



Advancing  
Melbourne  
Globally

2030



THE UNIVERSITY OF  
MELBOURNE

A woman in a grey hoodie is performing a smudge ceremony in a courtyard. She is holding a smudge stick and has a cloud of white smoke rising from her hands. In the background, a large stone building with arched windows and a group of people are visible. The scene is outdoors with trees and a clear sky.

# Acknowledgement of Country

The University of Melbourne acknowledges the Traditional Owners of the unceded land on which we work, learn and live: the Wurundjeri Woi-wurrung and Bunurong peoples (Burnley, Fishermans Bend, Parkville, Southbank and Werribee campuses), the Yorta Yorta Nation (Dookie and Shepparton campuses), and the Dja Dja Wurrung people (Creswick campus).

The University also acknowledges and is grateful to the Traditional Owners, Elders and Knowledge Holders of all Indigenous nations and clans who have been instrumental in our reconciliation journey.

We recognise the unique place held by Aboriginal and Torres Strait Islander peoples as the original owners and custodians of the lands and waterways across the Australian continent, with histories of continuous connection dating back more than 60,000 years. We also acknowledge their enduring cultural practices of caring for Country.

We pay respect to Elders past, present and future, and acknowledge the importance of Indigenous knowledge in the Academy. As a community of researchers, teachers, professional staff and students we are privileged to work and learn every day with Indigenous colleagues and partners.

# From the Vice-Chancellor

It is with great pleasure that I introduce *Advancing Melbourne Globally*, the University of Melbourne's global plan to 2030.

We are inherently a global institution, enriched by our international knowledge partnerships, our diverse community, and our impact and contribution on the world stage. Leading, convening and collaborating through strategic partnerships on a global scale is integral to the future of the University.

The rapid internationalisation of education highlights the need for a modern university to be global, attracting the best and brightest from across the world, developing global competencies that transcend borders, disciplines and cultures.

Education and research are increasingly at the forefront of international relationships and the University continues to play a key role in global knowledge partnerships, fostering a culture of international collaboration with governments, universities and innovation companies around the globe.

*Advancing Melbourne Globally* expresses the University's commitment internationally and our role in Asia and the Pacific. We are a global university based in a dynamic region that is rapidly becoming a hub for education, research and collaboration. We are cognisant of the opportunities presented by our place in this vibrant region, as well as our obligation to build and maintain deep knowledge of, and with, the societies of our region.

**Professor Duncan Maskell**  
Vice-Chancellor



# Vision

The University's strategy to 2030, *Advancing Melbourne*, sets out our aspiration to be a world-leading and globally connected Australian university with students at the heart of everything we do.

*Advancing Melbourne's* Global pillar commits the University to lead, convene and collaborate through strategic partnerships on a global scale by:

- Being a hub of knowledge and research for Asia and the Pacific region
- Leading on global challenges where we can make a significant contribution to the world and developing centres of excellence that are global in reach, ambition and impact
- Strengthening relationships with a global community of scholars, partners and alumni, and ensuring that curriculum is informed by a global range of perspectives.

The University of Melbourne is a globally engaged university with an identity informed by our place, community and values. We are enriched by our place on the Indigenous lands of Australia and our home in Asia and the Pacific. Our purpose – to benefit society through the transformative impact of education and research – informs our global agenda.

We bring together the world's best minds to solve globally significant problems and in doing so, collaborate with a global network of partners. We focus on knowledge exchange, building the capability and wellbeing of our own and international communities, through collaborative education, research, and the development of globally engaged graduates.

Our curriculum develops depth and breadth of knowledge, informed by global and Indigenous perspectives. We develop students to become creative and critical thinkers with a flexible mindset needed to solve complex global challenges. We curate opportunities to work with and learn from a diverse community of scholars, professionals, students and alumni, on campus and abroad.

