

Working
together
to deliver
Horizon 2





Introduction

In 2022, RMIT launched the *Knowledge with Action* strategy to 2031. It reflects a shared intergenerational purpose and gives clear direction to generate positive impact in the communities we exist to serve. Recognising the persistently changing times in which we live, the strategy is designed to be delivered in three-year horizons, so we can learn and adapt while achieving our ambitions.

This document presents the roadmap for the second of the three horizons (2026-2028). It recaps the directions, values and goals hardwired into *Knowledge with Action*, and introduces the specific outcomes that will accelerate our progress. Importantly, we continue to ask ourselves – how does RMIT live up to our reputation as a university of impact?

From one horizon to the next, the RMIT community underpins our success. Open, diverse and collaborative, our people teach, inspire, guide and connect. Already collaborating across many locations, a hallmark of Horizon 2 will be an uplift in interdisciplinary activity and RMIT-wide connection.

In our first horizon, we tested new education and place-based impact models, embedded pedagogy and used our international network to amplify the impact of education, research, and civic action. Looking ahead and with a solid foundation in place, our overarching strategy persists while the roadmap for Horizon 2 responds to the changes around us.

At the core of this next horizon is a clear focus on the impact we want to make, particularly for and with our students. RMIT is a major dual-sector institution with a distinctive international presence, and we can be ambitious in the way we collaborate and contribute.

HORIZON ONE ACHIEVEMENTS

As an RMIT community, we:

- Strengthened RMIT's reputation as a leading dual sector University and pioneered innovative earn and learn education models.
- Scaled transdisciplinary education programs, enhanced learning pathways and strengthened our pedagogy.
- Delivered research that responds to complex global issues and partnered on urgent workforce solutions across clean economy, social care, future engineering and technology.
- Grew RMIT's reputation as a leading University of impact in the Asia Pacific and specifically Southeast Asia, forging new relationships with government, industry and institutions.
- Expanded our presence in Europe, India, Indonesia, Singapore and beyond, and celebrated 25 years of contribution in Vietnam.
- Invested in our digital and physical infrastructure to make it easier for our people to get their jobs done as part of an inclusive and accessible RMIT.

HORIZON TWO FOCUS

As an RMIT community, we will:

- Respond to the environmental, societal, and economic issues of the day, continuing to evolve and adapt as we always have.
- Be inclusive and treat education, research and community engagement as practical steps to a better world.
- Reinvent traditional education models, working with government and industry to create solutions that increase participation and meet increasingly urgent skills shortages and regional priorities.
- Accelerate research translation, using the application of knowledge and innovation to help solve some of the greatest challenges of our time.
- Extend RMIT's leadership in transnational education, contributing our scale and expertise to help meet Asia Pacific's demand for skills to support rapidly transforming economies and achieve shared prosperity.
- Strengthen communities by deepening our contribution to regenerating social, economic, and ecological systems.

Acknowledgement of Country

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University. RMIT University respectfully acknowledges their Ancestors and Elders, past and present. RMIT also acknowledges the Traditional Custodians, their Ancestors and Elders of the lands and waters across Australia where we conduct our business.

As a collective and as individuals, we commit to respectful ways of working and understanding that acknowledge the experiences, history and knowledge of Aboriginal and Torres Strait Islander peoples. Through our commitment to Responsible Practice, we actively strengthen relationships between Indigenous and non-Indigenous peoples for the benefit of all Australians and the communities in which RMIT operates.

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Chancellor's foreword

The role of Chancellor is a great privilege at any moment in time, especially for a university like RMIT which stands so definitively for the communities we serve. During times of significant challenge, the responsibility to contribute becomes even more profound and our *Knowledge with Action* strategy reflects this.

The first horizon of our strategy laid a firm foundation. During these years, a dedicated and diverse team worked tirelessly to turn a shared mission into reality – empowering people and communities to adapt and thrive across generations with education, research and civic engagement that are inclusive and effective.

Now, given our position of strength and growth, I'm confident that RMIT's second horizon will generate even more positive results using technology, design and enterprise to make significant contributions to a sustainable future. I encourage all of the RMIT community to help us elevate our ambition, commensurate with RMIT's reach and scale – to make an outstanding impact.

When RMIT started back in 1887, the workforce of the time urgently needed new skills in response to the industrial revolution. Since those earliest days, we have grown into Australia's largest education institution with close to 100,000 students across higher education and vocational education in Melbourne, Vietnam, Singapore, China, India and beyond.

We recognise education is as fundamental to advancing equality as it is to advancing economies, and we share a belief in its ability to transform lives. So there is nothing more important to me, as Chancellor, than doing the best we can for those who put their trust in us. Governance of strategic planning and delivery is key to this.

It's my experience that excellent decisions are far more certain when we draw on the rich knowledge, diversity, and breadth of connections at RMIT, and when we are truly community-minded in our thinking. This perspective is embedded in RMIT's roadmap for delivery of our second strategic horizon and I look forward to the positive impact it will generate in the years ahead.

Peggy O'Neal AO
Chancellor



Vice-Chancellor's foreword

When we launched *Knowledge with Action* in late 2022, we were only beginning to emerge from the pandemic and to understand the full impact of its wake. However, it was already clear that an effective strategy could not be locked at a point in time; it would need to pivot in response to changing circumstances.

With this recognition that the future would be increasingly hard to predict, we developed a nine-year strategy to be delivered in three horizons. Meaning that our vision, mission, ambition and overarching directions remain consistent, while the way we achieve our strategy flexes with the times. In this way we have clarity of focus as well as the capacity to adapt.

Today, while we are proud to have returned to financial stability and vibrant campus life, we continue to respond to significant headwinds: the ubiquitous influence of AI; the impacts of climate change; a shifting government policy landscape; and the repercussions of an unstable geopolitical environment.

