A message from the Vice-Chancellor and President of RMIT University, and Chair of the RMIT Vietnam Board of Management, Professor Margaret Gardner AO

RMIT University’s Strategic Plan, 2015: Transforming the Future, sets the direction for the University to realise its bold aspirations. The University’s overarching Strategic Plan sets the vision for the entire University, including Vietnam, and provides goals that will be critical for the University’s development over the next five years and beyond. Its achievements will lie in the possibilities of increasingly globalised tertiary education and research. This is a vision of a university of technology and design which is global, urban and industry connected, and which is committed to transforming the lives of the people and communities with whom it engages.

RMIT Vietnam has developed a Strategic Plan that supports the direction of the University and enables RMIT Vietnam to realise its full potential. Like the overarching plan for the University, RMIT Vietnam’s Strategic Plan is ambitious and inspirational, and has been developed by people passionate about its development and eager to see its aims realised. The result aims to see RMIT Vietnam a recognised leader in tertiary education and research in the region.

Having watched the growth of RMIT Vietnam for the last five years, I am enthusiastic and confident about the next five. This Strategic Plan will set the direction for further growth and diversity in RMIT Vietnam ensuring its recognition as a premier international campus.

Professor Margaret Gardner AO
Vice Chancellor and President, RMIT
Chair – RMIT University Vietnam Board of Management
President's Introduction
From the President and General Director of RMIT International University Vietnam, Professor Merilyn Liddell AM

The development and writing of a Strategic Plan is an exciting process for all involved. It is challenging and requires intelligent analyses and thought, it requires inspiration and vision, it needs debate and testing for its strength in the face of potential, unforeseen barriers, but congruent with all this, the development of an effective Strategic Plan requires those involved to have the passion, hopes, and drive to achieve great outcomes for the organisation.

For the development of this Strategic Plan, many people have been involved. A thorough process was undertaken to gather staff input and it was wonderful to see so many enthusiastic staff involved, with great ideas that aligned with, complemented and further informed the thinking of the Executive team, as we selected, considered, debated, and discussed possibilities. Significant research was used to test the developing plans, including many conversations with stakeholders both internal and external to the university, and from this long process has come a Strategic Plan that we all own.

RMIT Vietnam has a bright future. This Plan sets a direction for RMIT Vietnam to further our reputation as a leader in the region.

● Leader in international higher education. RMIT Vietnam aims to lead the understanding of how to deliver quality higher education within a global context; demonstrated in that our graduates are critical thinkers and lifelong learners, prepared with fundamental cognitive skills to meet the demands of the work environment be it local or global. RMIT Vietnam will achieve the respect of the Vietnamese government, other local and regional universities, and the broader community as being expert in higher education provision. To achieve this type of leadership, RMIT Vietnam adopts the RMIT University goal of being connected through active partnerships with professions, industries and organisations to support the quality, reach and impact of our education and research.

● Leader in urban sustainability. Within the challenging environment of a developing country, RMIT Vietnam aims to be known for our well designed facilities, related specialist research, and our programs in technology, design, business, and communications which will support and teach various aspects of urban sustainability. Whilst Vietnam’s population is still primarily rural, the rapid pace of urbanisation is creating strains. RMIT University specialises in urban issues, and RMIT Vietnam will focus that capability to address issues related to the urban locations here in Vietnam. RMIT Vietnam will be referred to by governments and industry for advice on sustainability issues within an urban environment in a developing country. Prospective students, staff, and researchers from around the world who are interested in this issue will then consider us a university of choice.
● **Strength in relationships.** RMIT Vietnam receives its strength from what we can offer to our students, alumni and staff, and to all those for whom and with whom we work. We will continue to strive for a role whereby all our stakeholders, internal, local and international, benefit from their relationships with RMIT Vietnam.

I look forward to working with our staff, passionate to achieve such outcomes for RMIT Vietnam and through us, for the people of Vietnam and the region. This Strategic Plan connects us to a bright future.