Our student community brings together the best and brightest from Australia and from across the region and the world. Through our diverse student body, our campuses are enriched with a global tapestry of experiences and perspectives. These connections continue with many of our graduates going on to become valuable ambassadors to Australia, through their professional and personal global networks.

As a world-leading university, we seek to tackle the big global scale challenges, drawing on our expertise and convening power. Research and education links fostered at the University of Melbourne play a critical role in the economic development of Victoria and Australia and our relationships with government, industry and community help propel our ambitions. The global impact from the translation of our research, student innovation and entrepreneurship places Melbourne as a destination of choice for educational partnerships.

The global pandemic demonstrated the fundamental importance of our international activities and partnerships to our mission. We have emerged from the pandemic with a renewed commitment and energy to advancing Melbourne globally.

*Advancing Melbourne Globally* sets out the University's global agenda to 2030, focusing on four commitments:

- **Global Place:** Building on our Asian and Pacific location and expertise to grow as a global destination and partner of choice
- **Global Reach:** Expanding the international impact, profile and engagement of our university through collaboration
- **Global Perspectives:** Embedding global awareness and experiences at the heart of our education, research and engagement
- **Global Community:** Activating our expertise and capabilities for the global public good.

# Commitments

Activating our expertise and capabilities for the global public good

Building on our Asian and Pacific location and expertise to grow as a global destination and partner of choice



Global  
Community

Global  
Place

Global  
Perspectives

Global  
Reach

Embedding global awareness and experiences at the heart of our education, research and engagement

Expanding the international impact, profile and engagement of our university through collaboration

# Global Place

## Building on our Asian and Pacific location and expertise to grow as a global destination and partner of choice

Our location informs the University of Melbourne's identity and approach to education, research and global partnerships.

Our enduring Indigenous heritage and the University's extensive cultural commons reflect the story of Australia, our interactions with the world and continues to shape our global connections today. We are committed to ensuring that our understanding of our place in the world is informed first and foremost by the Indigenous history and heritage of the First Nations peoples of the places on which our campuses stand: the Boonwurrung, Wurundjeri, Dja Dja Wurrung peoples and the Yorta Yorta nation.

The University has long established links across Asia and the Pacific and recognises the importance of enduring relationships for Australia's future. Our ambition is to be a partner of choice for universities, academics, students and companies, who are attracted to partnering with us by our expertise and deep connections to the world's most dynamic region. We are committed to playing a leading role in interpreting the defining dynamics and events in the region and cementing our role as a hub of knowledge in the world's most populous, consequential and vibrant region, Asia and the Pacific.

Our scholars hold broad and rich expertise, together with a diverse and nuanced understanding of a complex region. Our engagement, through Australia's leading regionally-oriented institutes – Asialink, the Asia Institute, the Australia India Institute, the Asian Law Centre and the Oceania Institute – help inform a global understanding of Asia and the Pacific and guide Australia's relationship with its neighbours.

The quality of our education positions us as a leader in and for the region. The Melbourne curriculum, unique in Australia and aligned with leading global universities, emphasises attributes of discovery and self-ownership of each student's educational journey. It places students at the heart of our university and provides the ability to create individual pathways, shaped by our commitments to research-led inquiry, critical thinking and a global mindset.

The University of Melbourne is Australia's largest research university, and our comprehensive research-intensity is foundational to our regional and global footprints. Key to our success is the clustering of disciplines into research precincts and centres, creating dynamic ecosystems of academics, research institutes, hospitals, industry and government agencies.

**We have a responsibility to ensure that our global engagement is informed and attuned to the place, environment and communities of our partners.**

Our relationships in Asia and the Pacific will benefit from enhanced presences in the region. Through a network of University of Melbourne Global Centres, we will foster an embedded connection with our partners and the broader communities they operate in – further enhancing our role in the region.

We will continue to focus on issues faced by societies across Asia and the Pacific, understanding local and Indigenous solutions and collaborating with partners to share knowledge, skills and leadership specific to the region. Creating communities of practice with world-class institutions and leveraging new forms of sustainably minded international networking will be critical to ensure that the University can stay true to our global values through volatile times.

