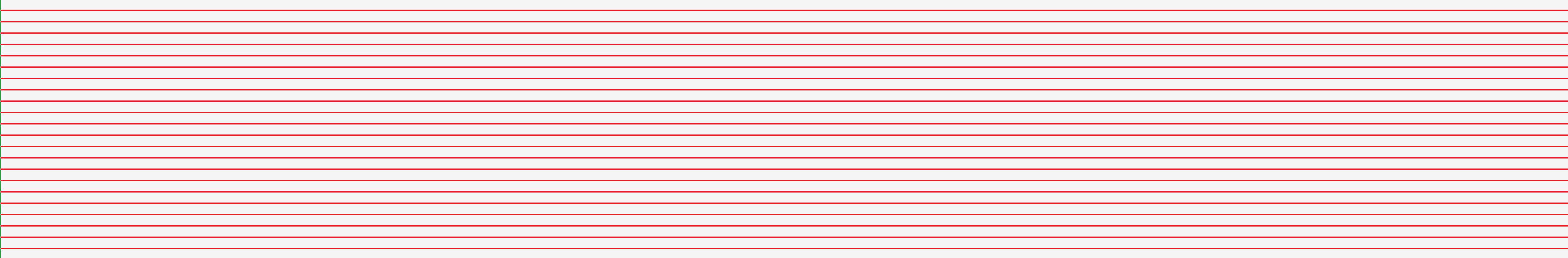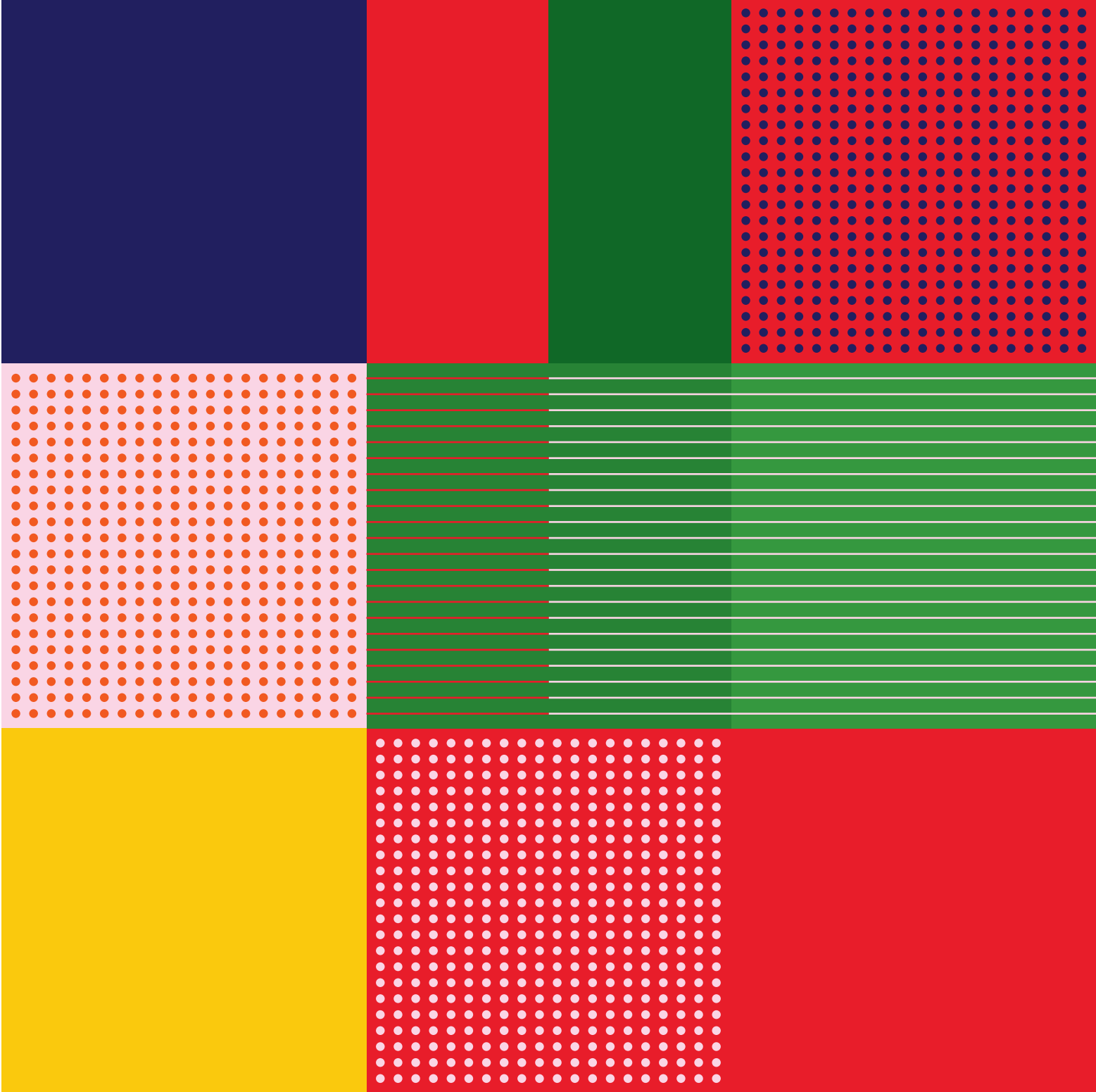
Place-based decision making at RMIT

The Place and Community Framework is a key input into RMIT's place-based decision-making. It builds on the University strategy and informs the five-year property plan and site-specific masterplans.

Figure 2

Vision + Purpose — Values, aspirations, identity.

RMIT 2031 Strategy: Knowledge with Action — Defining the goals and directions of the University.

Place and Community Framework — Will provide integrated principles and priorities for RMIT with a 20-year perspective, to reflect strategy and directions, supporting location-specific choices. These guiding principles will support place-based activation across all RMIT locations.

Property Plan
Outlines a five-year planning framework identifying development objectives to respond to University growth. It guides decision making in capital resource allocation for the CDP.

Masterplan(s)
Undertaken as required, a long-term startegic planning document that provides a conceptual layout to guide future use and development of a precinct.

Capital Development Plan — A plan for identifying capital building projects that the university intends to initiate during the following financial year.

THE DRIVERS OF RMIT'S APPROACH

Like many RMIT Buildings, the 'Green Brain' atop Building 22 has become an iconic landmark of Melbourne.

RMIT's approach to place and community is driven by three core features:

- **A long history of place-based impact**
- **A commitment to a sustainable and inclusive future**
- **Using RMIT locations as platforms for innovation.**

2.1
A long history of place-based impact

In 1882, RMIT's founder, Melbourne philanthropist and grazier Francis Ormond initiated what would now be regarded as a public private partnership by pledging £5,000 to build a working men's college.

Ormond's philanthropy kickstarted the development of an institution founded with a clear aim to create spaces for public education in the developing city of Melbourne. RMIT sprung up around the needs of city workers who acquired new skills in the evening to equip them for a rapidly modernising world, with learning spaces interwoven with the fabric of the city and designed to complement working life.

Since our early beginnings as a technical trade school with just 200 students, RMIT has evolved and grown with the cities where we operate. Through the past decades, deliberate moves to reimagine campus buildings have created an institutional identity that not only reflects RMIT's values, but has also helped define Melbourne's unique character and urban culture. Today RMIT owns and occupies a significant 6% of buildings in the CBD.

RMIT is one of Melbourne's formative and enduring anchor institutions; "tightly connected to and strongly grounded in the current and future wellbeing of a specified place" (Smallbone, Kitching and Blackburn, 2015). RMIT now engages with diverse learner cohorts across several campus precincts and localities. Expansion into new jurisdictions over the last three decades has brought new opportunities and modes of engagement, along with new partnerships and specialisations. Our locations are now highly diverse and exist across Australia, Southeast Asia and Europe. Across all these places, we make the same kind of commitment to the communities in which we are embedded.

Bachelor of Interior Design students build installations in Bowen St, 1979.

2.2
A commitment to a sustainable and inclusive future

RMIT's foundations were forged at a time where civic settlement did not acknowledge country, or the significance of Indigenous peoples' cultures and lore. Now, respect for Australian Indigenous cultures is core to RMIT's identity. As a collective and individuals, the RMIT community commits to respectful ways of working and understanding that acknowledge the experiences, history and knowledge of Aboriginal and Torres Strait Islander peoples. We actively strengthen relationships between Indigenous and non-Indigenous peoples for the benefit of all Australians and the communities in which RMIT operates. With our large-scale presence in locations across Melbourne and beyond, we are dedicated to ensuring that our organisational work in place is undertaken with recognition and respect for Aboriginal cultural heritage. Beyond this, we understand that our 'ways of being' in place are a tangible demonstration of our commitment to reconciliation and celebration of Indigenous peoples and cultures.

Today, our communities, cities and environment face continual, dynamic challenges from multiple directions and many of the systems and institutions that served us in the past are under immense strain in the face of changing conditions and new demands. Despite our best efforts, this is an age of widening inequality. Many people are excluded from opportunities they should be able to access in education, employment, housing, health and wellbeing, social engagement, and community connection. Beyond this, we must act urgently and collectively to avert climate catastrophe.

RMIT leans firmly into this challenge. We see the critical importance of civic leadership that takes a collaborative approach, bringing diverse partners together to explore problems and find solutions. We make a renewed commitment to our role as an 'anchor' and convenor within and across the locations and communities where we operate. Harnessing collective energy, creativity and capability and pursuing solutions with long term intent and practical application is the only way to bring about a more sustainable and inclusive future.

2.3
Using RMIT locations as platforms for innovation

RMIT seeks to grow and nurture 'innovation ecosystems'. The ecosystem approach is a growing focus for universities, governments, industry sectors and investors as they focus on the sources of shared value and critical mass in networked, knowledge-intensive societies. The innovation ecosystem evokes the loose clustering and networking of stakeholders and communities in virtual and physical spaces, and the evolving ways in which diverse players work together and alongside each other to catalyse innovation and learning, to achieve benefit beyond the sum of their parts. This interest in ecosystems is part of a shift away from organisations striving to operate and succeed in isolation or through fragmented specialisms, towards the power and potential of networked, collaborative models of value creation.

