

STRATEGY
2030

RESILIENCE



THE UNIVERSITY OF
MELBOURNE

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.

In making this Acknowledgement of Country we commit to respectful and responsible conduct towards all others according to the Traditional lores of this land, particularly at times of formal ceremony.

Introductory message from the Vice-Chancellor



Australia's leading university for education, research, and resilience

The University of Melbourne's purpose is to benefit society through the *transformative impact of our education and research*. We can only achieve this purpose by building a resilient institution able to withstand and adapt in an increasingly volatile context.

Global shifts in geopolitics, health, and the environment continue to create challenges of increasing scale and complexity. Rapid technological development is transforming how knowledge is created and shared, and this level of change is set to accelerate. Within this landscape of opportunity and challenge, our Strategy 2030 requires us to focus our energy and resources on building adaptability and resilience as a defining feature of who we are and what we stand for.

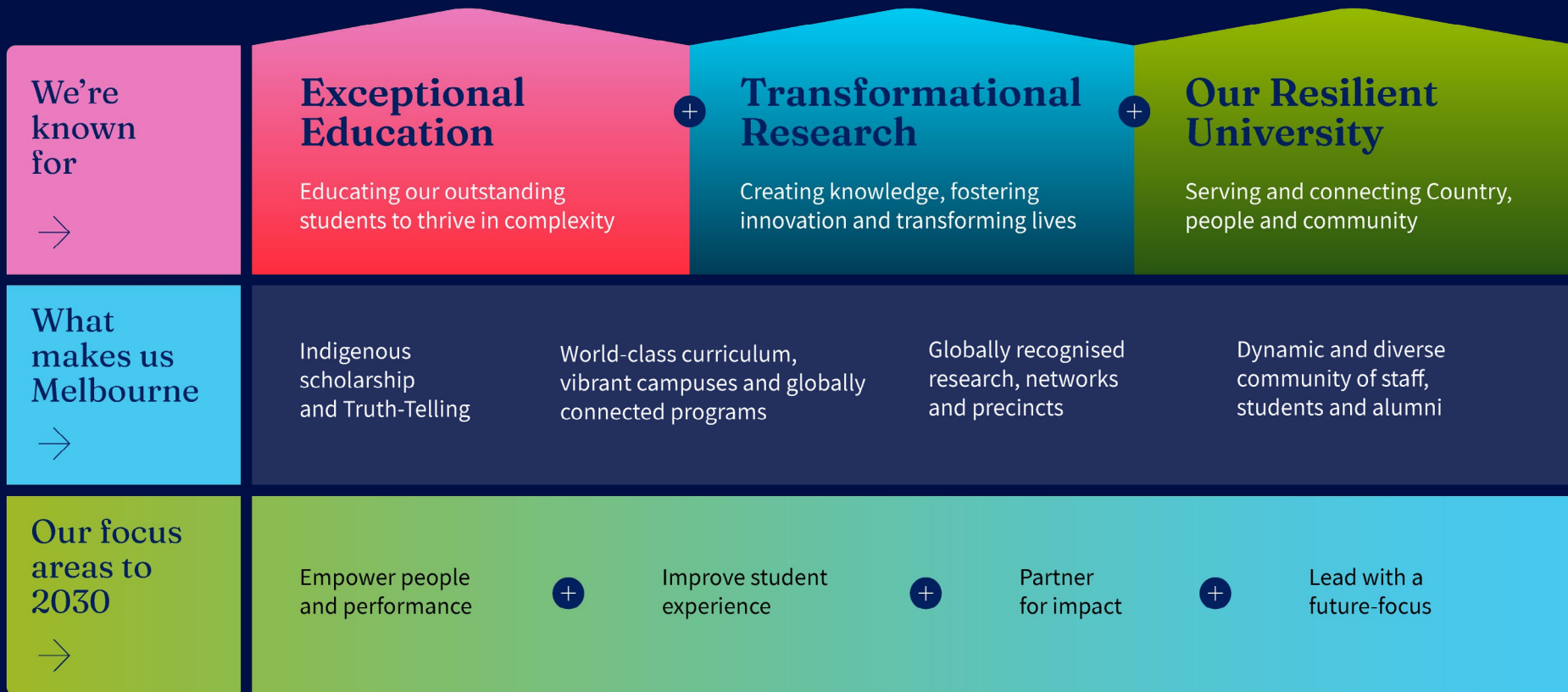
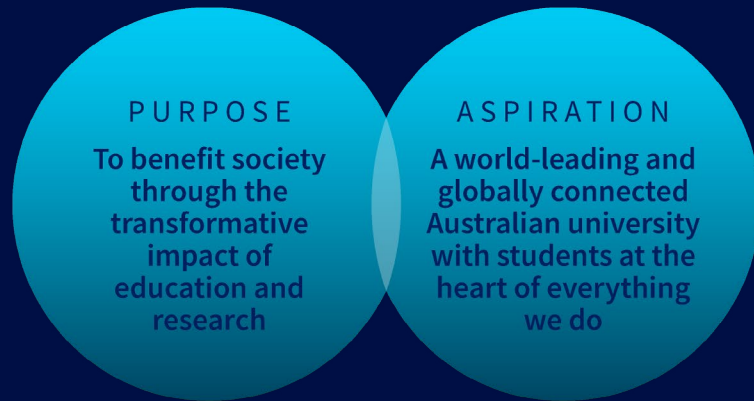
Resilience emerges when communities, like ecosystems, balance the strength to endure and to resist, and embrace the opportunity to adapt and evolve. Inspired by the profound resilience of First Peoples and informed by