In a rapidly evolving global environment, we are committed to the University's place to lead, convene and collaborate through strategic partnerships on a global scale.

#### BY 2030 WE WILL

**Be recognised as a leading global university in Asia and the Pacific, with a depth and breadth of expertise to become the global destination and partner of choice for the region**

**Leverage the scale and dynamism of the University's precincts and centres to lead and convene powerful global collaborations**

**Enhance the University's physical presence in the region with the establishment of an offshore network of Global Centres**

**Deepen collaborations with partners in Asia and the Pacific and leverage our global convening power for independent, evidence-based discussion to help address complex shared challenges**



The **Melbourne Biomedical Precinct**, a concentrated area of world-class excellence and innovation, is a globally leading precinct for biomedical and clinical research, education and clinical practices. As one of the world's foremost concentrations of health research and practice, it was critical in shaping the policy response to the global pandemic. The close co-location of teaching, research and practice is an ethos replicated through the **Melbourne Fine Arts Precinct** at Southbank, and through the **Melbourne Connect Precinct** – bringing together innovation, technology, policy

impact and sustainability to focus on unlocking solutions to the most pressing future challenges. The University is replicating this approach in the development of our newest campus at **Fishermans Bend** in Melbourne, co-locating engineering and design research with government agencies and some of the world's most advanced technology and manufacturing companies. The scale, investment and dynamism of our research precincts and centres positions the University to lead and convene powerful global collaborations, solving challenges of today and tomorrow.

# Global Reach

## Expanding the international impact, profile and engagement of our university through collaboration

Global engagement through a dynamic network of strategic partnerships and collaborations is essential to the University of Melbourne's ambition to convene the best and brightest students and researchers, innovations in education and research, and opportunities to advance our mission and values.

Our international partnerships help shape our own understanding of the world and help to support educational capacity across the region. They elevate the University's impact and engagement with universities, governments, business and community organisations to address global complex challenges. Institutional partnerships and network alliances bring together a global community of ideas and scholars. They provide opportunities for our academics, students and professional staff to learn from an international community, bolstering collaboration and cooperation.

Educational partnerships are a cornerstone of Australia's diplomatic and economic relations. As a leading university in Asia and the Pacific we have a distinctive role and responsibility. Our established relationships with partners in the region have created rich educational and knowledge collaborations, as well as policy outcomes, and helped shape the University's global impact and engagement.

The University's international research collaborations have expanded in scale and scope over the past decade, and international research partnerships continue to be a growth priority, increasing our research quality and impact. We will continue to invest in initiatives such as our International Research Training Groups with partners across Asia, Europe and the Americas and in initiatives that support our deep engagement with institutions, corporations and governments with whom we can jointly address research goals.

Partnering with like-minded institutions, we maintain established research and knowledge collaborations with universities across the globe. These collaborations enable us to take leading roles in tackling the world's global challenges, including societal challenges such as statelessness, hunger and racism, societal shifts such as ageing, urbanisation and climate adaptation, and the demands of addressing climate, energy, sustainability, disability and health.

As members of dynamic multilateral educational networks, we connect with an international community of universities. These linkages reflect Melbourne's global reach and long-standing commitment to advance the impact of our research, education and global standing. Through these conversations and international communities, we will work to expand the opportunities for our students, academics and professional staff to enrich their studies, expertise and experience through international engagements.

We are invested in attracting the best researchers from around the world and nurturing research careers. Our cohort of global scholars, teachers and professionals utilise the breadth of their heritage, history and experiences into the fabric of our University. An inter-cultural understanding of the world is embedded into our outlook, our curriculum, through our staff and student communities.



We are committed to creating more opportunities to expand our reach, building meaningful connections and solutions with our partners and communities across the globe.

