



THE UNIVERSITY OF
MELBOURNE

2030

ADVANCING MELBOURNE

PREFACE: MAY 2020

The University was about to publish *Advancing Melbourne* when the devastating bushfire season of 2019–2020 and the COVID-19 pandemic of early 2020 struck. Since then all policy decisions nationally and internationally have been focused on controlling the COVID-19 pandemic.

Notwithstanding these shocks the University Council, University Executive and I are of one mind that *Advancing Melbourne* is still relevant, and provides a strong strategic framework to guide the University through the next decade.

Advancing Melbourne describes a broad direction of travel and set of aspirations for the University. It underpins our flexible tactical delivery plans that ensure that the University will be able to lead and deal with external developments as they arise.

The summer bushfires and the COVID-19 pandemic have put this to the test right from the very outset; they have reinforced how important the research and scholarship of the University are and, through our rich global network, how we can make a difference in the world.

With the support of the University Executive and Council, I am strongly of the view that we should continue to be ambitious and aim high with our aspirations for this great University.

The world will adapt to the presence of COVID-19. The University of Melbourne will contribute to that adaptation by continuing to do what it does best: educating students to an extremely high standard, in the context of outstanding research across a wide range of disciplines, partnering with industry and the community to lead to tangible benefits for society.

I contend that this ambitious ten-year strategy sets an agenda that is pertinent and achievable. Indeed it is already informing the University's thinking about how to tackle the challenges of COVID-19, and how to emerge from the pandemic fit for purpose and ready to contribute to this nation's future and the future of the world.

I commend *Advancing Melbourne* to you. It will guide and inspire us to see beyond current setbacks towards a bright and successful future for our students, our staff and the communities we serve.

Professor Duncan Maskell
Vice-Chancellor

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MESSAGE FROM THE VICE-CHANCELLOR

ADVANCING MELBOURNE SETS OUT THE UNIVERSITY OF MELBOURNE'S STRATEGIC DIRECTION FOR THE COMING DECADE.

The University of Melbourne is an outstanding place of education and research that continues to be highly successful, so why does it need a new strategy?

Quite simply, it is because the times demand it.

The competition between universities and between nations for talented people and investment in knowledge and innovation is global and intense. Increasingly, national competitiveness rests on the strengths of universities, which are magnets for talented people and are able to convene brilliant minds from different disciplines and sectors, wherever they are found, to come together to address important questions and tackle grand challenges. The capacity of great universities to lead and convene, both locally and globally, has never been more important.

At the same time, digital disruption and the rising challenges posed by data-enriched technologies and artificial intelligence require us to think differently about how we educate for the future. Our students are digitally highly capable, but great universities can also equip them with the versatility to take on different roles during their working lives, and the capacity to lead in a rapidly transforming world.

At a time when many institutions are suffering a loss of public trust and the nature of knowledge itself is under question, a university can serve society well through renewing its focus on engaging with its communities. It provides a space where freedom of expression and academic freedom flourish, and where every effort is made to ensure education and research are translated for the benefit of society. We must strengthen our compact with society, and remain true to our purpose to fulfil our mission as a public-spirited institution.

While the University of Melbourne can build on past successes, we must also lift our sights. We can and should be leading in advancing Australia as an ambitious, forward-thinking country, increasing its reputation and influence globally. In so doing we can build on the advantage of our location in one of the world's most exciting and fast-growing cities, in a region which is rapidly becoming a hub for education, research and collaboration.

We can only do this if we build a strong community among all who pass through our doors, in an environment that is inclusive and celebrates diversity, bringing in highly talented people who will be supported and engaged during their time at the University, and who will continue to be part of our community thereafter.

As active citizens and as future leaders, our students represent our greatest contribution to the world, and must be at the heart of everything we do. Therefore, over the coming decade we will strengthen our focus on offering our students a distinctive and future-facing educational experience personalised around their ambitions and needs, enriched by global perspectives and embedded in a richly collaborative research culture.