That said, we are a significant institution, and we should be bold in the way we collaborate and contribute in tangible ways. We have the capability to respond to urgent workforce demand; expertise in applied research to solve some of the world's most critical challenges; and a unique ability to offer joined up solutions in tertiary education and lifelong learning. Mindful that our potential will be defined by our capacity to operate in synergy.

In developing this next horizon, we have focused on what makes RMIT unique. Because we are committed to working together to make education more accessible and to generate positive impact through our research and civic engagement.

Our greatest achievements are always the result of collaboration and genuine partnership with the communities we serve. In the years ahead, we will be guided by our determination to be a university of impact – taking practical steps to a better world and supporting a diverse RMIT community, with inclusion and respect at its core.

Professor Alec Cameron
Vice-Chancellor and President

Our purpose

RMIT is an international university of technology, design and enterprise with more than 99,000 students and over 12,000 staff across our locations, along with an alumni community of more than 550,000 who contribute in more than 153 countries. Together with our partners, this important ecosystem of relationships is connected across sectors and geographies.

Founded in 1887 on the unceded lands of the Boon wurrung and Woi wurrung language groups of the Eastern Kulin Nation, today our presence is urban and international. RMIT has built Vietnam's leading international university and developed programs in Singapore and across Asia Pacific. RMIT in Europe is a driver of research, partnership and student experience, focused on sustainability, health, creativity and community.

Our motto, 'a skilled hand, a cultivated mind' reflects RMIT's commitment to improving the lives and futures of people in a fast-changing society. Applying knowledge with skill, imagination and integrity is at the core of all our work in education, research and civic engagement. Working directly with industry across sectors is woven into every part of RMIT and we lead the way in digital and vocational learning.

Our values are the durrung (heart) of who we are and what we stand for at RMIT: passion, inclusion, courage, imagination, impact and integrity. We celebrate our multicultural and multifaith environments, knowing that many voices and views are part of the learning experience. Ensuring every member of our University feels welcome and supported to learn and thrive is a priority, which means respect is at the core of everything we do.

VISION

To be a leading university of impact in the Asia Pacific region, using technology, design and enterprise to achieve an inclusive and sustainable future.

MISSION

To empower people and communities to adapt and thrive across generations with education, research and civic engagement that are applied, inclusive and impactful.

AMBITION

To lead internationally in four key areas: emerging technologies, smart and sustainable cities, social innovation and regional collaboration.

Elevating our impact in Horizon 2

Four connecting impact themes help articulate RMIT's success during Horizon 2.

Participation

Participation is the path to opportunity in a diverse, resilient society – opening doors for more people at more stages of life, clearly aligning to the Australian Universities Accord.

Innovative learning models, and qualifications that can be attained while working, will make education and career opportunities more accessible to more people.

Partnership

Partnerships with industry, government, and community, along with our research partnerships, are in RMIT's DNA. We will pursue greater integration with business and government across RMIT.

This is how we stay close to workforce demand, how we generate impact through translational research, and how we work with the communities we exist to serve.

Place

At RMIT, place encompasses our physical spaces and the precincts we inhabit, along with the geographies in which we operate and the communities we connect.

We will leverage our places to drive innovation, skills, economic development, partnerships and local responses that connect to a global network.

People

Our people are at the centre of everything RMIT achieves and the positive community impact we generate.

We will invest to support, enable and empower RMIT people to do their best work in the service of students, partners and community.