ecological principles, our resilience will combine purposeful resolve with an understanding of the changes we need to make to continue to thrive. We will resist threats to academic freedom and to scholarly integrity. We will adapt to new ideas, new voices, and rapid technological change. As with all dynamic ecosystems, our strength will be underpinned by high community connectivity across the diversity of our people – our students, alumni, partners – and our communities.

Through combining rigorous scholarship and deep engagement, we will strengthen our university's resilience and dramatically increase the transformative impact of our education and research.

Professor Emma Johnston AO
Vice-Chancellor

Strategy 2030



Growing our excellence and impact

What we will be known for



We are uniquely positioned to create new knowledge and shape learning that is purpose-driven, distinctive, and globally recognised. We lead on issues of local, regional and global importance, and remain accountable for our past and committed to shaping a shared future.

Exceptional Education

Educating our outstanding students to thrive in complexity:

Our graduates are creative future leaders who thrive in the challenging contexts of today and tomorrow. Empowered by a distinctive, world-leading curriculum, they will be known for their agility, critical thinking, integrity and global mindset.

Transformational Research

Creating knowledge, fostering innovation, and transforming lives:

Our research is bold, ambitious and accessible, tackling today's biggest challenges. Engendering trust in research, we translate knowledge into action for long-term impact and benefit. Our research will be known for influencing change and delivering tangible outcomes for society in partnership with communities, industry, and government.

Our Resilient University

Serving and connecting Country, people and community:

Our resilience and our contribution is enabled through strong and diverse connections within and beyond the University. We will continuously improve how we work together to remain at the forefront of environmental, social and good governance practice. We will strive to build a stronger, more adaptive institution equipped to meet the challenges of today and tomorrow.

What makes us Melbourne



Our University is unique in what we do and what we offer. We engage in the global exchange of ideas from a place that has been shaped by over 170 years of institutional history and by 65,000 years of continuous human culture. Our qualities, values and capabilities, make our university an exceptional place to work, learn and collaborate, creating meaningful impact and enduring benefit.

Through this history, we have created capabilities that are distinctively Melbourne:

Indigenous scholarship and Truth-Telling:

We are recognised globally for leadership in Indigenous education, research and engagement. This leadership is underpinned by a commitment to reconciliation and truth-telling, and to partnering with First Peoples as the custodians of the oldest continuous knowledge traditions in the world.