Professor Duncan Maskell

March 2020

Our purpose is to benefit society through the transformative impact of education and research

Our aspiration is to be a world-leading and globally connected Australian university with students at the heart of everything we do

PURPOSE AND ASPIRATION

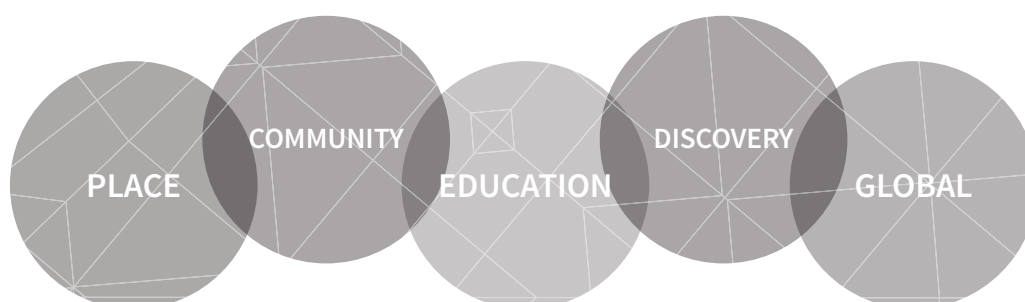
The University of Melbourne is an institution foundational for the intellectual and cultural life of the city of Melbourne and the contemporary Australian nation. It gains strength and energy from being embedded in its place of origin, from deep time – remembered and inhabited through the knowledge and understanding of Indigenous people – through to the University’s role since its establishment in 1853 in the development of the modern, vibrant city of Melbourne. The University looks to its future in this place of origin by committing to its city, state and nation, while aspiring to a strong global presence as befits its standing as a leader in education and research.

The University’s strategic direction is grounded in its purpose. While its expression may change, this purpose is enduring: to benefit society through the transformative impact of education and research, and inform the focus and scale of our aspirations for the coming decade.

Advancing Melbourne reflects the University’s commitment to its people, its place, and its partners. Our aspiration for 2030 is to be known as a world-leading and globally connected Australian university, with our students at the heart of everything we do.

- We will offer students a distinctive and outstanding education and experience, preparing them for success as leaders, change agents and global citizens.
- We will be recognised locally and globally for our leadership on matters of national and global importance, through outstanding research and scholarship and a commitment to collaboration.
- We will be empowered by our sense of place and connections with communities. We will take opportunities to advance both the University and the city of Melbourne in close collaboration and synergy.
- We will deliver this through building a brilliant, diverse and vibrant University community, with strong connections to those we serve.

Advancing Melbourne is structured according to five intersecting themes which represent our key focus areas for 2020 to 2030.





PLACE

**EMBRACE OUR PLACE
IN AUSTRALIA AND THE
WORLD, PARTNERING
IN THE FUTURE OF
MELBOURNE AS
A THRIVING AND
SUSTAINABLE GLOBAL CITY**

Place is the first expression of the idea that a shared future binds the University both to the open search for knowledge and to the desire to serve its communities. Great universities have a strong presence in the world, beginning with their place of foundation. Our history of service to the people of Melbourne, Victoria and Australia informs who we are today, and will find new expression in our future. This is where our strategy begins.

The University's commitment to place recognises the importance of our relationship to the traditional owners of the land on which our campuses stand. The University will foster reconciliation as a national project of the highest importance, and assist in the recognition, curation and activation, within the academy, of Indigenous knowledges. Through this, we will deepen engagement and reciprocal learning with Indigenous communities in Melbourne, the Goulburn Valley, North-East Arnhem Land and throughout Australia.

Our commitment to place also supports the University to respond to the big questions of our times. The University's contribution to new knowledge and ideas has helped shape the city of Melbourne over the past 170 years, contributing to the development of cultural, scientific and medical institutions that have benefited this community but also the nation and the world.