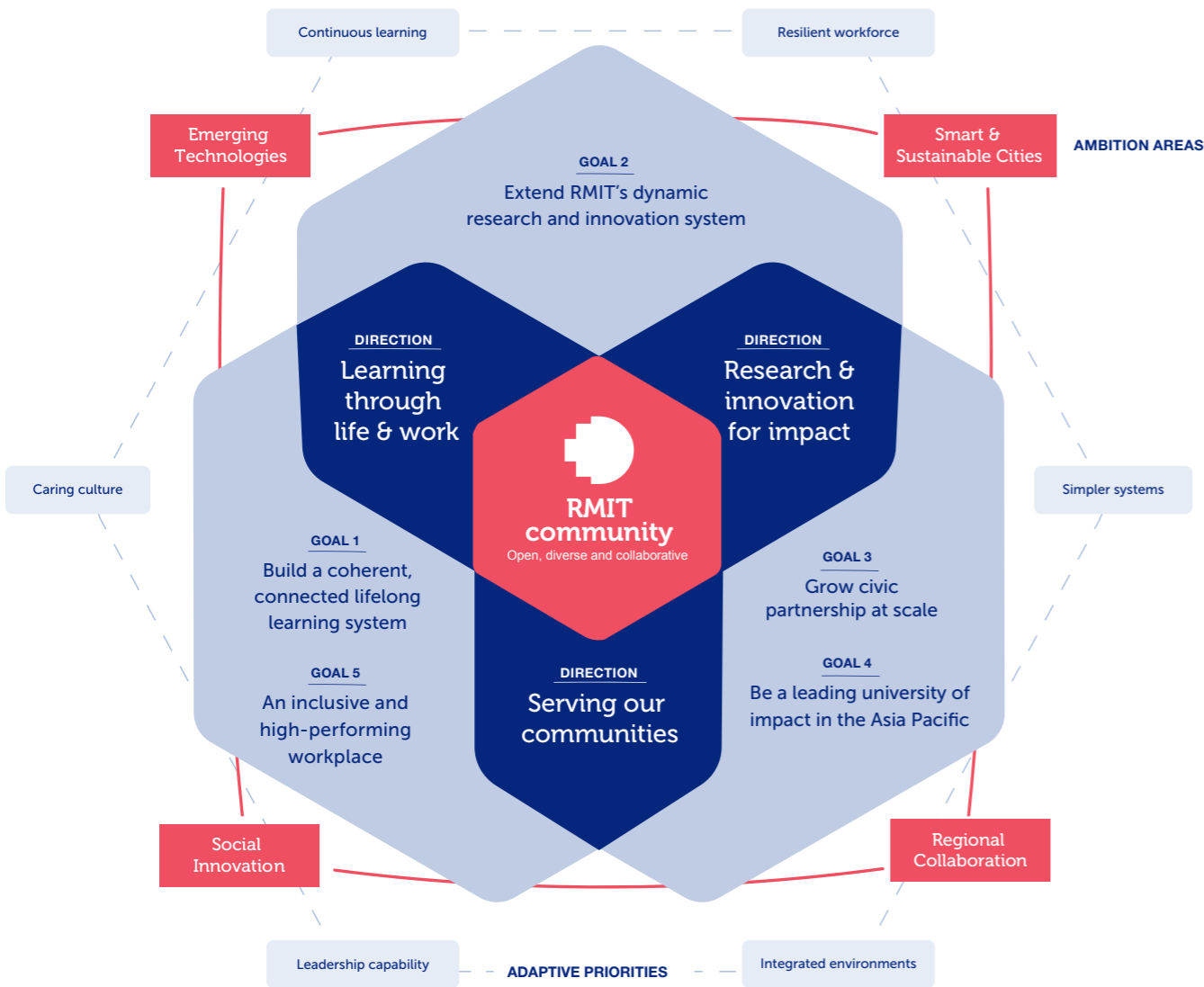
Our strategy

Knowledge with Action articulates RMIT's ambitions for accessible lifelong education, impactful research and innovation, and an inclusive, sustainable future. The strategy reflects the ideas, expertise and aspirations of our people. It focuses on using knowledge, skills and capabilities to make a difference in the world.

Our strategy to 2031 articulates three strategic directions that reflect our mission and role, and the goals that will achieve positive impact by leveraging RMIT's presence, strengths and values.

These directions interlock, reflecting the connections between learning, teaching, research and community service. They span RMIT's organisational structures and four ambition areas.

Under these directions are strategic goals, supported by outcomes and ways of working that will be implemented and evaluated over each horizon. As part of our horizon refresh, we have added a fifth goal in recognition of the critical role played by our people and culture.



DIRECTION 1

Learning through life & work

Enhancing life and work through stimulating, high-quality, educational experiences and pathways, connected across RMIT's distinctive, open learning ecosystem, powered by expert educators who challenge and inspire. Learning is active, authentic and applied, delivered through a holistic blend of on campus, online and work-based learning. Providing an employee experience that attracts and retains talented people who want to build careers, develop leadership and create opportunities. Diversity is, and always will be, RMIT's strength.



DIRECTION 2

Research & innovation for impact

Creating, developing and applying knowledge to achieve benefit for society and the environment, by deepening transdisciplinary understanding, tackling complex challenges and developing new ventures and networks. Preparing researchers and innovators for wide-ranging, impactful careers that contribute to the community by translating insight and enabling technologies into new solutions and systems.



DIRECTION 3

Serving our communities

Sharing responsibility as an active part of civil society, building trust and creating shared benefit for the whole community in all the places and networks where we operate, virtual and physical. Acknowledging the histories, knowledge, culture and sovereignty of Aboriginal and Torres Strait Islander peoples, and working with them to achieve success. Working with partners across our region to champion an inclusive and sustainable society.

ADAPTIVE PRIORITIES

Working together

Deploying world class digital platforms and technology to support excellence in teaching, research and learning and empowering learners to succeed through lifelong education.

Knowledge with Action is guided by four ambition areas

Emerging technologies

Lead applied research to support inclusive adoption of the technologies shaping our future, embedding them in the way we teach, learn and operate to create lasting social and economic benefit for all.

Smart and sustainable cities

Partner with governments, industry and communities to design, prototype and advance regenerative, technology-enabled and equitable urban futures.

Social innovation

Bring together industry, education and technology to create connected, inclusive solutions that respond to healthcare and social wellbeing challenges, and equip learners with the skills to tackle complex social problems and thrive in diverse, changing environments.

Regional collaboration

Grow our presence and partnerships across Australia and Asia Pacific to extend our impact, support mobility, expand research and learning opportunities and position RMIT as a trusted, globally engaged strategic partner.



Strategy overview: our aspiration for Horizon 2

In Horizon 2 we will work to evolve tertiary education, shaping reform and contributing new prototypes and partnerships to deliver lifelong learning and life-changing research. This is the best way for us to elevate our positive impact where we know we can make the greatest difference.

Building on firm foundations, *Knowledge with Action's* second horizon seeks to scale lifelong learning, drive research enabled by digital infrastructure, and invest in place-based communities in Melbourne and internationally. It introduces a new roadmap with clear outcomes across our three directions, five goals and adaptive priorities that we want to deliver by its conclusion.

A new feature is a suite of signature initiatives that will focus our key strategic investments over the next three years and potentially beyond. Reflecting the goals of *Knowledge with Action*, these multi-year initiatives are designed to deliver ambitious, integrated programs of work to amplify RMIT's education, research, and civic impact.

These initiatives do not replace essential activities already underway. The signature initiatives will align and integrate with that work and contribute to systemic change over time. RMIT's Outcomes Framework, including a Scorecard of key performance indicators, will continue to guide and measure progress as we deliver Horizon 2.