Although innovation ecosystems do not rely on physical locations to form and develop, the close proximity and physical access attainable through co-location provides a unique collaboration dynamic and energy that intentionally and often incidentally feeds new ideas, dialogue and connections across knowledge domains and working areas - leading to real innovation that would be otherwise missed. As the experience of recent years has shown, we share an innate drive to connect personally and meaningfully, in place, through the activity and experience of community. Augmented through online connections and virtual work spaces integrated with physical infrastructure, this becomes a powerful template for developing future innovation ecosystems.
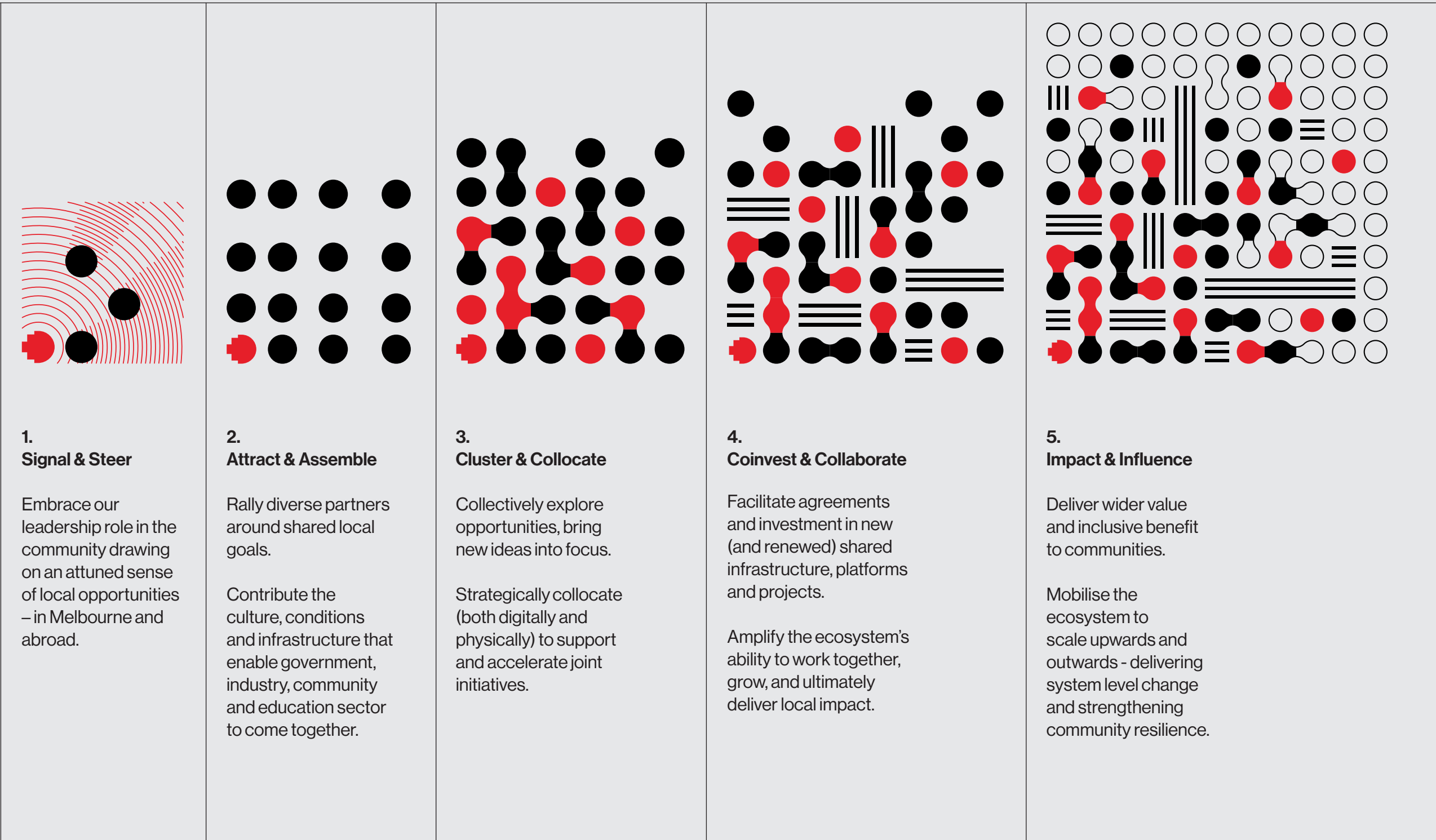
RMIT's history as a formative institution of Melbourne and its role in shaping places over time propels us confidently into this new era, where we work with partners, government and community to grow and nurture innovation ecosystems (Figure 3). Across all our locations, we strive to understand and enrich specific ecosystems: tuning into local heritage and assets, bringing new investments and partnerships into the mix and enabling dynamic research and innovation clusters and precincts to grow.
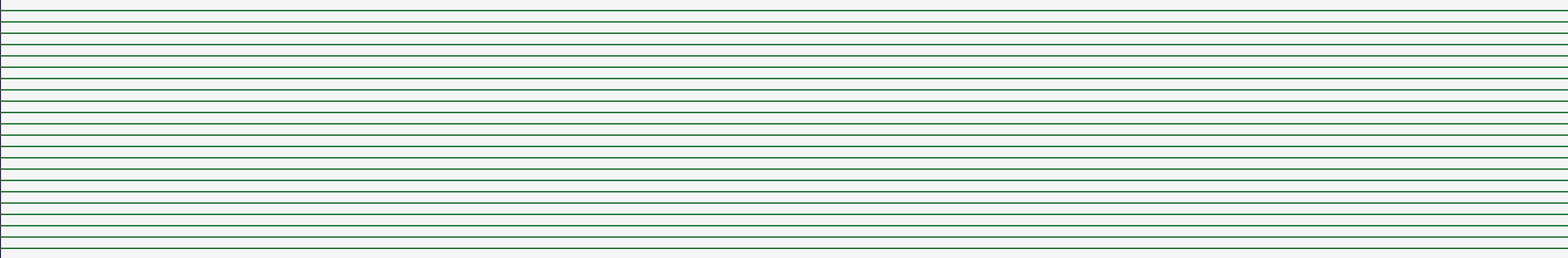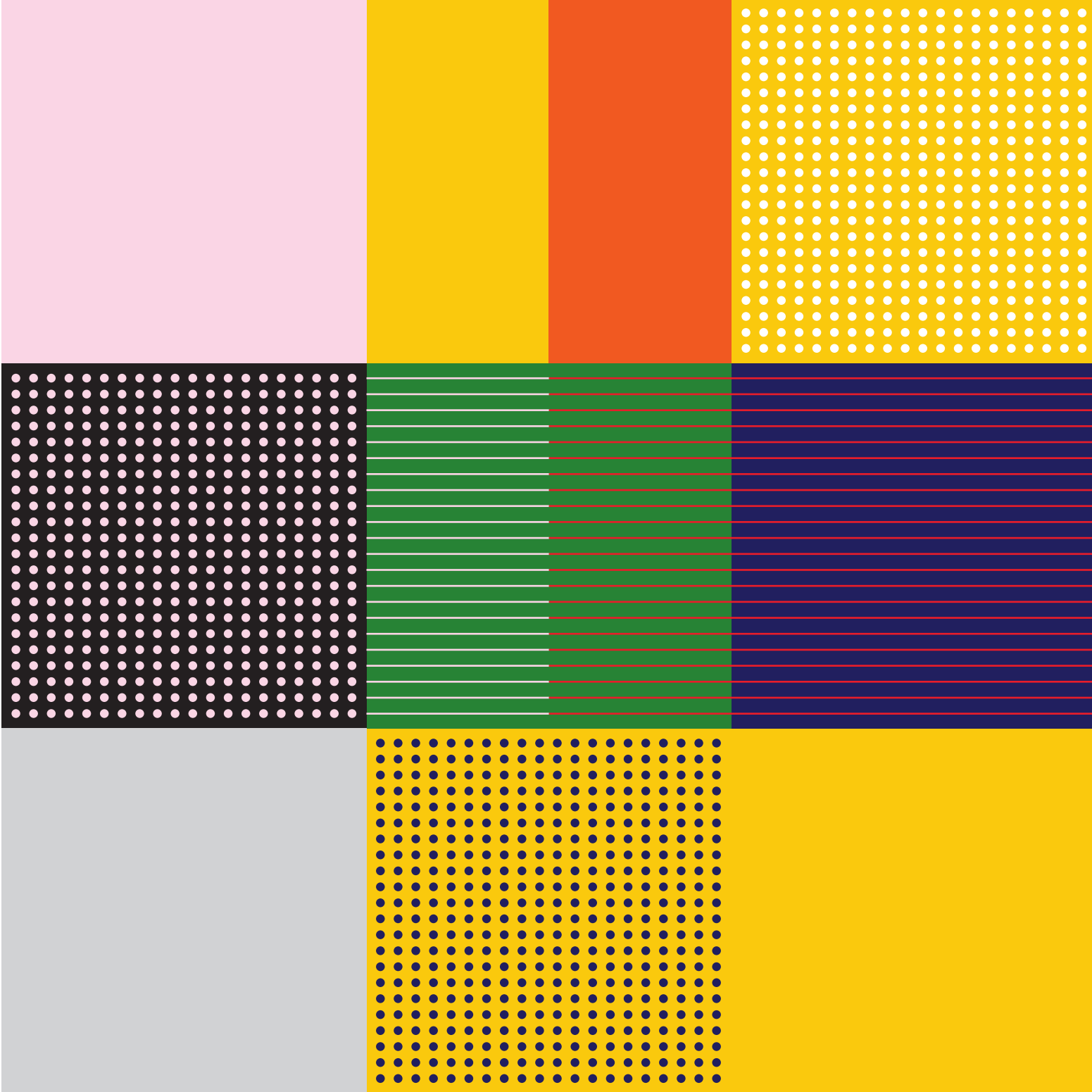
A Bachelor of Architecture student surveys propositional models as part of the 2019 Brunswick Design District Student Symposium.

RMIT's role in growing and nurturing innovation ecosystems

Figure 3

1.
Signal & Steer

Embrace our leadership role in the community drawing on an attuned sense of local opportunities – in Melbourne and abroad.

2.
Attract & Assemble

Rally diverse partners around shared local goals.

Contribute the culture, conditions and infrastructure that enable government, industry, community and education sector to come together.

3.
Cluster & Collocate

Collectively explore opportunities, bring new ideas into focus.

Strategically collocate (both digitally and physically) to support and accelerate joint initiatives.

4.
Coinvest & Collaborate

Facilitate agreements and investment in new (and renewed) shared infrastructure, platforms and projects.

Amplify the ecosystem's ability to work together, grow, and ultimately deliver local impact.

5.
Impact & Influence

Deliver wider value and inclusive benefit to communities.

Mobilise the ecosystem to scale upwards and outwards - delivering system level change and strengthening community resilience.

PLACE AND COMMUNITY PRINCIPLES

Multiple RMIT buildings envelop Rodda Ln just off La Trobe St, in RMIT's Melbourne City campus.

The place and community principles synthesise RMIT's approach to place and community. They build on input from our stakeholders and apply them across the sites where we operate. These principles express what RMIT commits to doing in each of our places – to maximise the values and purpose that RMIT works to develop and embed in each location and community and deliver on our institutional strategy.

Principle 1:
Indigenous celebration

Principle 2:
Belonging, openness and connectedness

Principle 3:
Impactful learning environments

Principle 4:
Innovation ecosystems and local economies

Principle 5:
Sustainability

Principle 6:
Connectivity

3.1
Principle 1:
Indigenous celebration

RMIT places will recognise the traditional custodians of the land, celebrate Indigenous peoples and cultures, and actively contribute to reconciliation.

Rationale

As an Australian Institution with its core on the Aboriginal Country of the Kulin Nation, RMIT's places provide an opportunity to celebrate Indigenous peoples and cultures and tangibly demonstrate our commitment to reconciliation. Place holds deep, ongoing cultural significance for First Nations peoples. RMIT acknowledges the role of country and the relationships with country held by Traditional Custodians and understands that place and identity are intrinsically tied together in Indigenous cultures.

RMIT's Act enjoins us to "use our expertise and resources to involve Aboriginal and Torres Strait Islander people of Australia in its teaching, learning, research and advancement of knowledge activities."

Through our strategy the RMIT Community – as a collective and individuals – commits to respectful ways of working and understanding that acknowledge the experiences, history and knowledge of Aboriginal and Torres Strait Islander peoples. We actively strengthen relationships between Indigenous and non-Indigenous peoples for the benefit of all Australians and the communities in which RMIT operates.