BY 2030 WE WILL

Develop international partnerships and collaborations that amplify our ability to tackle global challenges and enhance the university's education and research aspirations

Broaden and deepen our engagement in Asia and the Pacific in ways that enrich academic capabilities and opportunity through the region

Create opportunities for students, graduate researchers, academics and professional staff to enrich their studies, expertise and experience through an expanded set of international engagement opportunities



As a member of the Association of Pacific Rim Universities (APRU), the University of Melbourne is connecting closely with leading global research universities to exchange ideas and contribute practical solutions to the scientific, cultural and economic advancement of the Pacific Rim.

The **APRU Indigenous and First Nations Knowledges Network**, formed and led by the University of Melbourne brings APRU members together to share knowledge, build connections between researchers and enhance teaching programs in Indigenous and First Nations studies. It provides an opportunity for APRU members to share best practices, identify common issues and opportunities for future collaborations.

# Global Perspectives

Embedding global awareness and experiences at the heart of our education, research and engagement

A University of Melbourne education is a distinct experience aligned with those offered by the world's leading universities. Our curriculum sets our students apart and prepares them with the attributes and capabilities for any roles they choose to pursue over the course of their career.

Integral to this are global and Indigenous perspectives, languages and knowledges. We are committed to providing our graduates with a global mindset and the competence and confidence to operate in diverse cultural contexts.

**By embedding global perspectives into our Melbourne curriculum, we will foster the cultural competency of our graduates.**



Our Internationalisation of the Curriculum initiative supports the incorporation of international, Indigenous and intercultural elements into the curriculum design. These initiatives provide real tools, resources and examples in the classroom, enhancing critical thinking skills and help build capabilities to develop world class learning experiences. They prepare students for global lives and careers, ensuring that our graduates are skilled and engaged global citizens.

We are focused on working with our partners and networks to offer a broader range of international study experiences, both on and offshore, and help build intercultural capabilities throughout our student cohorts. The University of Melbourne will provide every undergraduate student with the opportunity to study overseas or off-campus in an intensive Indigenous and intercultural context, during their degree.

Our offshore learning experiences expose our students to new cultures and languages, help develop valuable skills and prepare our graduates for a global future. We are committed to strengthening student experiences and programs in Asia and the Pacific, embedding strong Asia capabilities into our graduate attributes and equipping students with the skills required to meaningfully engage with and actively participate in our region.

The same principles are applied to our research training. Our graduate research candidates can work with global leaders in their fields and, with them, to develop an understanding of the nature and impact of their work in a global context.

Our large and diverse international student population enriches our campus and our classrooms, providing all students with access to a diversity of perspectives and creating a dynamic and challenging educational environment. Our programs and campuses further benefit from a vibrant study abroad and exchange community who come from across the world to Melbourne. We are committed to increasing mobility opportunities for all students, identifying the intersections between global and local experiences and embedding Indigenous knowledges,

histories and cultures into programs based in Melbourne, in Australia and overseas.

To continue our traditions of excellence and innovation, the University of Melbourne must continue to learn from global best practice in education, research, community engagement and campus life. We will continue to provide opportunities for staff exchanges with our global partners, and to monitor how leading universities across the world are innovating, while demonstrating to our partners our own innovations in practice.

We are engaged with international partners to be at the forefront of ways in which universities can enrich the communities within which they are located.

The University is committed to creating partnerships around core academic values and providing strong voices in public debate. University of Melbourne expertise will play an increasingly prominent role in discussions and debates on the major challenges facing Asia, the Pacific and the world. We are working with valued global partners to identify practical ways in which universities can engage with, promote, and protect the fundamental principles of open inquiry and freedom of expression.