Knowledge with Action: Horizon 2 on a page



Direction 1

Learning through life & work



Direction 2

Research & innovation for impact



Direction 3

Serving our communities

Goal 1

Build a coherent, connected
lifelong learning system

Goal 2

Extend RMIT's dynamic research
and innovation system

Goal 3

Grow civic
partnership at scale

Goal 4

Be a leading university of
impact in the Asia Pacific

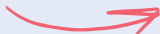
Goal 5

An inclusive and
high-performing workplace

Outcomes

- | | | | | |
|---|---|--|--|---|
| <ul style="list-style-type: none">1 Adaptive learners ready for life and work2 Inclusive, contemporary student experience3 Future-ready educators | <ul style="list-style-type: none">1 Thriving and excellent researchers2 Diversified pathways to research impact3 World-class infrastructure | <ul style="list-style-type: none">1 Leader in regenerative futures2 Thriving precincts delivering local and regional impact3 Actively engaged community and partners | <ul style="list-style-type: none">1 Connected Asia Pacific engagement2 Growth in offshore enrolments and deepened partnerships3 RMIT Vietnam is an influential connector across the region | <ul style="list-style-type: none">1 Inclusive culture, engaged people2 Future-ready employment frameworks3 Sector-leading employer of choice4 Globally capable, culturally agile |
|---|---|--|--|---|

Adaptive priorities: Working together



Outcomes

- | | | |
|--|---|---|
| <ul style="list-style-type: none">1 Infrastructure that facilitates a quality experience for students and staff4 Safe and healthy culture | <ul style="list-style-type: none">2 Accessible and intelligent data and digital infrastructure5 Maximising collaboration | <ul style="list-style-type: none">3 AI-driven innovation6 Financial sustainability |
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GOAL 1

Build a coherent, connected lifelong learning system

RMIT will continue responding to evolving education and workforce needs, including AI-driven disruption and national reforms. Learners seek flexible and personalised pathways, and employers demand adaptable, industry-ready skills.

We will keep working to create a coherent learning ecosystem with modular, stackable curriculum design and AI-supported development to diversify and support lifelong learning options and learner agency. We will broaden participation with flexible, non-award and workplace-based learning offers.

Building on our strengths as a dual-sector university with a proud history of applied learning, along with talented educators, and commitment to Responsible Practice, regenerative futures and inclusion, we will position RMIT as a leader in AI-enabled, inclusive education.

We aim to deliver these outcomes by the end of Horizon 2

Outcome 1: Adaptive learners ready for life and work

RMIT’s applied learning, authentic assessment and educational AI capability build industry relevance and employability for a changing world. Flexible and future-ready products and pathways meet the needs of learners, employers, and the community.

Outcome 2: Inclusive, contemporary student experience

Inclusive, digitally connected student experiences support every learner to belong and succeed. Systems, AI-enabled tools and human support unite to remove barriers and uplift engagement, retention and wellbeing, creating seamless lifelong learning and career success.

Outcome 3: Future-ready educators

Educators are supported to build their capability, grow their careers and succeed along with their students. They are integral to positive industry engagement and RMIT’s reputation.



CASE STUDY

Australia’s first aviation safety academy launched

RMIT and Qantas have established the nation’s first safety academy to upskill professionals across high reliability sectors, including transport, energy and medicine.

The Qantas Group Safety Academy offers online or in-person programs to upskill leaders, safety professionals and entry level workers.

The courses have been designed in collaboration with RMIT and Griffith universities, leveraging Qantas’ industry expertise, and will develop a new national standard to support safety critical industries.

The suite of micro-credentials rapidly upskill students in safety culture, risk management, data management, cyber safety and human safety factors including sleep and fatigue management.

The programs complement RMIT’s existing aviation training and education, comprising nearly 100 study pathways, which will be available to Academy graduates who may choose to explore credit transfers for higher postgraduate qualifications.

GOAL 2

Extend RMIT’s dynamic research and innovation system

Attracting and retaining leading researchers while strengthening engagement with the research community and industry, is essential to driving impact and research translation.

RMIT is well positioned to build impactful, long-term partnerships and leverage national critical research infrastructure investments, ensuring our capabilities are competitive and future focused. This is particularly important as national and global research environments move toward digital-first approaches.

While conducting excellent research that creates value and benefit, we will continue building a research and innovation ecosystem that is integrated, connected and accessible. Through highly developed, collaborative research practices, our goal is to work across boundaries to generate and share new ideas and knowledge to advance understanding. Through innovation we will use new and existing knowledge to benefit our partners and help them generate impact.

We aim to deliver these outcomes by the end of Horizon 2

Outcome 1: Thriving and excellent researchers

RMIT fosters thriving research careers through high-quality systems, expert advice, and capability development that enables excellence and impactful research outcomes.

Outcome 2: Diversified pathways to research impact

Early and deep engagement with industry and institutional partners accelerates RMIT’s research translation and impact.

Outcome 3: World-class infrastructure

RMIT’s physical and digital research infrastructure enables research excellence and impact.



CASE STUDY

Coffee concrete innovators reshape our footprint

RMIT’s coffee concrete innovators tackled sustainability challenges and won the Problem Solver 2024 People’s Choice award at Universities Australia’s Shaping Australia Awards.

Dr Rajeev Roychand, Professor Jie Li, Associate Professor Shannon Kilmartin-Lynch, Dr Mohammad Saberian, Professor Chun Qing Li and Professor Guomin (Kevin) Zhang’s innovation strengthens concrete by 30 per cent using biochar made from spent coffee grounds to reduce waste going to landfill.

Australia generates around 75,000 tonnes of ground coffee waste annually, contributing to 6.87 million tonnes of organic waste in landfills and 3 per cent of greenhouse gas emissions. The coffee biochar can replace a portion of the sand used to make concrete, tackling major sustainability challenges.