RMIT recognises the importance of Indigenous knowledge in preserving and protecting place for current and future

generations. As a community, we are developing new ways of knowing, being and doing, based on our commitment to reconciliation. In our Victorian locations, for example, the Bundjil Statement outlines our dhumbali (promise/commitment) to Bundjil and offers everyone a frame for living and working lawfully and respectfully in place.

Through our locations and wider ecosystems, RMIT recognises and celebrates Indigenous knowledge and connections to place. Along with commissioned spaces such as the Ngarara Willim, gathering place, and the Wurrunggi Biik sculpture at the city campus, we care for and engage with significant sites such as the Keelbundoora Scarred trees (at RMIT's Bundoora Campus). RMIT promotes and supports Indigenous arts and enterprise, and celebrates the unique contributions that First Nations people make in our communities. Our Trade Routes program (run by RMIT's Activator) helps First Nations businesses to grow and scale and promotes Indigenous business nationally and internationally.

RMIT is an Australian institution with character uniquely tied to the Australian landscape, and with a deep respect for First Nations peoples and cultures. In our international locations, we continue to shape communities and spaces that celebrate First Nations peoples and cultures. At the same time, we also recognise and celebrate other local peoples and cultures.

RMIT recognises that globally, "Indigenous Peoples are distinct social and cultural groups that share collective ancestral ties to the lands and natural resources where they live, occupy or from which they have been displaced. The land and natural resources on which they depend are inextricably linked to their identities, cultures, livelihoods, as well as their physical and spiritual well-being." [Indigenous Peoples Overview (worldbank.org)]

How this could work in practice

• Incorporating references to contemporaneous and local Indigenous culture in place design, as well as acknowledgement of historical Indigenous culture and contributions

• Appropriate and authorised use of First Nations languages in place names and signage

• Designing landscapes, built environments and sensory features (sound scapes and other installations) to reflect Indigenous connections specific to that location. This may including the prominent use of native plants and vegetation.

• Ensuring all University spaces are welcoming for Indigenous students, and recognise and support First Nations peoples' unique lifeways and knowledges (e.g. yarning)

• Collaborating with Traditional Owners on the development of community facilities which can support Aboriginal & Torres Strait Islander students and community members in their learning and professional journeys

• Appropriate recognition of Indigenous peoples and cultures in sites that are located overseas, as well as Australia.

Example: Ngarara Place

Ngarara Place is a unique Indigenous landscape and urban space that illustrates the Kulin Nations' seven seasons and has brought extra colour and life to RMIT's City campus.

Designed by award winning Melbourne-based architecture and interior design firm Greenaway Architects, the garden's design draws on four key pillars – Connection to Country, Cultural Motifs, Contemporary Aboriginal Art, and Knowledge Exchange.

Created, designed and built by a mainly Indigenous team, the unique space includes an Indigenous themed courtyard area; amphitheatre-style seating; sculptural laser-cut smoke pit; and a space to host Indigenous ceremonies, gatherings and events – with the key design narrative of the landscape focusing on the seven seasons of the Kulin Nations.

The initial idea for Ngarara Place came from RMIT's Ngarara Willim Centre. The aim was to build a visible

presence and recognition of Aboriginal and Torres Strait Islander people, cultures and histories as connected among the lands of the Kulin Nations on which RMIT stands.

A striking feature of the space is the inclusion of an unashamedly contemporary and specifically curated piece of artwork by Aboriginal digital artist Aroha Groves.

Ngarara Place sought to realise and demonstrate a tangible process and activation of reconciliation. Photo: Moorina Bonini

Example: Wurrunggi Biik - Law of the Land, Melbourne.

Designed by prominent Indigenous artist and Vice-Chancellor's Indigenous Research Fellow, Dr Vicki Couzens, with collaborators Jeph Neale and Hilary Jackman, Wurrunggi Biik - Law of the Land is made from cast iron and represents a possum skin cloak with an intricate wedge tail eagle shaped spirit memory imprint. The artwork, which has pride of place in

Bowen Street at RMIT's Melbourne city campus, conjures Bundjil the Great Creator Spirit inside a towering possum skin cloak. Couzens explains that the artwork shows Bundjil watching over the Country and making sure that things are okay: "It's a powerful statement that through a focus on the concept of Sovereignty encourages engagement with the possibility of a shared

future. It is a reminder and representation of the ever presence of Aboriginal people, Ancestors, Spirit and the Law of the Land. As an assertion of Aboriginal sovereignty, this work of a 'floating' possum skin cloak, inherently implies the presence of the wearer, and intends to be a reminder, a blessing and protection for all who share this space and place."

The team from RMIT's Ngarara Willim Centre congregate around Wurrunggi Biik, Law of the Land.

3.2
Principle 2:
Belonging, openness and connectedness

RMIT places will be welcoming for all and contribute to community well-being, safety and inclusion. They will be open, accessible and connected to the broader community.

RMIT PlaceLab is a new urban initiative that connects RMIT, its academics and students into key local communities; identifying opportunities to better understand and address vital civic challenges. This is research built for purpose, place, and people.

Featuring shopfront-style 'Research Studios' located in the local neighbourhoods of Melbourne & Brunswick, RMIT PlaceLab's engagement and research activity is linked to RMIT's existing placemaking partnerships of the

Melbourne Innovation Districts (MID) & the Brunswick Design District (BDD), while also aligning to relevant local & state government goals & objectives.

RMIT PlaceLab fosters inclusion and accessibility into the diverse, and growing networks of community knowledge, innovation, and exchange. The initiative is open to all, with short, sharp & actionable research co-created and co-authored by the community, industry, and academia.

Project outcomes are designed to motivate

and underpin local decision making, translating research findings into practical solutions, supporting programs, projects and policies alongside our government and place-making partners to build local capability and promote liveable and adaptive futures.

Hosted by RMIT as a trusted convener and knowledge broker – PlaceLab is able to connect and mobilise a broad range of disciplines & sectors. Employing the model of 'Engage, Research & Transform' the initiative seeks to further strengthen

RMIT's ability to broker knowledge and extends RMIT's brand and reputation as a uniquely urban university.

placelab.rmit.edu.au

Rationale

This principle brings together RMIT's identity as an urban, open and inclusive institution and extends on commitments we have already made in policy.

RMIT's Strategy acknowledges the importance of diversity within our community, the value it brings to the University, and the positive impact of diversity on belonging and well-being. RMIT aspires to go beyond mandatory compliance on matters of diversity to build a strong community of diverse learners and staff. "We are better for our diversity, both students and staff. When we listen to those who are different to us, or challenge us, we grow stronger together. When we feel like we belong, we can achieve so much more. We respect each other, we embrace our differences and we build a sense of belonging in our team and beyond".

How this could work in practice

Applying the University's design standards to create consistent outcomes across all locations:

• Spaces for all which visibly demonstrate the value of inclusion, and encourage greater understanding of our diverse community

• The provision of space and services that contribute to the active well-being of staff, students, partners, industry and the community.
 – A proactive focus on campus safety (incl. passive surveillance)
 – Specific "calm zones" designed to reduce stress

• Spaces that contribute to a sense of belonging and community ownership
 – Concentrated hubs for activity (e.g. spaces for communal gathering, sports and recreation) rather than decentralised dispersal of activity
 – Creation of a 'home away from home' for students
 – Spaces with a sense of personalisation (not too polished / sterile / over-designed)

• Spaces which are accessible, and open to the community rather than closed off
 – Physical porosity to allow access for the public to move through the campus particularly across the ground plane (excluding necessary secure areas on the University campus)
 – Transparency of university activity on display to the broader community and public
 – Activities which involve the community and local industry broadly to encourage authentic collaboration in space
 – Creation of an organic environment for personal and professional engagement
 – Activation of ground spaces (including laneways) throughout RMIT's precincts

• Spaces that are connected to each other and have easy transport options to other campuses or neighbouring locales
 – The provision of a network of connected walking trails, parks, and open spaces so that buildings are linked together by a curated, green pathway without "dead zones"
 – The provision of accessible and linked active transport options for key public transport corridors including future train, tram or bus routes.
 – The design and delivery of places that are quick and easy to travel through by foot or bike.

RMIT PlaceLab Brunswick, found near Jewell Train Station acts as an on the ground, in the mix' shopfront for community engaged research.
Photo: Michelle Williams.

Principle 3:
Impactful learning environments

RMIT places will enable active, authentic and applied lifelong learning and connect a vibrant group of learners to research, industry and community.

Rationale

As the world navigates significant changes in society, the economy and technology, a revolution in education is also taking shape. Globally, education is moving towards enabling learning 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 lifelong learning revolution – a continuous re-skilling and up-skilling throughout our adult lives – is critical to the development 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 is leading a push to make lifelong learning a reality at scale. Delivering even more of our learning in partnership with industry, governments, and communities, we co-create education pathways and systems for diverse students in a transforming world. We provide flexible learning opportunities across vocational diplomas, apprenticeships, undergraduate and postgraduate degrees, English language pathways, industry-partnered future skills programs, micro-credentials, and digital delivery of in-demand skills. We increasingly 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.

These movements lead us to a diversified understanding of the 'learning environment.' RMIT learners form part of an international network. They are supported to engage and participate wherever they might be and at times that work with the rhythm of their lives, through personalised programs and the highest quality digital and hybrid experiences. We remain committed to in-person learning. We invest in world-class spaces for specialised, technology-rich research and experimentation, as well as designing spaces for flexible and adaptable use. We lead the way in supporting learning in practical contexts, through partnerships with government, industry, and community.

How this could work in practice

• **Digital enabled blended learning:** RMIT offers personalised learning experiences that enable in-person and remote participation. We fully exploit the potential of technology and new pedagogies to enable collaboration and networked learning, wherever we might be.

• **A mix of specialised and flexible spaces:** RMIT offers world-class spaces for specialised, technology-rich research,

teaching, and experimentation, as well as spaces for flexible and adaptable use (to accommodate various kinds of learning objectives, and to adopt to future learning needs). This includes informal learning spaces to reflect the growing importance of social learning, self-directed learning, and wider community access and engagement.

• **Learning in/with industry and communities:** RMIT leads the way in supporting learning in practical and work-based contexts, through partnerships with government, industry, and community. Our learning environments include a diverse range of industry and community settings encouraging rich, meaningful and relevant engagement with research, industry and community through interdisciplinary in practice.

• **Clustering for innovation and impact:** Our learning spaces are integrated into the fabric of urban and suburban spaces and augment the strengths and assets in a district and community. We work alongside industry and communities and share learning spaces that support and enable collaboration and innovation. We encourage purposeful mixing of disciplines, sectors and communities.

• **Supporting health and wellbeing:** Learning is enhanced by spaces that connect us to each other and to nature. We create environments for learning that enable health and wellbeing.

Example: Simulated Health Ward

RMIT University's School of Health and Biomedical Science completed a new fit-out within Levels 3 and 4 of Building 201 for a future Simulated Health Ward to provide modernised facilities and expanded capacity for health classes.

The project responds to changes in the requirements for accreditation in the Bachelor of Nursing and Diploma of Nursing and the need to update outdated services to provide world-class state-of-the-art facilities for future teaching. The learning space includes 52 simulated hospital beds across five functional components: nursing labs, a high-fidelity simulation ward, simulation debrief / community and mental health scenarios, clinical prep student practice, training bathroom and technical support areas.