In future, solutions to the complex challenges that face us will increasingly be found in great cities, anchored by great universities, which can attract talented people and investment from around the globe. By 2030, the city of Melbourne will be Australia's largest city, a globally connected knowledge hub in an increasingly networked region. The University now has a great opportunity to work with its community of origin to attract the most brilliant minds, wherever they may be found, to tackle problems of global significance.

It will do this in part through leadership and development of urban precincts that bring together people of diverse perspectives and expertise to interrogate and translate knowledge, through research and education. We will work with the city to foster economic and social projects that make a difference to the lives of our people. We will ensure that our campuses are liveable, green and accessible to the community, sharing and celebrating the richness of our cultural estate.

Our commitment to place is also reflected in our aspiration to be leaders for a sustainable future – through education and research, through our campuses and their operations, through partnerships and in the development of precincts intertwined with the city.

P R I O R I T I E S

Partner with governments and others in growing the knowledge economy, locally and globally

Advance reconciliation and reciprocal learning with Indigenous peoples and communities

Develop our precincts and campuses to contribute to social, economic and cultural wealth



COMMUNITY

A VIBRANT, DIVERSE AND INCLUSIVE COMMUNITY, AND A DESTINATION OF CHOICE FOR TALENTED STUDENTS AND STAFF

The University aspires to be a place where all people are valued, encouraged to fulfil their potential and make a difference in the world: a community of talented people working in the context of mutual respect. In each aspect of the University's work, all members of our community play vital roles.

The University community comprises all of its students and staff, including affiliates in research institutes and colleges, and our partners in learning, research and innovation. More broadly it includes those who benefit from the knowledge we create, as well as our neighbours and those who access our campuses and join us at events. Our community is both local and global, reflected in the vibrancy of campus life and in a strong global network of alumni and partners.

Diversity and inclusiveness are attributes that enrich our broad community. The University will cultivate diversity and inclusion in academic and professional staff and strengthen opportunities for career progression, enabling a wealth of viewpoints and talented people to emerge. Diversity in leadership and opportunities for different voices to be heard will be essential if change is to be enduring.

Diversity and inclusiveness also underpin fairness, which is essential if every individual is to thrive and realise their potential. The University aims to increase opportunities for students with high potential from all backgrounds and to support them in succeeding. We will explore and consider new, more inclusive student pathways and partner with other education providers to do so.

The University is, and must always be, a safe place where knowledge is valued and shared, where truth and ideas can be discussed and debated freely and rigorously, and where innovation flourishes. We will look for opportunities to nurture and encourage the expression and exchange of academic expertise and insights, becoming a leading voice in raising public awareness and advancing policy discussion and debate.

P R I O R I T I E S

Cultivate a culture and environment that will be attractive to the most talented people from around the world

Strengthen diversity and inclusion in the University community, including within its leadership

Strengthen opportunities for talented students from disadvantaged backgrounds

Provide strong voices in public debate, consistent with our commitment to advancing knowledge, academic freedom and freedom of expression



EDUCATION

STUDENTS AT THE HEART OF THE UNIVERSITY, RENOWNED FOR THEIR OUTSTANDING KNOWLEDGE, SKILLS AND SOCIETAL INFLUENCE

There is no university without students. They are essential contributors to the intellectual life of the University, integral to the spirited dialogue and debate about ideas, and highly active in the University's engagement with communities.

Melbourne graduates will be sought after for their creativity, their rigorous and ethical approach, their social awareness about global challenges and their readiness for an increasingly digital and changing world. University of Melbourne graduates will never take knowledge claims for granted – rather they will be equipped with the skills to interrogate knowledge and received wisdoms, becoming creators of new knowledge and agents of change.

Students and teachers will encounter and challenge each other at the shifting borders of knowledge, in a constant spirit of respectful interrogation and inquiry. We will strengthen and develop our distinctive and deeply engaging curriculum, embedding education in a research-rich environment and supporting individual pathways through undergraduate and postgraduate education.