It’s already being used in local and state government infrastructure projects. Work has now evolved into a comprehensive program converting various organic waste into biochar that could help reshape the environmental footprint of the built environment.



CASE STUDY

Trades Innovation Centre filling skills gap with job-ready graduates

RMIT's \$20 million Trades Innovation Centre is training job-ready graduates to fill infrastructure skills gaps in Victoria.

Located in Bundoora, the centre combines modern technology with world-class vocational education, creating a training pipeline that supports projects in Melbourne's northern growth corridor and beyond.

The centre's programs, including building and construction, carpentry, plumbing and electrotechnology, all support earn and learn placements and apprenticeships.

Onsite training simulates the multidisciplinary nature and timeframes of real construction projects, focusing on non-technical skills like communication and collaboration.

Students benefit from various support services and connection to industry partners, enhancing their learning. Industry can use the facility to test, learn, trial and demonstrate, gaining access to RMIT's expertise to solve real-world problems.

GOAL 3

Grow civic partnership at scale

RMIT is operating in a complex environment where inequality continues to rise, productivity in developed economies has stagnated and support for transition to a low carbon economy is needed. These are common challenges across Australia, Asia Pacific, Europe and internationally.

Rebuilding public trust in civic institutions and reaffirming the value of tertiary education is critical. Funding pressures and international market uncertainty also highlight the need for cost effective training and applied solutions.

RMIT will engage proactively in civic life, championing sustainability, inclusion and ethical innovation. Our goal is to create positive impact and reciprocal relationships that extend benefit and opportunities to the communities we serve. We will work closely with Indigenous communities to ensure genuine, respectful and impactful engagement.

We aim to deliver these outcomes by the end of Horizon 2

Outcome 1: Leader in regenerative futures

RMIT demonstrates impact on the United Nations Sustainable Development Goals (SDGs) based on interdisciplinary collaboration in curriculum and applied research, civic partnerships and sustainability, embedded across our operations.

Outcome 2: Thriving precincts delivering local and regional impact

Integrated precincts established in key locations actively meet community needs by driving innovation across priority areas and serving as living labs for collaboration, learning, and shared infrastructure, visibly enhancing RMIT's civic contribution.

Outcome 3: Actively engaged community and partners

Staff, students, alumni and partners actively contribute to realising RMIT's strategic goals. RMIT's capability and culture enables global participation and engagement aligned to our Community Indigenous Engagement Framework, and support for impact clusters and civic initiatives.



CASE STUDY

RMIT champions bilateral growth with landmark investments in Vietnam's future

RMIT has strengthened our commitment to Vietnam with a AU\$250 million strategic investment fund, announced in 2023 in the presence of Australia's Prime Minister.

The major initiative supports education, research, partnerships, campus infrastructure, and the launch of the Hanoi Industry and Innovation Hub, designed to unite local and international expertise in areas such as smart cities and social innovation.

Building on this, RMIT marked its 25th anniversary in Vietnam in 2025 by unveiling a AU\$25 million investment to expand its research footprint and PhD program, supporting local candidates and addressing national targets in science and technology.

The dual investments reinforce the bilateral Australia-Vietnam Comprehensive Strategic Partnership and Vietnam's ambitions for higher incomes and research excellence by 2045, illustrating RMIT's ongoing contribution to Vietnam's social and economic progress.

GOAL 4

Be a leading university of impact in the Asia Pacific

International education is undergoing significant transformation. In Australia, evolving policy settings are likely to constrain onshore growth while placing greater emphasis on regional engagement.

Across the region, governments are focused on deeper education and in-country skills investment, with rising expectations for innovative delivery models and nationally aligned programs, co-developed with government and industry. Credible engagement in the region requires visible in-market presence, local knowledge, and sustained, regenerative investment.

RMIT will partner to create positive impact and address shared challenges and opportunities for the region. With Vietnam operating as the heart of RMIT's regional network, our goal is to partner with industry and government to create collaborative networks in Southeast Asia, and across the broader Asia Pacific, and build partnerships focused on regional priorities.

We aim to deliver these outcomes by the end of Horizon 2

Outcome 1: Connected Asia Pacific engagement

RMIT amplifies impact across priority countries through coordinated hubs, high-quality partnerships, and integrated regional collaboration, aligned with RMIT Europe and Melbourne-based activity for cross-cutting initiatives.

Outcome 2: Growth in offshore enrolments and deepened partnerships

Growth in Vietnam and transnational education partner enrolments, locally delivered programs, and long-term government-industry partnerships reduce reliance on Australian enrolments and ensure resilience across markets.

Outcome 3: RMIT Vietnam is an influential connector across the region

RMIT Vietnam expands its influence and reinforces its role in the region, strengthening relationships and facilitating two-way dialogue and trade with key government and industry partners.

GOAL 5

An inclusive and high-performing workplace

To achieve our ambitions we need a globally competent, culturally adept and future-focused workforce. Employees increasingly seek flexibility, a sense of purpose, meaningful work aligned with compelling learning experiences and academic endeavour, in a workplace environment that fosters belonging, collaboration and integrity.

Transforming our employee experience will focus on six areas: employment strategy, gender equity, culture uplift, global mobility, talent marketplace, and academic experience.

Embedding strategic foresight and innovative frameworks with enabling tools will modernise employment models and foster a high-performing, adaptable workforce ready for the future.

Progressing gains made through investment in leadership development and further optimising the employee experience will promote a culture that champions diversity, equality and excellence.

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We aim to deliver these outcomes by the end of Horizon 2

Outcome 1: Inclusive culture, engaged people

We have a healthy, inclusive, and high-performing environment grounded in respect and collaboration. Our people are empowered to thrive through targeted capability development, career support, and strong leadership.