Professor Merilyn Liddell AM
President and General Director – RMIT University Vietnam
Mission

As a vital part of RMIT University, RMIT Vietnam contributes to its mission to ‘bring knowledge within reach through education and research to enrich and transform the futures of individuals, cities, industries and nations’ through its activities in Vietnam and elsewhere.

Vision

As an integral part of RMIT as a global university of technology and design, RMIT Vietnam provides a benchmark in international education, contributing to regional development by unlocking human potential through high quality provision of education and research. Our graduates will have high levels of inter-cultural competency, have effective professional and community linkages, be highly employable and will become leaders in their communities and in their chosen fields of endeavour. RMIT Vietnam will be a vibrant and inspiring educational community which will attract high quality staff and students from diverse backgrounds.
RMIT Values

RMIT University values are to be

- Creative
- Connected
- Fair
- Passionate
- Committed to Making a Difference

RMIT Vietnam upholds and applies RMIT University values in its Vietnamese context.
RMIT Goals

The RMIT Strategic Plan for the University, Transforming the Future: 2010 – 2015, has three goals for the achievement of the vision for the University.

1. **Global** in attitude, action and presence, offering our students a global passport to learning and work.

2. **Urban** in orientation and creativity, shaping sustainable cities and drawing inspiration from the challenges and opportunities they provide.

3. **Connected** through active partnerships with professions, industries and organisations to support the quality, reach and impact of our education and research.

As part of RMIT University, RMIT Vietnam will work towards these goals in a manner appropriate to our particular location and context in Vietnam.
Priorities for Achieving Goal 1

For RMIT Vietnam to be ‘Global in attitude, action and presence, offering our students a global passport to learning and work’ our priorities are to:

1. Be recognised as a leading international university

To achieve this, we will:
- Provide a cosmopolitan environment with exposure to the diversity of world views, and attractive to international collaborators
- Increase international recruitment of students and establish various pathways for entry
- Recruit the best possible staff regardless of where they are from
- Teach an increasingly internationally relevant and locally contextualised curriculum
- Attain appropriate international accreditations
- Ensure advanced information technology provision and literacy, enabling remote teaching, learning, research and collaborative work.

2. Have a strong regional presence, addressing regional issues

To achieve this, we will:
- Establish a reputation within Vietnam and neighbouring countries
- Contribute expertise to RMIT University’s curriculum development by providing an international perspective and exemplars relevant to the regional context
- Ensure aspects of teaching and research will be directly focused on the needs and challenges facing the region

3. Establish international linkages for staff and students

To achieve this, we will:
- Ensure we are part of the regional and international university links and networks of RMIT.
- Explore international internship opportunities for our students as part of the global work-integrated learning opportunities of RMIT.
- Increase mobility and collaboration (real and virtual) of staff and students between RMIT Vietnam and other RMIT campuses.
- Become a destination of choice for international students and researchers wanting to work in the region.
Priorities for Achieving Goal 2

For RMIT Vietnam to be ‘Urban in orientation and creativity, shaping sustainable cities and drawing inspiration from the challenges and opportunities they provide’, our priorities are to:

1. Be a role model of urban sustainability

To achieve this, our:
- Campuses will exemplify sustainable facilities and practices
- Students and staff will have a strong understanding of how their actions contribute to urban sustainability
- Graduates will evidence capability in applying sustainable practices in their professions
- Students will have a campus experience that provides them with increasing opportunities for successful engagement in urban societies.

2. Focus on complex challenges of rapidly developing urbanising societies

To achieve this, we will:
- Form alliances with leading organisations and educational institutions which are focused on addressing complex challenges of urbanisation as part of the alliances and networks of RMIT.
- Focus our research activities towards urbanisation, within the framework of RMIT University’s high impact research areas:
  - The future of cities
  - Smart devices and technology solutions
  - Designing the future
  - Sustainability and climate change
  - Improving health and lifestyle
- Provide students and staff with the awareness and skills to creatively address emerging urban challenges.