The University will continue to lead in creating innovative ways for students to learn. This will involve a renewed commitment to developing second-to-none learning environments, using a range of campus-based, industry-embedded and digital delivery modes. Digital channels will be used to streamline the delivery of information, complementing our primary educational emphasis on deep intellectual formation.

The University will fulfil its commitment to ensuring a student experience of exceptional quality, including a personal approach to student learning and support which starts before a student enrolls and continues beyond graduation. This supports a vital aspiration: that students will remain part of our community after they graduate, re-engaging with their learning and with the learning of others, facilitating the University's contribution to the world and benefiting from interaction with our global diaspora. Thus, our alumni will help us build an international community united by knowledge and linked in our city, our region and the world.

P R I O R I T I E S

Educate outstanding graduates for Australia and the world, known for their capacity to lead in a time of rapid transformation

Strengthen a distinctive curriculum that actively engages students in their learning, embedded in a research-rich context

Innovate and lead in new ways of learning, harnessing digital technologies and data analytics

Intensify our commitment to an exceptional student experience that continues beyond graduation

Maintain an enduring relationship with alumni, including opportunities for lifelong learning



DISCOVERY

**AT THE LEADING
EDGE OF DISCOVERY,
UNDERSTANDING AND
IMPACT, THROUGH
RESEARCH**

Our ambition is for the University to strengthen its reputation as a place where students and academics come to do the highest quality research in the context of trying to address the difficult questions and major challenges that exist in the world.

Fundamental investigator-driven research is the engine of discovery; it is essential that the University continues to attract and nurture researchers of the highest quality. The University has great depth in a broad range of research disciplines and this must be strongly supported.

The best research, especially that required to address the questions and challenges of our age, is almost always done in collaboration, and increasingly in a cross-disciplinary manner. The University therefore must facilitate breakthrough research in a highly collaborative environment, with a renewed focus on cross-disciplinary and translational research for the benefit of society.

We will become ever bolder and more innovative in our approaches to bringing different disciplines and partners together to ensure multiple ways of understanding complex questions. Our research capability and impact will grow through strengthening meaningful collaborations and partnerships, involving diverse communities, affiliates, State and Federal governments, not-for-profit and non-government organisations, and companies in sectors ranging from business and manufacturing to the arts. We must also increase opportunities for all of our students to engage with research during their undergraduate and postgraduate coursework degrees, as well as during their graduate research degrees, to ensure that they have opportunities to explore the leading edge of discovery in their chosen fields.

Attracting talented people, nurturing ambition and supporting great performance, from graduate researchers through to established scholars, will be critical to our success. So, too, will be strengthening translational opportunities to enable the outcomes of research to provide the richest possible benefit to society.

Our precincts provide deep capability in focus areas and a network of partnerships enriched by co-location. They will help us to attract new partners from across the globe, and to share in the development of high-end research infrastructure. Anchored to the University, they include world-renowned medical research institutes and other partners in the Melbourne Biomedical Precinct, the Southbank Arts Precinct, new developments in digital knowledge at Melbourne Connect and heavy engineering and design at Fishermans Bend. Together, they help us embed the University in the fabric of a knowledge city and amplify the benefits that research brings.

P R I O R I T I E S

Attract the best researchers from around the world and nurture research careers

Advance research success through targeted investment, enhanced cross-disciplinary partnerships and a renewed emphasis on translation

Increase opportunities for students to engage with research culture and activity

Support cross-disciplinary, innovation and collaboration through purposeful development of a network of precincts which brings together researchers and students with research partners



GLOBAL

LEAD, CONVENE AND COLLABORATE THROUGH STRATEGIC PARTNERSHIPS ON A GLOBAL SCALE

The pursuit of knowledge knows no boundaries. The measure of a great university lies in the extent and productivity of its collaborations in advancing the frontiers of knowledge. This is even more the case in this century, when the traditional hierarchies of knowledge are under sustained challenge, particularly by rising Asian powers as well as private companies.