#### BY 2030 WE WILL

**Build global awareness and intercultural competence by embedding global learning and Indigenous perspectives into the student experience**

**Encourage the integration of international, Indigenous and intercultural perspectives and materials into the curriculum, providing a rich library of materials and approaches to curriculum internationalisation**

**Through a Global Education Pledge, guarantee our students opportunities to participate in a wide range of international, Indigenous and intercultural education experiences**

The **Consortium of Advanced Studies Abroad (CASA)** brings together the world's leading research universities to deliver collaborative global mobility programs. As one of only two universities outside of North America, the University of Melbourne is working closely with Ivy League partners to deliver immersion learning opportunities that engage students with leading academics and thought leaders around the world.

Through the CASA Melbourne Centre, students undertake a distinctive study abroad program

centred on the theme of Australia's Place. The program, run in conjunction with the University's Wilin Centre for Indigenous Arts and Cultural Development, provides the Consortium's students an opportunity to learn about the University's Indigenous heritage, context of place, the diversity and history of Indigenous cultures and creative practices in south-east Australia.

The program examines Australian contemporary culture, reflecting on historical legacies and traditions in a modern and global context.

# Global Community

## Activating our expertise and capabilities for the global public good

For 170 years, our purpose has focused on shaping positive societal impact. Advancing Melbourne firmly reminds us of the University's role and responsibilities in addressing major social, economic and environmental problems in partnership with local communities and our global network.

Our leadership in areas of Indigenous knowledge exchanges and global First Nations engagement will continue to anchor our international relations. We are committed to playing a leading role in developing global Indigenous research and education networks, working with Indigenous and First Nations leaders and communities, partner institutions, governments and community groups to deepen mutual understanding and foster connections between global Indigenous communities.

We will deepen our engagement with global communities, with a focus on Asia and the Pacific, through the strengthening of institutional partnerships, curriculum initiatives and people-to-people linkages. Listening to, and learning from our neighbours, building true partnerships and ensuring that regional voices, perspectives and experiences are placed firmly at the heart of our curriculum, enriches our programs and student experiences.

We are focused on raising the impact and reach of the University to support a sustainable development agenda and sustainability challenges specific to Asia and the Pacific. We will increase our understanding of sustainability from an Indigenous perspective. In collaboration and consultation with partners, we will develop programs that support communities vulnerable to the impacts of climate change, addressing the specific and unique challenges faced by the region and enabling students and researchers to actively contribute.

We are playing a leading role in Australia to support refugee inclusion and access to tertiary education. Bringing together expertise from across the University, we will continue to support refugee communities and people seeking asylum, highlighting opportunities for the University to strengthen its policies and practices and addressing the challenges faced by students and academics experiencing structural marginalisation.

## Ensuring that our student cohort reflects the diversity and breadth of our global community is an essential component of the University's relationship with the region.

We are proud of our international students and staff. In 2023, 41% of our student cohort are international students, arriving from over 150 countries, and integral to the fabric of our university community. We celebrate the diversity of our students and their cultural heritage, with celebrations across campuses and shared across cultures. A culturally diverse classroom and student experience benefits all students, surfacing different perspectives, building cultural and social awareness and creating leaders for a global economy.

We are committed to aligning our global student population more closely to the demographics of our region and the world. The University will continue to diversify our international student community, investing in recruiting the most talented students from across Asia and the Pacific, and the world, and creating a culture that embraces diversity as a collective strength.

The globalised nature of the student experience continues after graduation through a growing network of 450,000 alumni living and working across the world. Through our global alumni networks and associations, enduring connections mean the University of Melbourne experience continues long after graduation.

We will work in collaboration with a global network, to address the region's major social, economic and environmental challenges, learning with and from local partners and our global community.

**BY 2030 WE WILL**

**Place international Indigenous knowledge partnerships at the centre of our global engagement**

**Increase the focus and impact of the University's expertise to contribute to the region's sustainable development agenda**

**Strengthen access and support for refugee communities and people seeking asylum to navigate the higher education experience**

**Diversify our global student profile and recruit the most talented students from across Asia and the Pacific, and the world**

**Strengthen connections with our global alumni communities, in Australia and internationally**



**Impactful sustainable development**

We are prioritising high quality research that contributes to global knowledge, action and impact across the dimensions of sustainability.