3. Have our urban location and connections inspiring our staff and students to be entrepreneurial and innovative

To achieve this, we will:
- Take advantage of the location of our campuses to build connections with industry
- Leverage the rich and diverse expertise and networks of our staff and other stakeholders to expand opportunities for engagement
- Increase our interaction with various groups to facilitate dialogue and the generation of ideas
- Build a spirit of social entrepreneurship within our student body through their ongoing engagement with the community
Priorities for Achieving Goal 3

For RMIT Vietnam to be ‘Connected’ through active partnerships with professions, industries and organisations to support the quality, reach and impact of our education and research, our priorities are to:

1. Offer educational programs and learning experiences which provide students with skills and opportunities to develop a range of connections for their careers and professional development

To achieve this, we will:
- Increase elective opportunities for students progressing through our programs
- Continue to expand on the range of undergraduate and postgraduate programs offered at our campuses
- Offer a range of non-award courses and offerings accessible to current students and the public
- Investigate the appropriateness of the provision of core competencies in languages other than English.

2. Be a connected and responsive organisation; attracting, developing and retaining staff who are focused on high performance and who support the strategic goals of the University

To achieve this, we will:
- Work together cooperatively and encourage each other to continuously develop our performance - in whichever roles we hold
- Establish targeted and varied types of professional development opportunities for our staff that increases the quality of their performance within their roles, and increases their professional capability within their careers
- Recognise loyalty to the university through increased opportunities and public recognition, particularly with long serving staff and those providing strong positive contributions beyond their role requirements
- Work together to develop a culture where RMIT Vietnam is considered a great place to work.
3. Strengthen and expand our networks and linkages with key organisations and groups, to become integrated within our communities

To achieve this, we will:

- Encourage and promote opportunities for students, staff, and alumni to meet each other and to network with the industries operating in our region
- Investigate opportunities to work more closely with Vietnamese governments and agencies, providing advice in our areas of expertise, and opportunities to collaborate to increase the skills and knowledge of the population and of government staff
- Strive to ensure our key relationships with RMIT University staff at other campuses continue to develop positively, establish and maintain collaborative work practices, increased efficiency, and make the best use of talent and resources wherever they are located.

4. Ensure that RMIT Vietnam alumni will continue to have a strong sense of affiliation with our University

To achieve this, we will:

- Recognise and support our alumni who seek opportunities to engage with RMIT Vietnam
- Encourage alumni engagement through offering a range of benefits and services which encourage life long learning and provide opportunities for alumni to contribute to the University.
Targets for the Vision for RMIT Vietnam

The following aspirational targets have been set to indicate the degree of ambition for this strategic plan.

In the longer term, RMIT Vietnam aims to have 10,000 students per campus in Hanoi and Ho Chi Minh City (Saigon South), maintaining and consistently improving on the quality for which we are known.

In the next five years, RMIT Vietnam aims to have:

- A purpose-built campus in Hanoi, containing an academic building and research precinct
- The purpose-built campus in Hanoi measured and certified by LEED as ‘Gold’, or if feasible ‘Platinum’.
- The Saigon South campus measured for its impact on the environment, and then to improve this measure by 10% over 5 years
- Both Hanoi and Ho Chi Minh City campuses financially self sustaining, with provision for future growth
- By end 2016, Higher education student enrolment of HCMC 7,700 (EFTSL), 8100 (year end headcount) Hanoi 2100 (EFTSL), 2500 (year end headcount)
- A 50% increase in award programs being offered in Vietnam
- A suite of pathway programs providing a foundation for the degree programs
- Quadrupled the number of peer reviewed publications in 5 years
- Equalled RMIT University average scores in indices of quality of teaching and student satisfaction
Conclusion

RMIT Vietnam is and will remain proud to be an integral part of RMIT University.

In pursuit of the goals described in this Strategic Plan, RMIT Vietnam will remain fully committed to the core direction of RMIT University, as described in detail within the University’s Strategic Plan, 2015 - Transforming the Future and the accompanying Red Paper, and will contribute to the overall University achievements in the areas of

- Student Experience
- Learning and Teaching
- Research
- Services and Infrastructure

This Strategic Plan connects RMIT Vietnam to the future, describing our vision and goals for the five year period of 2011 – 2016, setting us firmly on our pathway to achievement of that vision.