The Simulated Health Ward enables students to practice a variety of patient care scenarios. Photo: Kane Jarrod.

Example: SHAPE Studio Elective

SHAPE is a studio style elective focused on multidisciplinary collaboration, design thinking and implementation strategies for current, real world, built environment projects. It is a unique platform for students, staff, researchers, and industry professionals to engage in an innovative learning and teaching initiative which facilitates interdisciplinary engagement, industry collaboration and project-based learning.

The SHAPE project journey enables students to draw upon their individual professional skillsets whilst connecting and learning from the diverse and complimentary capabilities of their teammates. Teams are challenged to consider the complete lifecycle of a master planned proposition, delivering a true multidisciplinary experience.

Now in its fifth year of delivery, SHAPE is an example of a collaborative, stakeholder engaged, learning opportunity that RMIT offers to both students as well as industry professionals. Key partners include RMIT's School of Property, Construction and Project Management, School of Architecture and Urban Design, School of Global, Urban and Social Studies, School of Engineering and School of Business and Law as well as Melbourne Innovation Districts, City of Melbourne, Melbourne Metro Rail Authority and the Aurecon Design Academy.

Multidisciplinary collaboration in action as SHAPE Studio students develop their masterplan proposals.

3.4
Principle 4:
Innovation ecosystems and local economies

RMIT places will connect disciplines, industry and community partners to enrich innovation ecosystems and support economic development.

Rationale

RMIT pursues innovation and supports economic development with a mission to bring about a more inclusive and sustainable future for all. We have a proud history of civic leadership and social innovation, having played a leading role in responding to social and economic challenges and changing conditions at critical moments in time.

RMIT continues to meet the major challenges of our time with optimism, creativity, vision, and a commitment to working in partnership – across disciplines, industries, and communities – to solve problems and seize opportunities. As a leading public institution in the city of Melbourne, we have a strong reputation for bringing the right people to the table to meet common challenges. With deep relationships across industry, government and communities, we connect and convene diverse partnerships and networks linked to ambitious impact goals and the pursuit of mutual benefit for people and planet.

RMIT acts as an 'anchor institution' across all the places in which we are embedded. We partner with people and places for the long haul, nurturing a collaborative and inclusive vision that celebrates, involves and is relevant to a broad and varied community of learners and beneficiaries.

We actively enrich innovation ecosystems to meet local community needs. We tune into local conditions, making best use of existing assets and resources, and attracting new interests and partnerships to create a diverse and dynamic mix of players. We invest in critical infrastructure to enable innovation, facilitate shared problem solving across institutional boundaries, encourage experimentation and support the growth and scale of new ideas, enterprises, and solutions.

How this could work in practice

RMIT creates spaces that:

• Support shared problem-solving across disciplines, institutional and community boundaries. We design spaces with creative and collaborative working in mind. These spaces are versatile and adaptable; they feel 'neutral' and can be used by new groups that form from diverse origins to tackle new challenges and pursue new missions together.

• Encourage and enable community engagement in research, learning and applied innovation activities. RMIT offers windows into work in progress, sparking curiosity, demystifying research and experimentation and bringing it into the realm of public engagement. These spaces – and the ways in which they are programmed – also offer opportunities for public participation in research and experimentation.

• Enable prototyping and experimentation. We use our precincts as 'test beds' where we develop and experiment with radical new options and solutions. We host 'living labs', prototype new approaches and demonstrate what is possible on a small scale to ignite curiosity and imagination, as well as unlock further support and investment.

• Enhance and extend learning and impact. We bring results and findings to life so that new and diverse audiences can engage with our work and have supportive opportunities to take new evidence, technology, and practice models into their own work and contexts. Our precincts feature showcases, demonstrations, installations, and opportunities for immersive learning. These may be open and accessible to general audiences or may be carefully curated and programmed to reach specific audiences.

Activating neighbourhoods and precincts

In all the places in which we operate, RMIT aims to:

• Grow partnerships with local and co-located organisations to generate shared benefit, linking in with existing ambitions, challenges, and investments as well as skills needs. These organisations could be government agencies, private companies, or community-based organisations.

• Attract new industry and community partners into the neighbourhood that will enhance shared ambitions and place-shaping efforts. Encourage a diverse and dynamic mix of players of different sizes and types. These partnerships may in some cases be carefully curated to serve specific missions (such as reversing climate change, tackling housing insecurity or transforming care).

• Develop inclusive local economic strategies that bring jobs and enterprise to the district and offers new development and employment opportunities to those living locally, and/or traditionally marginalised and excluded groups.

• Broker opportunities for student learning and development through co-located industry and community partnerships. We give learners much-needed industry experiences and enable them to work on challenges that bring tangible benefit to the locality.

• Create critical infrastructure for innovation, such as: running events and strategic programs across the precinct that actively foster new connections, partnerships and projects; supporting new projects and enterprises through incubators and accelerators and maintaining networks of engagement, support and investment for growth and scale.

Example: The Social Innovation Hub, Melbourne

The RMIT Social Innovation Hub is an inclusive and collaborative co-working space where organisations, technology, research, innovators and ideas collide to co-create impactful solutions to wicked social challenges. Located near the emerging Social Innovation Precinct in City North, the Hub co-locates a range of organisations doing innovative and experimental work to drive positive change in key areas of health, justice, social services, economics, and education. Its teams act as brokers and convenors of social innovation, bringing diverse partners together to explore challenges and find solutions through actuators, start-ups, social enterprises and robust collaboration. Key centres clustered in and around the Hub include Centre for Innovative Justice, the Workforce Development Institute and the Health Transformation Lab.

The Social Innovation Hub regularly hosts students, academics and industry professionals as part of collaborative workshops and events.

Example: Brunswick Design District, Melbourne

Brunswick Design District (BDD) is a precinct supporting a creative ecosystem of businesses, start-ups, designers, artists, makers, musicians, venues, and world class education. It aims to connect people, places, and partnerships to strengthen the existing creative community, and encourage new enterprises to set up and grow.

Since 1888, Brunswick has been home to a mix of industries from clay pits, quarries and brickworks to textile and footwear manufacturers. Today it's an eclectic mix of creative industries and practitioners, music venues, galleries, café's, bars, and a hub for design research and education. Building upon Brunswick's creative heritage, BDD is working to position the district as a nationally and globally recognised hub for innovation, creativity and design, that supports the growth of local creative industries, and as a result, other businesses in the district.

A partnership of Merri-bek City Council, RMIT and Creative Victoria, BDD works with the creative/design community to support innovation, entrepreneurship and ideas; create shared and affordable spaces for collaboration and creativity; and strengthen pathways to education, research and employment to grow jobs and enterprises.

Brunswick locals enjoy a Fashion & Textiles exhibition at RMIT's Brunswick campus.

3.5
Principle 5:
Sustainability

RMIT places will embody the institutional commitment to exceed best practice sustainability: from planning and design through to ongoing operations and activation.

Rationale

Over the last three decades, RMIT has developed a reputation for leadership in sustainability at a national and international level through our broad ranging efforts to shape a sustainable environment and society. Driven by a clear agenda, RMIT has sought to model institution-wide excellence by embedding sustainability principles and practices throughout learning and teaching, research and operational activities.

RMIT defines sustainability as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Building an inclusive, sustainable and resilient future for people and the planet harmonising three core pillars: economic health, social inclusion and environmental protection, which are interconnected, and crucial for the wellbeing of individuals, societies and ecosystems.

Our commitment to sustainability underpins our approach to sustainable, place-based development. Our organisational mission guides how we design, operate, manage and activate our places. We recognise that all of our activities have the potential to positively impact on place and people, and each place brings unique opportunities to innovate and improve.

This is why we aim to exceed best practice as we collectively work to address global challenges through our local actions. Through our collaborative approach we empower our students, staff, community and industry to demonstrate sustainability leadership. By striving to set new standards in the creation of sustainable built environment, we not only raise the bar, we provide practical ways for our communities to actively contribute to the achievement of sustainable development goals.

How this could work in practice

We recognise the transformative potential of each of our places. Regardless of scale, specialisation or location, we believe that every RMIT place must contribute to the delivery of our sustainability agenda from inception through to ongoing use and activation.

We can achieve this through the application of our sustainable design principles
• Reduce emissions through passive design, energy efficiency and renewable energy.
• Assess and adapt infrastructure to reduce climate change vulnerability.
• Use environmentally sustainable best-practice design and technologies in all development and refurbishments.
• Pursue precinct-based solutions that minimise resource consumption and greenhouse emissions.
• Responsible water management, focusing on high levels of water efficiency in operations, water capture opportunities and water sensitive urban design to minimise the use of potable water sources.
• Responsible use of resources in considering the circularity of material flows in the built environment and developing progressive waste management systems.
• Deliver spaces which encourage sustainable behaviours including recycling, energy saving and water conservation.
• Encourage sustainable modes of transport, by providing safe pedestrian access, public transport connections and high-quality cycling facilities.
• Respect, preserve and enhance heritage, cultural and natural assets.
• Leverage infrastructure upgrades to provide a mechanism for student participation and research creating living labs.

**Example:
A living lab for adaptive re-use**

The 'New Academic Street' (NAS) project transformed four 1960s-designed 'brownfield' into 32,000 square metres of new and refurbished space. The project created a new major entry point for the university, as well as a variety of arcades and laneways to open up large sections of the existing façade. In keeping with Melbourne's laneway culture, these arteries provide clear way-finding and urban experiences and enable greater connectivity to the rest of the campus and with Melbourne's CBD including public transport links.

An additional 4,600 seats were created throughout the campus precinct for study and relaxation, resulting in a vibrant hub that provides a strong student experience. The university library was expanded by 44% and incorporates a mixture of spaces for informal learning, quiet reflection and collaboration.

The application of environmentally sustainable design strategies ensures a comfortable internal environment to support formal and informal learning, using both natural and mechanical ventilation schemes so that more favourable outdoor weather conditions can permeate the building. Occupant comfort is monitored using sensors and actuators and is enhanced in winter and summer using ceiling fans and gas heaters.

Embracing the concept of 'Adaptive Re-use,' the lower levels of the existing concrete-encased steel buildings were stripped back, with floor levels demolished and reinforced structural steel installed enabling the buildings to withstand the changing loads and use created by new adjoining structures, stairways, laneways, glass-covered arcades, balconies and terraces. Environmentally

sustainable design strategies ensure a comfortable environment, using both natural and mechanical ventilation, sensors and actuators.

The floor plates were fully repurposed to meet the needs of current and future students. Large dark two-storey lecture theatres are now innovative, light and comfortable tiered student study spaces. Once impermeable façades, they are now opened up resulting in a blurring of the outdoor and indoor environments. The new four-storey Garden Building and Terrace has been integrated into the campus, creating additional social spaces for staff and students. Built using lower impact glue-laminated timber, the building is characterised by the widespread use of greenery and open garden space to enhance the urban environment. Other sustainability

initiatives include thermal heat recovery, water-sensitive urban design and the creation of linked open-air terraces on level 7 of the buildings creating easy access to open air, planted green rooftop spaces for students and staff. The sustainability principles upon which the project is based complete the picture, with the project rated 5-star under the Green Building Council of Australia's Green Star Interiors (pilot) tool.

The Garden Building links together four levels of activity with an external staircase and features a variety of vegetation both inside and out.