Outcome 2: Future-ready employment frameworks

We have a clear, long-term employment strategy underpinned by strategic foresight, enabling tools, and data-driven insights. The strategy supports flexible work environments aligned with future workforce needs.

Outcome 3: Sector-leading employer of choice

RMIT is a leading employer in tertiary education, offering strong psychosocial safety, leadership in gender equity, inclusion, and belonging, and a compelling career proposition that attracts and retains globally competitive talent.

Outcome 4: Globally capable, culturally agile

Our people are culturally intelligent, adaptable, and equipped to operate effectively across diverse cultural contexts. RMIT's global presence and impact is enhanced by systems and processes, and seamless mobility is enabled by our clear understanding of global talent landscapes.



CASE STUDY

Building exceptional leaders

RMIT's new Leadership Model, launched in 2025, was co-designed with more than 400 leaders across Australia, Vietnam and Europe. It defines what great leadership looks like at our University, with a focus on building our leaders of today and tomorrow.

Grounded in RMIT's values – courage, passion, impact, integrity, imagination, inclusion – the model aims to foster a more connected, aligned, and accountable leadership culture across the University, providing clarity about what effective leadership means at RMIT.

Built on a "Be, Know, Do" framework, the Leadership Model outlines the behaviours, knowledge, and actions that demonstrate effective leadership at RMIT:

BE – RMIT leaders are open and authentic, inclusive and empowering. We are purpose-driven role models and communicators.

KNOW – We are self-aware and understand our stakeholders, the sector, and strategic priorities.

DO – We set clear direction and expectations, develop ourselves and others, and promote mutual accountability to deliver results.

ADAPTIVE PRIORITIES

Working together

Horizon 2 will be a period of innovation and collaboration to drive enhanced outcomes and financial sustainability, responding to the challenges and opportunities of an AI-driven world.

We will continue to build further expertise in data minimisation, organisational engagement and service culture. Responsive services will be delivered collaboratively and in partnership with the RMIT community. We will maximise our impact by effectively and efficiently using our resources.

We aim to deliver these outcomes by the end of Horizon 2

Outcome 1: Infrastructure that facilitates a quality experience for students and staff

RMIT has fit for purpose learning, teaching and research infrastructure that facilitates quality experiences for students and staff.

Outcome 2: Accessible and intelligent data and digital infrastructure

RMIT is unlocking value across education, research and operations through its trusted data and digital infrastructure.

Outcome 3: AI-driven innovation

RMIT embraces ethical human-centred, AI-driven innovation, working with partners to embed capability.

Outcome 4: Safe and healthy culture

RMIT is embedding a safe and healthy culture driven by enhanced leadership capability to support our students and staff.

Outcome 5: Maximising collaboration

RMIT is maximising collaborative ways of working to deliver agile, engaged and effective operations for our students and staff.

Outcome 6: Financial sustainability

RMIT is strengthening financial sustainability to enable strategic impact.

CASE STUDY

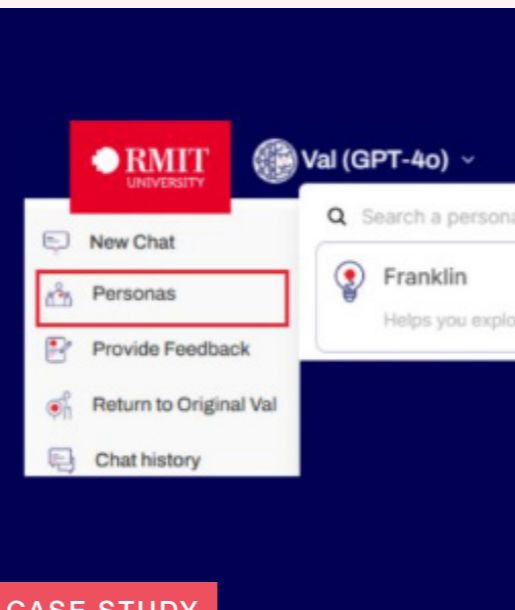
VAL: integrating AI into teaching and learning

Committed to providing our community with secure and innovative AI technology, RMIT launched Val (Virtual Assistant for Learning). Custom-built, Val is a generative AI tool to assist staff with work, research, and learning and teaching tasks.

Val gives staff access to a safe, private, and secure environment to experiment with using generative AI in teaching and research. As a closed system, Val helps improve productivity while safeguarding our intellectual property and sensitive information.

Val was also made available to students to help prepare them for an AI-enabled future, along with resources to help them use AI critically, ethically and appropriately.

Enhancements have been made to Val since, like the ability to create personas and use multiple personas side-by-side, and a library of curated prompts. The latest enhancement is Franklin, a thought-provoking persona designed to foster critical thinking and deeper exploration by unpacking questions and promoting curiosity.



Signature initiatives to amplify our impact

RMIT is investing in a series of signature initiatives that connect across *Knowledge with Action*. These are designed to amplify RMIT's systemic impact across education, research and civic engagement. As in Horizon 1, collaboration across the RMIT community will be key to our success.



AI-ready graduates

Tertiary institutions must offer agile and responsive programs that meet shifting learner expectations, evolving industry needs and the accelerating impact of artificial intelligence (AI). This requires the capacity to innovate and scale offerings that address the needs of diverse learners and employers.

Demand for traditional learning models is declining and learners are favouring personalised, flexible and work-integrated options. Employers are increasingly focused on capabilities over credentials, as AI-driven workforce transformation reshapes skills required across industries and eliminates many entry-level roles.

This initiative builds on curriculum architecture and RMIT's signature active, applied and authentic (AAA) pedagogy and will continue to transform how we design, deliver and support educational offerings.

We will enhance curriculum structures, teaching practices, educator roles, digital systems, and student learning experiences.

