



THE UNIVERSITY OF  
MELBOURNE

—  
Faculty of  
Medicine, Dentistry  
and Health Sciences

**COLLABORATE +  
INNOVATE +  
NURTURE =  
IMPACT**

**ADVANCING  
HEALTH 2030**





# COLLABORATE + INNOVATE + NURTURE = IMPACT

**The Faculty of Medicine, Dentistry and Health Sciences acknowledges the Wurundjeri people of the Kulin Nation and the Yorta Yorta Nation, the Traditional Owners of the lands on which our campuses are situated.**

**We pay our respect to Elders past and present.** We are committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society, particularly their knowledge of health and wellbeing, that we will continue to learn from.

# Notes on the artwork

**The traditions of the 65,000 years of healing practice that existed in Australia before the introduction of European medicine, and that continue today, are reflected in the faculty's Aboriginal and Torres Strait Islander art collection held by the Medical History Museum.**

In 2019, *The art of healing: Australian Indigenous bush medicine* exhibition toured a selection of these works internationally to Bush House, King's College London (15 May to 28 June 2019), to coincide with the visit of participants from the Melbourne Poche Leadership Fellows Program for emerging Indigenous leaders. The exhibition then travelled to the Berlin Museum of Medical History (Berliner Medizinhistorisches Museum der Charité) (24 October 2019 to 2 February 2020), which is operated by Charité – universitätsmedizin Berlin, one of the largest university hospitals in Europe.

The artworks are now on display in student spaces to create culturally safe environments for Indigenous students, and an enriching, uniquely Australian learning opportunity for all students at the University.

The artworks enhance this strategic plan's themes of collaborate, innovate and nurture. The power of collaboration is shown in *Bush medicine: a collaborative work by women from Wirrimanu (Balgo)*. Seven senior women, experts in bush medicine, share their cultural knowledge and understanding of bush medicine. Innovation is illustrated in Louise Pandella's work *Minimindi-Waterlilies* which departs from traditional approaches by using etching and figurative depiction. The *minimindi* also exemplifies innovation in healing practices developed over thousands of generations to incorporate culture, spirituality and caring for Country, where all parts of the plant are used including the flowers, seeds, stems and tubers.

In ochre on canvas, Gija elder Shirley Purdie, passes knowledge to her children and grandchildren through documenting the bush medicine of her Country in the Kimberley in *Thalngarri / Snappy Gum / Eucalyptus brevifolia*. Purdie's work was selected by Aboriginal and Torres Strait Islander students in the Faculty. Second-year medical student Joel Bones commented: "This work symbolises the flourishing body of knowledge that First Nations Peoples in Australia have so successfully nurtured through the passing of knowledge from elders to young people. As First Nations students, we should aspire to continue to learn, nourish and contribute knowledge as done by our ancestors."



**Miriam Baadjo** (b. 1957), **Tossie Baadjo** (b. 1958), **Jane Gimme** (b. 1958), **Gracie Mosquito** (b. 1955), **Helen Nagomara** (b. 1953), **Ann Frances Nowee** (b. 1964), **Imelda Yukenbarri** (b. 1954)  
language: Kukatja  
artist location: Wirrimanu (Balgo), Western Australia  
**Bush medicine: a collaborative work by women from Wirrimanu (Balgo)**, 2018  
acrylic on linen, 120.0 × 180.0 cm  
MHM2018.32, Medical History Museum  
© Warlayirti Artists



**Louise Pandella** (b. 1957)  
language: Ngen'giwumirri, Country: Malfiyin  
artist location: Nauiyu (Daly River), Northern Territory  
**Minimindi—Waterlilies**, 2016  
single-plate etching, edition 4/30, 24.5 × 32.0 cm  
MHM2017.37, Medical History Museum  
© Merrepen Arts



**Shirley Purdie** (b. 1947)  
language: Gija / Kimberley Kriol, Country: Gilburn (Mabel Downs Station)  
artist location: Warmun, Western Australia  
**Thalngarri / Snappy Gum / Eucalyptus brevifolia**, 2016  
natural ochre and pigments on canvas, 45.0 × 45.0 cm  
MHM2017.20, Medical History Museum  
© artist and Warmun Art Centre

# Message from the Dean

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If we are to continue to make a real difference to the health and wellbeing of our communities, we must be ready to meet the challenges of a changing world.

I am delighted to present **Advancing Health 2030, the new strategic plan for the Faculty of Medicine, Dentistry and Health Sciences**. The University of Melbourne's *Advancing Melbourne 2030* strategy sets out our purpose of benefiting society through the transformative impact of education and research. Our aspirations to be a world-leading and globally connected University are grounded in our key themes of Place, Community, Education, Discovery and Global.