3.6
Principle 6:
Connectivity

RMIT places will connect with each other through purposeful exchange of staff, learners, experiences, communities, and digital networks.

Rationale

RMIT is an international university of technology, design and enterprise. Our physical presence spans a unique network encompassing Melbourne, Hanoi, Ho Chi Minh City, Barcelona, Singapore and beyond.

By connecting activity, people and experiences across these locations we become more than the sum of our parts and maximise our capacity to coordinate resources and activity, pursue opportunities and collaborate to achieve impact at scale.

Working through real-time collaboration, cleverly deploying digital technology and platforms at large scale, drawing on our collective resources and expertise to meet the immediate and specific needs and circumstances of RMIT's students, staff and partners across all of our locations, is how RMIT creates authentic connections that amplify our positive impact and provide genuine value that touches people's everyday lives.

Confidence in the quality and value of our online education and collaboration platforms continues to grow, and as it further evolves and matures, it is hard to imagine a future in which technology adoption and digital platforms are not critical

components of large-scale collaborations and relationships across locations, geographies and time zones.

With the pandemic unlikely to be the last disruption to higher education, how RMIT deploys technology to connect our locations and the people, communities and activities therein - both in Australia and abroad - and generates integrated and compelling networked environments for learning, knowledge exchange, collaboration and shared experiences, will likely be a defining characteristic of our success and resilience as an organisation in the years to come.

How this could work in practice

• Enablement and incentivisation of purposeful staff and learner mobility practices and rotation across locations

• Digital platforms used intentionally to facilitate synchronous and a-synchronous community and social experiences and collaborations across sites

• Technology and events used across sites to create 'physical windows' or 'portals' that integrate the physical and virtual and allow students and staff to see, experience and engage with other locations remotely and in real-time

• Operational capabilities and support services distributed across local and international locations to enable 24 hour, on demand capability and support

• Events, such as hackathons, that use technology and place to draw on the collective expertise of the University and communities from other locations to lean into location specific challenges and problem solving

• Curriculum architecture requirements that promote and facilitate inter/pan-locational collaboration on industry and other projects

• Consistency and connectivity across locations in the fundamentals of common student, staff, partner and community experiences through technology, support and process (eg., student/staff onboarding and transition, WIL, industry collaboration, systems and locations navigation).

**Example:
Global mentoring**

RMIT Europe secures industry leaders in Europe to provide mentoring experiences to our Melbourne-based students preparing them for life and work. RMIT alumni leaders continue to give back – over 60% of global experiences shared are from the alumni community.

Over the past two years, more than 300 small group mentoring experiences have been

secured for students, with a focus on global careers, skills needs as well as sector insights. Over 500 students have also joined global career webinars to hear from industry leaders in Europe in the aviation, built environment and manufacturing sectors.

One of many mentoring sessions between RMIT students and industry leaders.

**Example:
Global industry partnership**

RMIT Europe partnered with global fashion group Inditex – brands include Zara, Massimo Dutti, Bershka, Oysho, Pull and Bear, Stradivarius and Uterqüe – for a student challenge on the management and recycle of post-production and consumption shoe waste.

The partnership was open across our locations network,

involving students from the Master of Fashion (Entrepreneurship) at RMIT Australia and students from the Bachelor of Fashion (Merchandise Management) at RMIT Vietnam. Students in Vietnam could visit the shoe factory and get their winning design manufactured by the company.

An RMIT student presents an innovative bag prototype made using reused leftover footwear materials from Inditex (i.e Zara) sneaker factories.

3.7
Realising the Principles

Evolving our identities in place

RMIT's places are layered with meaning: where a pre-settlement past is celebrated and local communities are involved and engaged in their futures. Our efforts to deliberately draw on local qualities and strengths continues to shape our evolving place identity. Today, RMIT operates in a diverse set of locations across the world. Rather than impose an institutional identity on our places of operation, our approach to place-based development has allowed a distinctive form and character to emerge, simultaneously distinguishing each campus while ensuring they are recognisable as an 'RMIT place'.

Just as RMIT's offer has expanded, its physical footprint has evolved: incrementally and organically, shaped by the combined forces of economic growth and industry demand for new skills. As a result, the RMIT campus experience is decidedly urban. Many of our core campus' buildings are city icons, reflecting the culture and identity of Melbourne – designed by notable architects and contributing to our city's architectural heritage. But our buildings, while iconic, are not fortress like. Likewise, our campuses are not comprised of historic halls, gardens or towers, fenced in and secluded from the city at large. Instead, the RMIT campus begins at street-level, where it is experienced by moving through our places and spaces, where Melbourne's lanes and passages connect with our public spaces. Our activities spill out into the street and invite participation.

Once borne out of necessity, over time our informal, evolutionary approach to place-shaping has come to define our identity. Where traditional universities may seek to preserve their standing and status through finely manicured grounds and carefully conserved buildings, RMIT aims to do the opposite – inhabiting the city, working flexibly to adapt and restore urban fabric and reintroduce nature and create urban habitats - leaving our mark through the way we work to energise, renew and activate our places.

Across our network of locations, it is imperative that our contribution to place and community is delivered consistently and equitably. Our institutional commitment to create and oversee vibrant, inclusive innovation ecosystems is non-negotiable. However, managing RMIT's diversity of places and spaces brings challenges. Despite good intentions it can be difficult to ensure that institutional strategy is translated across multiple sites. Taking a principles based approach will allow RMIT to evolve each of our locations in line with a common set of approaches while acknowledging key differences as described in Table 1.

Table 1:
Applying the principles to locations

	Melbourne and surrounds	International locations	Emerging opportunities – Questions for consideration
Principle 1: Indigenous celebration	Our commitment to recognise the traditional custodians of the land and celebrate Indigenous peoples, cultures and contributions is made visible at our existing locations in varying ways. We recognise that this process continues to evolve in partnership with Traditional Owners.	For our international locations, this principle informs our 'ways of being' in place by ensuring awareness and recognition for local Indigenous peoples and cultures, while maintaining a uniquely Australian presence in our international locations, a key part of which is Indigenous culture.	How can our presence contribute to the ongoing advancement and celebration of local Indigenous culture and contributions within that location?
Principle 2: Belonging, openness and connectedness	This principle integrates our approach to design and programming, signalling our intention to understand the experience of our locations from the perspective of the people that rely on them as places to work, study and visit. As a uniquely urban University, RMIT is exploring how to better connect our places to the surrounding areas and better curate a welcoming experience for the local community.	Our international locations highlight how this principle can inform our understanding of our sites as part of a broader network of connections. For example, our Vietnam sites are envisioned as a hub for activity in Asia, and our Barcelona site as a hub for Europe.	Does this location offer the necessary transport and amenities needed to deliver on this principle? For new developments, how will we ensure that the site is designed and activated to meet our expectations and feel like an 'RMIT place'?
Principle 3: Impactful learning environments	This principle underpins the design and ongoing development of our existing sites as we work to adapt and respond to contemporary needs.	On a broader level, our international locations support collaboration and innovation, expanding our understanding of the learning environment from Melbourne to the world.	How does this location complement and extend RMIT's current range of learning environments to enable collaboration and innovation in new sectors?
Principle 4: Innovation ecosystems and local economies	This principle acknowledges the individual contribution that each of our locations play in achieving our institutional mission to support local innovation and economic development. RMIT actively considers the local economy of its sites and conducts activities in relevant disciplines to grow capability in the local ecosystem – e.g. Brunswick Design District, City North Social Innovation Precinct. RMIT also seeks to partner with consortia to contribute to innovation ecosystems already in various stages of development (e.g. Cremorne Digital, Start-up and Innovation Hub, Docklands Digital Media and Production Hub).	What role can we play to grow the innovation ecosystem and local economies of this place? What partnerships and opportunities could our institutional commitment to this particular place unlock?	
Principle 5: Sustainability	Without exception, each of our locations operate in accordance with our sustainable design guidelines. This principle prompts us to consider how the unique attributes of our places, such as location and disciplinary focus, can open up specific possibilities to contribute to our broader sustainability agenda.	Are there particular opportunities afforded by this place to demonstrate leadership in sustainability? How will our presence in this location help to encourage a more sustainable future for local communities of this place?	
Principle 6: Connectivity	Developing connectivity through government investment in Metro tunnel and airport link.	How can RMIT better harness technology and mobility to link our places? How do we service geographically dispersed hubs?	

3.8
Emerging Locations and Assessments

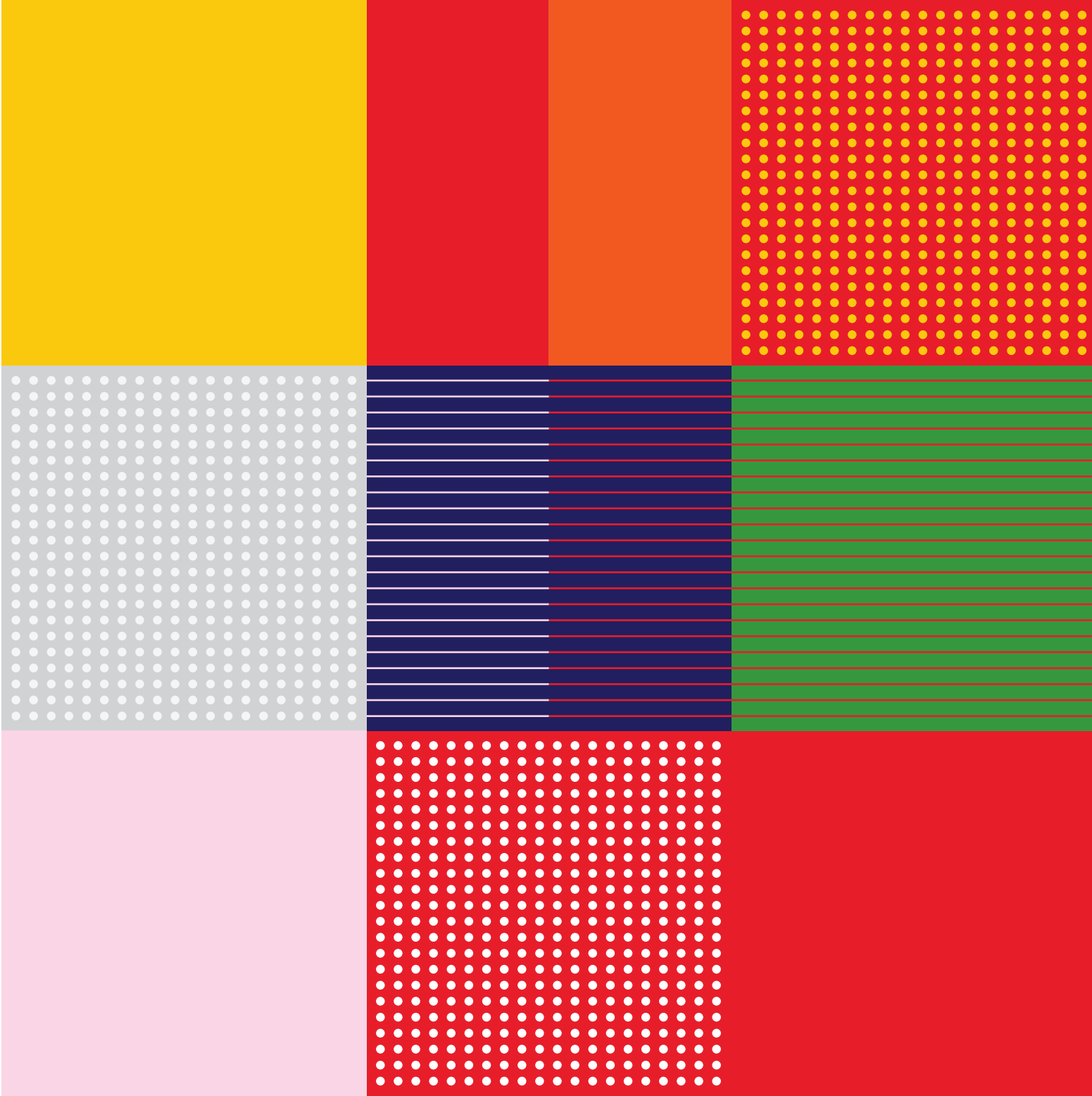The following assessment framework (Table 2) can be used:

• when exploring the potential of a site

• as a guide when deciding to invest in a new location or to scale up or down investment in existing locations.