By developing a future-ready, modular and scalable product suite, we aim to equip our graduates not only with AI fluency, but with the adaptability, ethical grounding and resilience required to thrive in a rapidly evolving global context.

RMIT's engaged and passionate staff are vital to meeting our aspirations. We are committed to enhancing educator capability and will introduce a Graduate Certificate in Tertiary Teaching and industry and teaching sabbaticals. In parallel, we will remove administrative burden to reduce workload and foster a more supportive and engaging environment for educators.



Harnessing the power of AI

RMIT is embracing responsible and scalable AI adoption across education, research, and operations to future-proof our capability and empower staff and students.

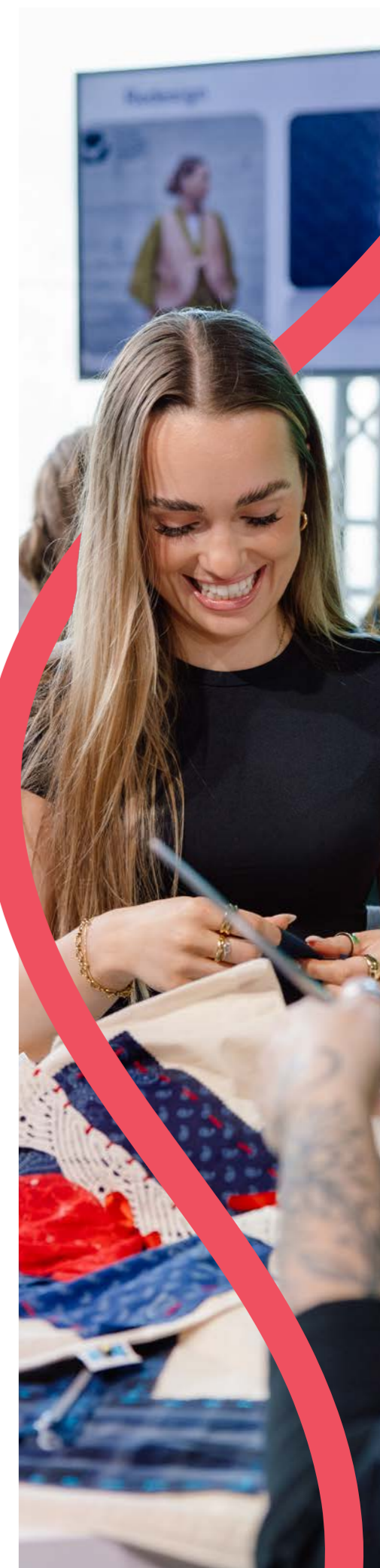
RMIT's AI initiative has three parallel but connected workstreams that focus on mastering the essentials while actively exploring and delivering AI opportunities. This will ensure RMIT embraces responsible and scalable AI adoption, working with partners and co-designing solutions to empower students and employees.

AI transformation program: Engaging with our vendors and partners, we will mature our AI capabilities in phases and validate outcomes at every stage to ensure alignment with our principles, values and the changing environment. The initial focus will scope deliverables in line with governance, AI literacy and skills, and further co-design across RMIT, including agreement on priorities, ways of working and guidelines on responsible AI use at scale.

Enabling technology capability: Advancing our architecture, tools and guardrails will ensure we keep pace with AI innovation and ethical and responsible practice. We will deliver an AI technology capability roadmap aligned with our AI action plan, evaluate platform capabilities, and provide more access to our AI sandbox. By expanding our catalogue of endorsed tools, and delivering on the prioritised use cases, we will ensure that technology is an enabler, not a bottleneck.

AI ready data: AI's effectiveness relies on high-quality data. We will ensure that RMIT's data is accurate, consistent, and accessible in AI-ready formats. By curating high-value data products and making them available where and when they are needed, we will transform our data into a strategic asset that drives excellent decision making.

Strategic investment, robust governance, trusted data and an AI mindset will empower innovation across education, research, partnerships and our everyday operations, cementing RMIT's position as a leader in responsible AI.





Student experience tapestry

Students face unprecedented barriers: cost-of-living crises, mental health challenges, and a rapidly changing AI-enabled world. The Australian Universities Accord identifies the need for transformation, and our students are demanding we act. In addition, educators face rising complexity without integrated tools to deliver personalised support.

As a dual-sector university, with a diverse learner base, RMIT is well positioned to lead by example in tertiary harmonisation to meet the needs of learners, industry and government.

Artificial intelligence provides an opportunity to ethically enhance services and experiences both for students and staff. We will deliver scalable, digitally enabled, and human-centred systems preparing students for an AI-enabled future.

Five signature threads will guide our transformation:

- Equity and inclusion will dismantle barriers through universal design, scaffolded support and culturally safe practices.
- Digital and AI innovation will improve the ethical use of data to empower students and enable proactive support.
- Student partnership will elevate students from service recipients to collaborators through co-design and shared governance.
- Holistic support systems will deliver personalised guidance spanning wellbeing, academics, and career development.
- Career pathways and employability equips students with the capabilities, confidence, and networks they need to succeed.

This comprehensive transformation will position RMIT as a leader in equity, access, and lifelong learning while creating a genuinely equitable institution where every learner can thrive.



Research infrastructure excellence and impact

Developing world-class infrastructure, both physical and digital, is central to enabling research excellence and impact. Creating a comprehensive approach to research infrastructure will position RMIT competitively for future national funding and support cutting-edge and translational research.

RMIT has developed a comprehensive digital research infrastructure roadmap to elevate our research and innovation excellence by establishing unified, scalable, and secure digital research infrastructure suitable for all disciplines.

We will invest in robust computing and storage solutions, integrating on-premises and cloud hybrid systems for fast, secure and reliable access to resources. Reducing time-to-insight for researchers

will enhance productivity, support compliance with codes and standards, and streamline access to tools, infrastructure, and expert support.