University of Melbourne researchers are developing new strains of biofortified rice, wheat and other food crops that contain higher quantities of essential micronutrients, iron and zinc. This has the potential to give millions of people across the globe access to more nutritious food.

Using a variety of molecular tools including metabolic profiling, genetic engineering and gene editing to develop biofortified crops, the research is helping reduce global chronic malnutrition disorders that can be caused by an over-reliance on staple foods in the human diet.

With the effects of climate change impacting plant nutrition and possibly leading to even lower micronutrient concentrations in seeds, this research is helping contribute to a global sustainable development agenda.

## Global Place

**Building on our Asian and Pacific location and expertise to grow as a global destination and partner of choice**

Be recognised as a leading global university in Asia and the Pacific, with a depth and breadth of expertise to become the global destination and partner of choice for the region

Leverage the scale and dynamism of the University's precincts and centres to lead and convene powerful global collaborations

Enhance the University's physical presence in the region with the establishment of an offshore network of Global Centres

Deepen collaborations with partners in Asia and the Pacific and leverage our global convening power for independent, evidence-based discussion to help address complex shared challenges

## Global Reach

**Expanding the international impact, profile and engagement of our university through collaboration**

Develop international partnerships and collaborations that amplify our ability to tackle global challenges and enhance the University's education and research aspirations

Broaden and deepen our engagement in Asia and the Pacific in ways that enrich academic capabilities and opportunity through the region

Create opportunities for students, graduate researchers, academics and professional staff to enrich their studies, expertise

## Global Perspectives

**Embedding global awareness and experiences at the heart of our education, research and engagement**

Build global awareness and intercultural competence by embedding global learning and Indigenous perspectives into the student experience

Encourage the integration of international and Indigenous perspectives and materials into the curriculum, providing a rich library of materials and approaches to curriculum internationalisation

Through a Global Education Pledge, guarantee our students opportunities to participate in a wide range of international, Indigenous and intercultural education experiences

## Global Community

**Activating our expertise and capabilities for the global public good**

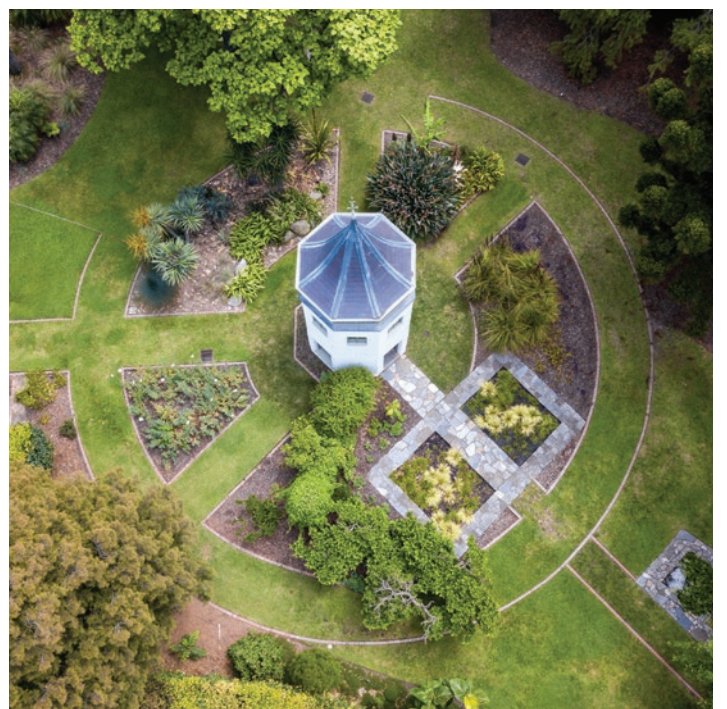
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