• during planning and design

Prior location opportunities explored these domains on a case-by-case basis– in future these questions should be considered for any significant location being investigated.

The strategic considerations reflect the intent of the locations principles outlined in Section 3, and allow the identification of any site issues which would make the site incompatible with RMIT's core commitments to place-making. The operational considerations should also be addressed in decision-making.

Table 2:
Place and community assessment framework

	Strategic considerations
Principle 1: Indigenous celebration	Can the site enable recognition and celebration of Indigenous peoples, cultures and contributions
Principle 2: Belonging, openness and connectedness	Can the site be made **open, porous and accessible** to the community? Does the site have good **connections** to the local area? (i.e. transport, pedestrian-friendly surroundings etc) Can the site enable community **well-being and safety**? Can the site contribute to **inclusion by attracting diverse learners, staff and community groups**?
Principle 3: Impactful learning environments	Can the site provide an environment that encourages **connections between learners, research, industry and community**? Is there potential for the site to be developed allowing **for future flexibility** to changing needs? (short and long term) Is the site suitable for **high-quality lifelong learning** experiences for students?
Principle 4: Innovation ecosystems and local economies	Can RMIT use the site to **contribute to local industries** through the strengthening of the **innovation ecosystems** and applied innovation? Is there an **existing innovation infrastructure** which can be strengthened? Is there **government policy/ priority** to develop the precinct in alignment with RMIT discipline strengths? Can RMIT contribute to **activation of the surrounding precinct** as an anchor institution?
Principle 5: Sustainability	Can RMIT demonstrate and exemplify its **commitment to holistic sustainable practices** through the site?
Principle 6: Connectivity	Does the site connect with other key sites **physically or digitally**? Does the site allow for a **hub model** where resources, teams and communities are connected to multiple sites?

Operational considerations

Does core planned activity at the site contribute to RMIT's **financial sustainability**?
Are there other **complementary commercial opportunities** to supplement core activities?
Are there minimal **constraints** with occupying the space (eg. planning/ heritage)?
Can the site's risks to **climate and ecological vulnerability** be minimised or adequately managed?

Is there significant **land value** at the site?
Is there sufficient **student demand** at this site?
Is there **potential for co-investment**?

Prospective students enjoy
RMIT Brunswick's leafy campus
as part of Open Day 2016.

RMIT's locations

From its core campus in Melbourne RMIT has incrementally expanded its operations to create a network of locations: first across Melbourne, and then internationally, commencing in 2000 through our initial investment in Vietnam and the more recent establishment of RMIT Europe from our hub in Barcelona in 2013 (see Figure 4). This expansion has served to reframe RMIT as a multi-campus university.

Unlike our counterparts with a regional or interstate presence, we have forged a model that serves to connect our core campus and civic base in Melbourne to our metro Melbourne and international locations. As a consequence, over the last three decades a unique network of locations has emerged, drawing on the strengths, diversity and specialisms of our Melbourne sites, and enabling a network

of international links to evolve. Today, RMIT operates in nine sites, with a further five places under consideration for the potential they offer to further advance our institutional strategy and impact.

Figure 4:
A history of
RMIT's locations.

1887 – 88	1993	1994	1995–onwards	2000	2001 – 04
Working Man's college	**Bundoora & Brunswick**	**RMIT goes global**	**RMIT CBD Renewal**	**RMIT Vietnam**	**RMIT Vietnam Ho Chi Minh and Hanoi**
College opened to men and women	Opened two new campuses in Bundoora and Brunswick	RMIT first Australian university to deliver programs offshore and onshore	RMIT begins partnership in Melbourne CBD renewal.	RMIT becomes a 'twin hub' university. Opens its first international campus	RMIT offers programs in Ho Chi Minh and in 2004 Hanoi, Vietnam

2012	2013	2017	2018	2022– onwards
CBD Expansion	**RMIT Europe**	**Melbourne Innovation Districts**	**Brunswick Design District**	
RMIT opens two new spaces: Design Hub and Swanston Academic Buidling	RMIT finds a home in the 22@ Innovation District in Barcelona, Spain	A partnership formed by City of Melbourne, RMIT and University of Melbourne	A collaboration between Moreland City Council and Creative Victoria	RMIT is continuing to partner with government and industry to expand its place-based impact

Table 3:
RMIT's locations.

Melbourne and surrounds

Melbourne City:
Core campus

City North:
Social Innovation Precinct

Brunswick:
Design and creative industry campus

Bundoora:
Health, food, trades and engineering

Point Cook + Bendigo:
Flight training sites

International

Barcelona:
European hub for urban innovation and sustainable development

Ho Chí Minh City:
Flagship Vietnam campus

Hanoi:
Campus in Vietnam's cultural heart

Danang:
Foreign Language Training Centre

China, Hong Kong, Singapore, and Sri Lanka:
International partnership arrangements

Emerging opportunities

Docklands:
Digital Media and Production Hub

Fishermans Bend:
STEM Industry Precinct

Cremorne:
Digital, Start-Up and Innovation Hub

Arden:
International Education, Life Sciences Hub

Hai Phong:
Knowledge Hub

4.1
Melbourne and surrounds

1. **Melbourne City: Core Campus**
2. **City North: Social Innovation Precinct**
3. **Brunswick: Design and creative industry campus**
4. **Bundoora: Health, food, trades and engineering**
5. **Point Cook + Bendigo: Flight training sites**

Melbourne City: Core Campus

Our principal place of operations and one of Melbourne's anchor institutions since 1887.

In the last few decades, Melbourne's CBD has experienced a renaissance. Long regarded as the city's business and financial centre, the central city is now home to retail, financial, legal, administrative, recreational, tourist and entertainment facilities and operates 24 hours a day, serving a wide variety of residents, workers and visitors.

Melbourne's central city transformation: from 'doughnut city' of the 1970s, to one of the world's most liveable, has been achieved through a complex array of targeted initiatives and developments across a variety of sectors. As one of the City of Melbourne's key anchor institutions, RMIT has worked in partnership at a City and State level to advocate for the renewal of Melbourne's CBD over many years. Consequently, RMIT's Melbourne City campus has played a pivotal role in the revitalisation of Melbourne's CBD. Investment and consolidation has developed the campus as the institution's 'Civic Core', reflecting its status as RMIT's principal place of operation: a place of study for more than 45,000 students (representing approximately 82% of RMIT's higher education students based in Australia), and a place of work for thousands of academic and professional staff. With no hard boundaries, Melbourne City exemplifies an urban campus – its eclectic architecture, lively laneways and energised public realm signalling the university's presence, yet blending seamlessly with the city.

Melbourne City campus' distinctive mix of historic buildings and contemporary architecture reflects our institutional evolution. Our approach to adaptive reuse allows traces of the city's post-colonial history to be revealed and experienced through the contemporary use of buildings such as the Francis Ormond building, the Old Melbourne Gaol, the Former Magistrates Court, and the Former City Watch House.

Over the last decade, the public realm of RMIT's Melbourne City campus has become a tangible demonstration of our commitment to celebrate Indigenous peoples, cultures and contributions. The public artwork Wurrunggi Biik: Law of the Land was commissioned in 2017 as part of the New Academic Street project as part of the institutional commitment to reconciliation. Within the heart of the campus, our Indigenous garden, Ngarara Place is designed to host Indigenous ceremonies, gatherings and events. As our principal campus evolves, we continue to explore new ways to recognise Aboriginal and Torres Strait Islander people, cultures and histories as connected among the lands of the Kulin Nations on which RMIT stands.

The 'RMIT experience' now activates and energises once dormant city streets with campus life. Our hands on, tech-immersed, socially engaged, creative and entrepreneurial spirit brings a unique identity to this part of the city. The opening of the new Metro Tunnel train station at Franklin Street will continue this ongoing evolution, enhancing connectivity and access to the campus as a primary CBD destination.

RMIT Student Connect offers students a central location for admin queries, support or academic advice. Photo: Tess Kelly.

One of the 'portal' spaces found emerging from the Swanston Academic Building's faceted façade, providing students with study space and city views.

Key attributes

• Located in one of the world's most liveable cities, RMIT has been an integral part of Melbourne's character for more than one hundred years.

• Close proximity to relevant industries for our key disciplines, including:
 – thriving Arts and Entertainment precinct with public transport, restaurants, cafes, theatres, galleries and parks
 – business, law, financial and government districts in the CBD

• Highly accessible by public transport, which will be further enhanced by new metro station.

• RMIT is porous with our extended community, in nature and infrastructure – RMIT can be accessed and interacted with through physical and virtual spaces, and across many domains.

• RMIT's places in the City are curated environments for connection, collaboration and peer to peer learning.

Current focus

• Learning, teaching and research across all major academic disciplines

• Student services and co-curricular experiences

• Majority of professional staff and academic leadership

• Key partner collocation and collaboration

Strategic opportunities

Continuing to build on RMIT's role as a crucial part of Melbourne's knowledge and experience economy, adding to the vibrancy of the city, attracting talent and investment, and feeding growth sectors of our economy with skills, applied research and innovation:

• Continuing to develop collocation with industry partners on campus to further leverage the city location

• Building and connecting networked innovation hubs, amplifying impact possibilities (e.g. through intersection of social innovation, design and digital technology

• Designing for agility and adapting quickly to changing needs.

City North: Social Innovation Precinct

Our vision to transform RMIT's presence north of Victoria Street into a social and workforce innovation hub.

RMIT's expansion north of Victoria Street gained momentum in the 1970s, with the establishment of educational and training facilities for vocational education. Since that time, largely motivated by space constraints in the City campus, RMIT has continued to expand its activities in the City North area. Today, RMIT programs in the Colleges of STEM, VE and DSC currently occupy 33 buildings and over 100,000m2 GFA in the area. RMIT's strong and sustained presence in City North has encouraged a network of innovation assets and

industry partnerships to cluster in the precinct, connected by RMIT's 'impact ecosystem' and spanning cloud technology, advanced manufacturing, social services and innovation, health transformation and skills reform.

Left: Looking Southwest over City North as bounded by Swanston, Victoria, Lygon & Queensbury Streets.

Right: Originally built in 1974, Building 56 (Building 57 behind) is representative of a number of substantial red brick RMIT buildings found north of Victoria St.

Key attributes

• The site sits to the north of the main City campus, with close proximity to the CBD, the Lygon St cultural hub, and the Parkville Biomedical Precinct and University of Melbourne.