This will support data intensive research and open science, enhance innovation capability, attract research talent, and forge industry, government and academic partnerships – positioning RMIT as a trusted partner in research and innovation.

The initiative will improve researcher experience and retention rates, particularly for Higher Degree by Research (HDR) students and early-career researchers, through equitable access to resources and training. It will enhance digital capabilities by fostering professional development, establishing communities of practice, and embedding digital research infrastructure expertise within colleges.



International industry and innovation hubs

Governments across Asia are accelerating international collaboration to drive economic growth and address shared challenges. Meanwhile Australia's policy settings increasingly reward institutions that demonstrate sustained regional engagement.

To maximise impact and influence, we will strengthen our in-market presence and deliver innovative, networked models that link local opportunity with RMIT's capability in skills, education, and research.

Evidence from existing hubs demonstrates the model's success. The Hanoi Industry and Innovation Hub has accelerated collaboration with government and industry, created new education and training pathways, and positioned RMIT as a thought leader. The Asia Hub in Melbourne (a partnership between RMIT and Asia Society) has delivered

applied research and policy insights, coordinated regional connections, and served as a front door for Australia's engagement with the region.

We will expand and enhance RMIT's network of industry and innovation hubs, establishing new hubs in Indonesia (Southeast Asia Hub) and India (South Asia Hub). Embedded platforms for partnership, the hubs will enable greater engagement in priority countries, foster innovation and knowledge exchange, and create new pathways for students, research and workforce development.

Flagship student programs, micro-credentials, the KWAsia Incubation Fund and a strategic communications campaign will ensure that the hubs operate as a coordinated, connected network for innovation, skills development and regional engagement.



Advancement – future focus

This initiative is a bold, whole-of-RMIT commitment to transforming our fundraising leadership, narrative, culture, ambition, capabilities, and ways of working. The goal is to build a platform to support the launch of a major public fundraising campaign and future growth.

This starts with the establishment of a strategic Advancement function bringing together an integrated approach to alumni and donor engagement – from relationship management, communications and events, systems and processes, and data management and analysis activities.

The Advancement strategy will align with RMIT's mission and purpose, working synchronously with other key functions across the colleges and portfolios with clear alignment to other signature initiatives such as regenerative futures and precinct-based investments.

While this is underway, we will maintain and scale our existing philanthropic activities, increasing fundraising revenue to support research and education activities and student empowerment and success.

The goal of the Advancement function is to boost alumni and donor engagement and elevate fundraising revenue, paving the way for a major public fundraising campaign and contributing to long-term sustainable growth.



City North Social Innovation Precinct

RMIT will continue to grow the City North precinct through a skills-led urban renewal, partnership and activation program. The program drives economic and community development by advancing skills and industry innovation in key domains and further activating shared spaces. We will also progress planning for larger scale redevelopment with the Victorian Government, City of Melbourne and industry partners in the years ahead.

The precinct is building collaborative responses to urban societal challenges including technology, social innovation, health and medtech, wellbeing and climate change. The site is primed to accommodate growth and collaboration through high-quality, adaptable, digitally enabled spaces that foster lifelong learning and cross-sector collaboration.

The precinct will give the community access to essential training, start-up incubation, community events and partnership opportunities with RMIT. Industry partners will benefit from talent pipelines, workforce partnerships, venture programs and prototyping facilities. Collaboration with local and state government will further enhance transport access, pedestrian connections and public spaces.

The next three years will focus on adaptive reuse of existing buildings and public spaces in line with RMIT's Living Places Plan (masterplan), connecting with the RMIT Regenerative Futures Institute, RMIT Activator and the Melbourne Innovation District partnership in health, medtech and circular economy. Site activations will allow the community and industry to experience the precinct and its potential. Together, these elements will foster a visible, inclusive innovation ecosystem that encourages participation and delivers civic, educational and economic value.



Bundoora Health and Wellbeing Precinct

Bundoora Health and Wellbeing Precinct will focus on driving civic impact to support a fast-growing community.

Anchored in strategic local partnerships, the precinct will leverage RMIT's expertise in health innovation and unite education, research, industry and community, to address workforce and community health issues.

The precinct will build on RMIT's strengths in nursing, allied health, biomedical and food sciences and education across vocational and higher education.

Catering to the needs of the northern corridor, it will foster strategic partnerships to advance transdisciplinary research and innovative learning models like earn and learn and create opportunities for industry innovation and accessible community services.

The focus on place-based and industry collaboration will support the goals of RMIT's Living Places Plan (masterplan) and coordinate investment in a strategic program of partnership opportunities, community outreach, activation events and inclusive innovation.



Regenerative futures

Climate change and inequality require urgent action to create a future where people and the planet can thrive. RMIT has an opportunity to be a global leader in regenerative practices.

Through the Regenerative Futures Institute (RFI), RMIT aims to transform systems and enhance our impact by using our diverse expertise and extensive networks to create solutions that improve social and environmental conditions.

The Institute will offer an innovative interdisciplinary, cross-university approach, connecting research, education, and community engagement, and integrating Indigenous knowledges across its activities.

Building on RMIT's dual sector strengths and interdisciplinary research performance, RFI will connect and expand our expertise, attracting more students and partners.

The introduction of an interdisciplinary undergraduate minor, stackable non-award short courses for professional learners and expanded postgraduate programs will broaden our regenerative offering. We will develop an interdisciplinary research strategy and launch flagship interdisciplinary research programs designed to secure competitive external funding and foster partnerships with leading organisations.

RFI's vision is to build an extensive community of regenerative leaders, thinkers and practitioners who collectively contribute to creating a regenerative future.