Our world-class curriculum, vibrant campuses and globally connected programs:

Our students benefit from a distinctive curriculum which provides a breadth and depth of learning, and a choice of ways to learn. Our students and graduate researchers learn from world-renowned researchers and educators, and have the opportunity to engage with industry and professional practitioners locally and globally. As well-rounded graduates, they are ready to contribute as creative and critical thinkers, and shape careers that respond to a rapidly changing future.

Our dynamic and diverse community of staff, students and alumni:

We foster an inclusive community of staff, students and alumni, across Melbourne, Australia, Asia-Pacific and the world. This richness enables us to connect with broad insight and experience, strengthening our ability to build knowledge, solve problems and collaborate across cultures and geographies.

Our globally recognised research, networks and precincts:

Our research is brave, bold and impactful, enhanced by a global network of alumni and partners, and enabled by our world-renowned precincts. Working with others we can amplify our impact, enabling us to share opportunities for education, innovation and discovery with others.

What enables our success



To deliver on our purpose to benefit society, we must ensure we have the right capabilities and resources available to succeed. This means we must equip our people with the required skills, knowledge and resources, working together with the systems and supports that ensure we deliver lasting impact and benefit for the communities we serve.

Talented staff and students from all backgrounds:

Our success will be underpinned by how well we attract, support, retain and recognise exceptional staff and students from all backgrounds, and create an environment where every individual can thrive and succeed.

World-leading discipline expertise and a spirit of curiosity:

Through education and research, we nurture a spirit of curiosity, inquiry and intellectual rigour in all that we do.

Sustainable and accountable operations:

We have strong and sustainable foundations – physical, digital, and financial. These are supported by rigorous practices of governance and accountability. This ensures we continue to deliver meaningful outcomes and maintain the trust of our communities.

Trust through respectful dialogue:

Through clear expectations of constructive collaboration, professional rigour and genuine engagement, we build trust through transparency and a shared purpose across our institution and beyond.

Our focus areas for action



To achieve our ambition for excellence in education and research, and to create a resilient future, four interconnected focus areas for change will guide our actions and investment, ensuring our long-term success to 2030 and beyond.

1: Empower people and performance:

We will create environments for staff to strive for and deliver excellence. By continuing to pursue and demonstrate the highest standards of scholarship and performance, we will maintain the confidence of our students, staff and communities.

By 2030 we will deliver improved research and teaching performance at the individual, faculty and University level. We will ensure regular monitoring and reporting of progress against our goals.

2: Improve student experience:

Reaffirming students at the heart of our academic mission, we will create an environment where every student, regardless of background, can flourish. Through our distinctive curriculum, underpinned by an outstanding on-campus experience, our students will take charge of their own learning, and develop the analytical skills and mindset needed for a rapidly changing world.

By 2030 our students and graduates will be highly satisfied with their learning experiences and succeeding in their graduate endeavours.

3: Partner for impact:

Partnering well is essential to delivering excellent research and education. Partnerships broaden our perspectives; they support impact at scale, connect us with world-leading thinkers and foster innovation. By working systematically with partners, we can co-create solutions to future challenges.

By 2030 we will have grown and strengthened our strategic partnerships, with new and existing partners in education and research.

4: Lead with a future focus:

To achieve our ambitions we must ensure our financial and operational sustainability. Through organisational rigour, integrity and a stronger prioritisation of effort and investment, we will ensure the long-term resilience and success of our university.

By 2030 we will have strengthened our long-term financial sustainability and improved our ability to respond to our changing world. We will have improved the effectiveness and efficiency of how we work together, and improved staff engagement and satisfaction.

Our success to 2030 and beyond



Our success to 2030 will be measured through our performance metrics and targets. These set out an ambitious performance agenda that is shared across the institution, supporting combined effort for common outcomes.

Regular review of progress will ensure we can monitor, recognise and respond to internal and external changes, supporting our ability to adapt and remain resilient in the long-term.

Looking beyond 2030, we will continue to lead with purpose and create meaningful value. We will be responsive to the changing needs of our students and society. We will be bold in our pursuit of knowledge, resilience, and the transformative impact of education and research.