• The precinct has a long history tied to social innovation, and there are significant innovation strengths to build on, such as Melbourne Innovation Districts, the Trades Hall, and a number of RMIT innovation hubs.

• There is a noticeable lack of outdoor and green spaces, and space for student and community experiences – and a sense of disconnect with the rest of the city campus exacerbated by Victoria St.

• The precinct is highly connected via transport, and poised to benefit from increased movement through the Metro tunnel.

• There are significant constraints on current usage, such as high land coverage with building footprint, heritage-listed buildings and planning controls limiting height, small-scale buildings such as terrace houses, and electromagnetic interference from upcoming Metro tunnel.

Current focus

• VE Creative Industries

• VE Social Care and Health

• VE Built Environment and Sustainability (Vocational Education)

• DSC – Art and Design

• Engineering & The Future of Manufacturing (advanced manufacturing facilities such as Festo lab)

• Social Innovation: Health, Justice & Community Services (155 Pelham St)

• Digital transformation (Blockchain Hub, RMIT Activator, COVE creative industries)

Strategic opportunities

The City North Masterplan work will support the redevelopment of the site into an integrated, connected, vibrant Social innovation precinct, bringing together partnerships to solve the social justice challenges of society and create a holistic, ecosystem approach to inclusive social development.

As an extension to RMIT's civic core, we have been working to foster and develop the precinct's existing identity – drawing on place-based partnerships to build on competitive strengths.

After undertaking an in-depth phase of analysis and engagement we are working with government, industry and local partners to further the vision for RMIT City North as a social innovation precinct - extending RMIT's identity, investment and curation north.

Our vision is to bring together the best minds from different disciplines, organisations and backgrounds to engage with the major societal challenges of our time within a distinctive part of the city. The precinct will be a place where technology and society come together, dedicated to creating future community wellbeing, accessing wider opportunities through workforce development, industry innovation and civic partnership.

Our vision will foster and grow an enterprise and innovation ecosystem which focuses on building capability in engineering and advanced manufacturing, human services and

wellbeing, sustainable urban development, and digital and business transformation - supporting sectors with a growing need for skills or inclusive access to upskilling to deal with sector-wide disruption.

This focus will distinguish City North as a critical destination within a broader network of innovation districts with city, state and national significance.

It will deliver on:

• Extending RMIT's identity, investment and curation north, providing spaces for experience and engagement between community, city, partnerships and research innovation

• Supporting connections between places and people within the ecosystem of the Melbourne Innovation Districts

• Developing an urban environment that sparks curiosity, life-long learning and cross disciplinary research

• Providing a sense of engagement, public access and a strong sense of belonging, through a range of landscapes that support ecological health and human wellbeing

• Building a neighbourhood of flexible, loose-fit, digitally enabled buildings and infrastructure that can adapt over time

• Leverage recently launched RMIT PlaceLab Melbourne, enhancing engagement efforts with local community and partners while progressing the ambitions of the precinct.

Brunswick: Design and creative industry campus

Anchoring the vibrant design and creative industries ecosystem in Melbourne's inner north.

RMIT's 1993 amalgamation with the Melbourne College of Decoration and Design led to the formation of the Brunswick campus. In the intervening years, through key developments such as the 'Fashion Hub', RMIT Brunswick has consolidated its identity as our Design and Creative Industry campus. RMIT Brunswick is home to specialist courses in design, fashion, textile technologies, merchandising and product development. Our focus and presence have served to anchor the fashion and design industry in Brunswick, and over time have worked to successfully catalyse further development.

Left: Building 516, accommodating the School of Fashion & Textiles at RMIT's Brunswick campus. Photo: Lucas Dawson.

Right: Students convene in a fashion & textiles design studio at RMIT's Brunswick campus.

Key attributes

• The campus is in close proximity to public transport connections (2 train stations and a tram stop) to the wider metropolitan area.

• Brunswick is a key metropolitan location, home to diverse communities and a wide variety of creative industries, including studios, music venues and galleries, cafes and bars, events and festivals.

• The Brunswick Design District strategic partnership (bdd.org.au) was initiated by RMIT in 2018. This relationship provides opportunity to create critical mass for creative spaces, enterprise ecosystem and industry partnership across employment, civic and cultural precincts, driving state and international priority connections.
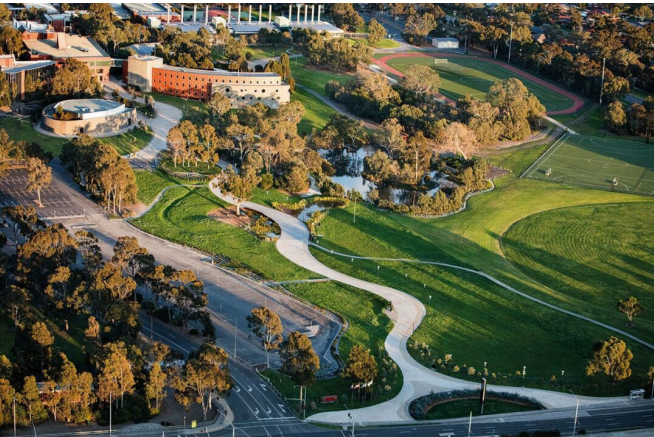
Current focus

• Fashion and textiles

• Industrial design and urban design

• Music, visual arts creative production

Strategic opportunities

In a move characteristic of our approach to strengthen local innovation ecosystems and encourage new enterprises to set up and grow, in 2018, we initiated the formation of the Brunswick Design District (bdd.org.au) through a strategic partnership with Merri-bek City Council and Creative Victoria. Our vision is to create a distinct design and creative district in the heart of Brunswick – a place where students and emerging practitioners co-exist with industry to strengthen the design and creative sector. By working together to connect people, places and partnerships we can harness institutional strengths, draw on industry knowledge and revitalise land, building and shared assets to create the environment for practitioners (emerging and established) and associated design and creative industries to flourish.

Opportunities for continued development and improvement identified within this area include improving key mobility links and developing underutilised land to provide more appealing streetscapes and public spaces. Further development of the Brunswick Campus should be guided to aid the revitalisation of the civic and cultural precinct. Additionally, the old police garage site flagged for development provides an opportunity for expansion of the design campus alongside the recently announced Upfield train-line Level Crossing Removals project.

• Medium term opportunity to influence land use and creative clusters with state priority and international reputation (land use study with Creative Victoria and Merri-bek City Council

• Living Lab for sustainable urban environments

• Leverage recently launched RMIT PlaceLab Brunswick, enhancing engagement efforts with local community and partners while progressing the ambitions of the district

• Industrial land and technology strategy dedicated to new jobs and enterprises

• Exemplar for inclusive growth and affordability.

Bundoora: Health, food, trades and engineering

Supporting the economic development of Melbourne's North through research and innovation in food science, health, engineering and trades.

Developed on land acquired in 1993, RMIT Bundoora incorporates specialised teaching and learning facilities in a tranquil, parkland environment. Its metropolitan location and natural environment bring a distinctive landscape character to the campus, in contrast with the urban experience of RMIT Melbourne City or Brunswick. The scale of the campus has allowed for space to develop many of RMIT's engineering, health and medical sciences programs. Bundoora is RMIT's only location that hosts on-campus student accommodation.

Another point of distinction is the Keelbundoora Scarred Trees and heritage trail. The Bundoora campus has six scarred trees

that are rare and fragile reminders of the resource harvesting techniques practised by hundreds of generations of Australia's Aboriginal and Torres Strait Islander people. The tree scars tell us a great deal about the Wurundjeri clan, the traditional owners of the lands in and around Melbourne. Keelbundoora is named after a Wurundjeri clan ancestor. As a child in 1835 he was present at the signing of the Batman Treaty, which marked European colonists' arrival. Keelbundoora's descendants helped create this trail.

The campus also incorporates a sports centre with a variety of sport and fitness facilities.

Left: Looking West over RMIT's Bundoora West campus, showing the spacious grounds and many walking trails.

Right: Building 220, accommodating the School of Education at RMIT's Bundoora West campus.

Key attributes

• RMIT Bundoora has existing partnerships with state and local government.

• Collaboration with La Trobe University to combine La Trobe's strengths in agriculture, food and agribusiness with RMIT capabilities in food manufacturing and production to create the Joint Institute for the Future of Food.

• Home of established food manufacturing economy and Melbourne's North Food Group, a State funded industry body representing over 400 food, beverage and fibre manufacturers across the north of Melbourne that employ over 10,000 people.

• Bundoora is one of the suburbs included in the Northern Growth Corridor Plan which is significantly influenced by Suburban Rail and airport connections.

Current focus

• Mechanical and Aerospace Engineering

• Biosciences and medical science

• Allied/community health

• Food science

• Education

Strategic opportunities

Become a partner of choice in the in development and advancement of Melbourne's growing North, influencing and shaping priority sectors and composition of industry and ecosystem in this region. Doing so in ways that advance local communities and economic recovery/growth – addressing community needs, in alignment with government agenda.

Mature Bundoora as a specialised campus for food science, community health and technology skills, driving jobs growth in the crucial Northern Corridor of Melbourne, and providing a platform for advanced research and innovation capabilities.

• Health navigator role: motivated to respond to community needs, RMIT has an opportunity to play a greater role in the development and skills training across the health sector.

• Bundoora East campus site presents an opportunity for major partnership investment, linked to tech skills and trades, health or community care industry sectors.

Point Cook + Bendigo: Flight training sites

Continuing to provide specialist flight training from historically significant airfields

The RMIT Flight Training School in Point Cook was established in 1994 at the oldest operating airfield in the world and the birthplace of the Royal Australian Airforce (RAAF). The site provides easy access to airspace, terrain and urban development, which maximises navigational experiences. The program has trained more than 3,000 pilots from around the world, with many now holding senior roles with major airlines such as Qantas, Virgin Australia, Cathay Pacific, Oman Air and Air China. In addition to operations at Point Cook, RMIT conducts flight training at Bendigo airfield.

Left: A Bachelor of Aviation (Pilot Training) student beside a Cessna 182, in front of the RMIT Flight Training building in Point Cook.

Right: RMIT Bachelor of Aviation students practice their instrument flying in state-of-the-art simulators at RMIT's Bendigo campus.

4.2
International locations

1. **Barcelona:**
   European hub for smart and sustainable cities
2. **Ho Chí Minh City:**
   Flagship Vietnam campus
3. **Hanoi:**
   Campus in Vietnam's cultural heart
4. **Danang:**
   Foreign Language Training Centre
5. **China, Hong Kong, Singapore and Sri Lanka:**
   International partnership arrangements

Barcelona: European hub for smart and sustainable cities

The home of RMIT Europe and a key part of our international network

RMIT Europe, RMIT's hub in Barcelona, Spain, established in 2013, is the gateway which links European research, industry, government and enterprise to innovation and talent in Australia and Asia. The site helps strengthen RMIT's global reputation and grow our global network of industry and alumni.

RMIT Europe operates from the landmark Media-TIC building in Barcelona's @22 innovation & technology precinct.

Key attributes

• From 2017 RMIT Europe has leveraged its location in the heart of Barcelona's innovation district 22@ for opportunities connecting with the Melbourne Innovation Districts.

• Partnership with Eurecat – leading technology centres in Southern Europe for research, and industry engagement. The partnership also includes a Joint Research Unit in Digital Manufacturing for metals and alloys.

• Strategic partnerships with City and Regional governments.