In this context, our commitment to playing a leading role in global knowledge partnerships will increase. We will foster a culture of international collaboration with researchers, universities and innovation companies around the globe. We will invest in building knowledge partnerships with Asia's rising research, innovation and education powerhouses, while continuing and deepening our collaboration with our education and research partners in Europe and North America.

Australia's region is the most dynamic in the world, and will play a pivotal role in shaping the progress of this century. The University will leverage its deep expertise and convening power to interpret the complex dynamics of Australia's neighbours and understand the consequences of these for all societies and the planet. We will build partnerships throughout the Pacific and Asia to promote recognition of Indigenous knowledge systems and cultures through our Indigenous Knowledge Institute.

Some of Australia's neighbours also face deep challenges, from political instability and violence to the lived experience of climate change to worsening rates of disease and mortality. The University will focus its research expertise on the challenges faced by nations in the Pacific and Southeast Asia, making a real difference to the lives and opportunities of the disadvantaged.

Our students will live and work in a global community, with all of the opportunities and challenges that entails. Our education will prepare them for this, providing opportunities for learning in regional and global contexts, and equipping them with the attributes needed for working cross-culturally on campus.

P R I O R I T I E S

Become a hub of knowledge and research for the Asia Pacific region

Lead on global challenges where we can make a significant contribution to the world, and develop centres of excellence that are global in reach, ambition and impact

Strengthen relationships with a global community of scholars, partners and alumni, and ensure that curriculum is informed by a global range of perspectives

SUMMARY: STRATEGY ON A PAGE

| PLACE | COMMUNITY | EDUCATION | DISCOVERY | GLOBAL |
|--|--|---|--|---|
| G O A L S | | | | |
| <p>Embrace our place in Australia and the world, partnering in the future of Melbourne as a thriving and sustainable global city</p> | <p>A vibrant, diverse and inclusive community, and a destination of choice for talented students and staff</p> | <p>Students at the heart of the University, renowned for their outstanding knowledge, skills and societal influence</p> | <p>At the leading edge of discovery, understanding and impact through research</p> | <p>Lead, convene and collaborate through strategic partnerships on a global scale</p> |
| P R I O R I T I E S | | | | |
| <ul style="list-style-type: none"> • Partner with governments and others in growing the knowledge economy, locally and globally • Advance reconciliation and reciprocal learning with Indigenous peoples and communities • Develop our precincts and campuses to contribute to social, economic and cultural wealth | <ul style="list-style-type: none"> • Cultivate a culture and environment that will be attractive to the most talented people from around the world • Strengthen diversity and inclusion in the University community, including within its leadership • Strengthen opportunities for talented students from disadvantaged backgrounds • Provide strong voices in public debate, consistent with our commitment to advancing knowledge, academic freedom and freedom of expression | <ul style="list-style-type: none"> • Educate outstanding graduates for Australia and the world, known for their capacity to lead in a time of rapid transformation • Strengthen a distinctive curriculum that actively engages students in their learning, embedded in a research-rich context • Innovate and lead in new ways of learning, harnessing digital technologies and data analytics • Intensify our commitment to an exceptional student experience that continues beyond graduation • Maintain an enduring relationship with alumni, including opportunities for lifelong learning | <ul style="list-style-type: none"> • Attract the best researchers from around the world and nurture research careers • Advance research success through targeted investment, enhanced cross-disciplinary partnerships and a renewed emphasis on translation • Increase opportunities for students to engage with research culture and activity • Support cross-disciplinarity, innovation and collaboration through the purposeful development of a network of precincts which brings together researchers and students with research partners | <ul style="list-style-type: none"> • Become a hub of knowledge and research for the Asia Pacific region • Lead on global challenges where we can make a significant contribution to the world, and develop centres of excellence that are global in reach, ambition and impact • Strengthen relationships with a global community of scholars, partners and alumni, and ensure that curriculum is informed by a global range of perspectives |



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