Current focus

• Facilitation of research partnerships (R&D funding) across disciplines such as:
  – Smart cities
  – Sustainability
  – Urban design
  – Entrepreneurship
  – Digital industries

• RMIT Europe also connects RMIT students to experiences in Europe such as study tours, study abroad and exchange, internships, online business challenges, mentoring, and dual masters study.

• RMIT Europe delivers local impact by establishing our presence as a connected ecosystem for research, education and engagement and driving an agenda around sustainable development and digital transformation.

Strategic opportunities

• Explore ways to capitalise on RMIT Europe's Barcelona location to amplify impact across applied research and deliver impact elsewhere in Europe.

• Leverage RMIT's location network for greater impact by connecting European expertise in sustainable development and digital transformation to meet Vietnam's growing demand for support in those areas.

Ho Chí Minh City: Flagship Vietnam campus

Bringing Australian education to Vietnam as the basis for an enduring international partnership

Our Ho Chi Minh City campus was developed in Saigon South following the establishment of RMIT Vietnam in 2001. The campus hosts a broad range of programs in areas including IT, business, fashion merchandising and economics. Containing open grounds, green-space, sports facilities and student accommodation, the campus provides students from Vietnam and neighbouring regions with access to an international education. Some programs provide opportunities for students to spend time studying in Australia.

Left: Academic Building 2 at RMIT's Saigon South campus.

Right: The Recreation & Events Complex at RMIT's Saigon South campus.

Key attributes

• Vietnam experienced strong growth from 2000-2015 with an average GDP of 6.9%, close to the highest in the world.

• The 20th anniversary celebration in 2020 further cemented RMIT's impact in the country and region, as the largest Australian investment in Vietnam.

• Strong relationships with government and industry partners including GE, Samsung, Viettel, Intel, Ericsson, Siemens and Google.

• Growing alumni network of +14,600 including prominent individuals and influential leaders in government and industry. World-class facilities and clear status as prestige player in the Vietnam market.

Current focus

• Broad range of programs offered in areas including:
  – Information Technology
  – Business
  – Communication and Design
  – Economics
  – STEM
  – Pathways and English programs

Strategic opportunities

• Opportunity to re-examine how RMIT is supporting the digital and economic agenda in HCMC in alignment with the RMIT Vietnam Growth Strategy goal to embed ourselves in regional ecosystems.

• Establishment of a first Knowledge Hub in HCMC as a trial for 5 years to integrate RMIT with community and industry, while promoting RMIT's brand and distinguishing factor as a leading international university in the region. Knowledge Hub may include: study hubs, meeting rooms, boardrooms, seminar spaces, conference spaces, student computer workspaces, a small café, informal lounge and reception.

• Strengthen and focus on growing relationships with local industry at Pham Ngoc Thach Street site in central Ho Chi Minh City (Saigon North).

Hanoi: Campus in Vietnam's cultural heart

Furthering our commitment to Vietnam through partnership and contribution to Vietnam's cultural heart

Established in 2000, RMIT Hanoi City first began offering programs in 2004. Although the campus has been in operation for close to two decades, it continues to occupy leased space, sharing facilities with other tenants. The Hanoi campus is leased space within a central Hanoi office building, shared with other tenants.

Left: Looking across Ngoc Khanh Lake in the Ba Dinh District at RMIT Hanoi.

Right: RMIT Hanoi operates across multiple floors in the Handiresco building.

Key attributes

• Strength in creative arts programs

Current focus

• English

• Information Technology

• Commerce and accountancy

• Professional communication

• Creative arts

Strategic opportunities

• Hanoi is the cultural capital of Vietnam – RMIT should focus program offerings to include DSC around sustainability and culture.

• Put more resources and effort into Hanoi to make it a "poster child" by constructing the Knowledge Hub and a focus on sustainability and/or Australian Indigenous design and heritage.

• There may be an opportunity for RMIT to partner with an appropriate developer to pursue a long-term lease in a standalone building (preferably in central old Hanoi if possible) that talks to the urban nature of RMIT. The space should offer flexible a non-specialist and adaptable space adapting to future needs of students.

• Explore and utilise an industry partner shop front model, allowing our locations to adapt course offerings to be flexible to the needs and interests of students.

• Potential partnerships with Aurecon, Commonwealth Bank and ANZ, all which have presence in Hanoi.

• Partnerships with Ogilvy, dentsu, BrandUp, J. Walter Thompson, VTO, Samsung

Danang:
Foreign Language
Training Centre

A catalyst for future economic development of Danang

RMIT Foreign Language Training Centre was established in 2018, teaching English in Danang, the 3rd largest economic centre in Vietnam. The campus has 1 building and 1,000m2 of gross floor area.

There is a strong opportunity for RMIT to develop its English centre to become a Knowledge Hub with our strong industry partnerships in the region. RMIT Danang can take inspiration from RMIT Barcelona as a shopfront with industry and a research centre.

There is also a high demand for vocational training in Danang and other neighbouring cities in Central Vietnam. RMIT is uniquely placed to look into opportunities to bundle learning and capability building using our different products and pathway offerings between RMIT Vietnam and Melbourne.

There are currently no international universities in Central Vietnam, providing RMIT with opportunities to offer foundation studies or pathway courses to support students to then move onto higher education degrees in the other two big cities.

International partnership arrangements

RMIT has a presence in other places beyond RMIT's campuses, through partnership agreements with international universities which allow students to complete an RMIT-accredited qualification in their own country or region. While these programs are delivered by other institutions in their own campuses, RMIT can still influence positive impact on students and communities through the agreements with partners. Many of these programs also include exchange and inbound arrangements, where Australian onshore students complete blocks/semesters of study there and local international students complete blocks/semesters here, in Melbourne.

China – Shanghai University of International Business and Economics (SUIBE)

In conjunction with RMIT University, the Shanghai University of International Business and Economics (SUIBE) offers a range of programs in international economy, logistics and trade, with staff competent in bilingual teaching. Teaching is carried out by both SUIBE and RMIT teachers in Shanghai

Hong Kong – Hong Kong Arts Centre

In partnership with the Hong Kong Arts School (HKAS), RMIT offers a unique setting for students to draw on a vast spectrum of artistic practices. Through this partnership, we offer fine art programs with academic levels ranging from bachelor degree to master degrees.

Hong Kong – School for Higher and Professional Education, Vocational Training Council

RMIT began our partnership with the School for Higher and Professional Education (SHAPE), Vocational Training Council (VTC) in 2003. Bachelor programs in engineering and applied science are taught by RMIT and SHAPE teaching staff at the campuses of the Hong Kong Institute of Vocational Education.

Singapore – Singapore Institute of Management (SIM)

Since our partnership began in 1987, RMIT University and the Singapore Institute of Management (SIM) have graduated more than 47,000 SIM-RMIT students. Our partnership with SIM brings together two institutions committed to excellence in education in the fields of business, management, marketing, logistics and supply chain management, construction management, communication design and professional communication and, the newest offering, aviation management.

Singapore – Kaplan Higher Education Institute

RMIT University commenced its partnership with Kaplan Higher Education Institute (Kaplan Singapore) in 2015 with the initial offerings in the fields of Engineering

Sri Lanka – Brandix Corporate Campus

RMIT's School of Fashion and Textiles offer a Bachelor-level qualification in Fashion and Textiles to individuals aspiring for a career in the clothing industry, in conjunction with the Brandix Corporate Campus in Sri Lanka.

4.3
Emerging opportunities:

1. **Docklands:**
   Digital Media and Production Hub
2. **Fishermans Bend:**
   STEM Industry Precinct
3. **Cremorne:**
   Digital, Start-Up and Innovation Hub
4. **Arden:**
   International Education, Life Sciences Hub
5. **Hai Phong:**
   Knowledge Hub

Docklands: Digital Media and Production Hub

Over the last two decades, Melbourne's Docklands precinct has emerged as a key location for the Australian film and television industry. Docklands Studios Melbourne opened in 2004 with the ambition to support Victoria's film and television industry and attract major productions to Melbourne. In 2010, the Nine Network relocated its TV production to Docklands. The State Government has continued to invest in the development of screen production infrastructure including the recently completed super-stage.

The opportunity:
• To create a Digital Media & Production Hub with strong connections to the Docklands Studios and industry partners operating in the Studios and surrounding area.

• The site would focus on supporting education in the disciplines of Media and Communications, Film and TV Production (VE), Design (e.g. Animation and Interactive Media), as well as links to related disciplines such as Computer Science, Music and Art.

• Types of activities to be explored at the site include:
  – Work integrated learning
  – Partnered studios with industry
  – Joint titled qualifications with industry partners
  – Masterclass skills training

• RMIT Productions: joint revenue earning, joint IP generation, and research commercialisation.

Fishermans Bend: STEM Industry Precinct

Fishermans Bend is Australia's largest urban renewal project covering approximately 480 hectares in the heart of Melbourne. By 2050, it will be home to approximately 80,000 residents and provide employment for up to 80,000 people. Fishermans Bend has long been synonymous with innovation and ingenuity in Australia's manufacturing and industrial history. The Victorian Government's vision for future development of the precinct will build on existing strengths and industry connections to redefine manufacturing in a 21st century context.

The opportunity:
To participate in the development of a new industry and STEM precinct with strategic connections through research and strategic industry partnerships to defence, aviation and other key sectors. Opportunities for shared use of research infrastructure and industry collaboration spaces.

Cremorne: Digital, Start-Up and Innovation Hub

From the early 1900s to the 1980s, Cremorne was a bustling manufacturing centre – today this inner-Melbourne pocket nestled between Richmond and the Yarra River is a driving force behind Victoria's tech sector. Four of Victoria's tech 'unicorns' – start-ups that have attained billion-dollar valuations - are headquartered in Cremorne, along with around 700 businesses that employ more than 10,000 workers. The Victorian Government has committed to anchor the ongoing development of Cremorne as a global innovation and technology precinct with support to establish a flagship digital hub in Cremorne.

The opportunity:
To link into the strong multi-sector digital-innovation and start-up ecosystems of Cremorne by being a foundational partner in the Cremorne Digital Hub, along with Artesian Venture Partners, the University of Melbourne, Deakin University and La Trobe University.

Arden:
International
Education,
Medical and Life
Sciences Hub

Arden is an urban renewal precinct located in North Melbourne, less than 2km from Melbourne's CBD. Located around the Metro Tunnel's new Arden Station, Arden will be an employment and innovation precinct and a thriving new neighbourhood for Melbourne's inner north-west.

The opportunity:

To leverage capabilities and investment in Victoria's high growth knowledge-based industries within the Arden precinct and support surrounding innovation clusters through establishing teaching and research in international education and life sciences.

Hai Phong:
Knowledge Hub

Hai Phong is the third largest city in Vietnam, approximately 100km from Hanoi, with a population of around 2 million. The city is an industrial centre and also serves as the largest seaport in the north of Vietnam. It is known as an economic, cultural, medical, educational, scientific, commercial and technological centre in the northern coastal region. Hai Phong attracts manufacturing services, real estate, high-tech products, trading centres and high-tech agriculture.

The opportunity:

To leverage our existing RMIT Vietnam presence to expand to Hai Phong. By applying a hub and spoke model, a knowledge hub could be developed to consolidate teachings in Hanoi and HCMC and embed within and contribute to the local economy and knowledge ecosystems.

Building 1 as viewed from University Lawn, in RMIT's Melbourne City Campus.