Over the last six months, we've been thinking deeply about how the faculty can contribute to achieving the goals of *Advancing Melbourne*. We are located at the heart of one of the world's premier biomedical precincts and we have a 150-year history of delivering outstanding educational experiences to our students. Today, we bring together the largest aggregation of health and medical researchers in Australia to undertake research that makes a global impact.

Since the previous strategic plan, *Beyond 2018*, the faculty has experienced unprecedented growth and success across our research, teaching and learning programs. The COVID-19 pandemic brought health and medical research into the public spotlight. As the community came to understand the importance of discovery science and public health, the research world worked at a lightning pace to keep the public safe.

The faculty now stands at a pivotal moment. If we are to continue to make a real difference to the health and wellbeing of our communities, we must be ready to meet the challenges of a changing world. To make an impact and improve lives, we will continue our extraordinary efforts in all facets of health and medical research and education. We must also embrace the realities of climate change and its accompanying chronic health impacts, the gaps in our health system thrown into sharp relief by COVID-19, the importance of mental health and wellbeing to social cohesion and the fast-paced digital transformation of healthcare and education.

These big issues won't be solved by short-term, siloed approaches – they demand long-term, multi-disciplinary approaches. By shifting our strategic vision to focus on the value of working in collaboration, the importance of building a culture of innovation and the necessity of nurturing our people and their ideas, we will set ourselves up to find solutions to the complex health problems of our times.

To meet the challenges of a changing world will require our steadfast commitment to strengthening an inclusive, diverse and equitable culture, grounded in respect for Indigenous knowledge and the traditional owners of the lands on which we work and study.

Thanks to the many students, staff and partners who gave of their time to tell us what kind of faculty they want to see in 2030. By listening to a cross-section of voices, this strategic plan captures the ambition of our large and diverse faculty to look beyond what we are good at, to what we are good for.

This strategy sets out a unifying vision and articulates the role that our faculty can play, as we work with our partners, to ensure that Melbourne is a globally leading health innovation centre known for the impact we make on the health and wellbeing of the world.

A handwritten signature in blue ink, appearing to read 'Jane Gunn'.

**Professor Jane Gunn, FAHMS, FRACGP, PhD, MBBS**  
Dean, Faculty of Medicine, Dentistry and Health Sciences  
The University of Melbourne

April 2022



# COLLABORATE + INNOVATE + NURTURE = IMPACT

## Our Purpose

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To make a difference to the health and wellbeing of our communities by collectively meeting the challenges of a changing world

## Our Vision for 2030

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With students at the heart of everything we do, we are a global leader in health, driving excellence and innovation through our contemporary partnerships, exceptional graduates and impactful research that spans discovery to translation

## Our Values

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Collaboration and Teamwork,  
Compassion, Respect, Integrity,  
Accountability



# Our Themes

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## PLACE

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### **Grow our precincts as world-renowned centres of best practice and impact**

Strengthen our world-leading health and biomedical ecosystem to achieve greater levels of integration with our partners and drive global impact.

## COMMUNITY

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### **Empower a values-driven, inclusive and accountable community**

Champion inclusivity, innovation and excellence in a supportive environment that allows careers to flourish and our people to share our success.

## EDUCATION

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### **Cultivate exceptional students and graduates that are leaders in their field**

Pioneer new models of learning and teaching that prepare our students and graduates to drive transformative outcomes in health, research and their communities.

## DISCOVERY

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### **Deepen the excellence and impact of our research from discovery to translation**

Grow the efficacy and influence of our research through interdisciplinary and integrated research with our partners and industry.

## GLOBAL

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### **Transform local, Indigenous and global health outcomes**

Address the most important health and research priorities and engage in strategic global partnerships and public discourse to deliver positive health outcomes and reduce Indigenous health inequity.

## COLLABORATE



## INNOVATE



## NURTURE

- Engage in collaborative global networks of esteemed partners to extend the impact and reach of our work.
  - Engage our community in the design of our education offer and in all we do.
  - Actively and thoughtfully engage with our community and alumni.
  - Strengthen connections in and across our precinct network to accelerate collaboration and impact.
  - Bring Indigenous health research and education to the fore, harnessing the power of our expertise.
  - Lead and actively participate in cross-cutting flagship programs that redefine local and global health problems.
  - Articulate and promote the leading role we will play locally, in Asia Pacific, and globally.
- Support our academics and staff to be exemplary teachers and innovators in education.
  - Harness the capability of our research community to build quality across the research pipeline.
  - Accelerate and grow our research translation and impact in priority areas.
  - Encourage enablers of a world-class innovation, translation, and commercialisation ecosystem.
  - Partner to digitally transform health.
  - Develop world-leading facilities that foster innovation and integration.
- Equip our graduates with the job-ready skills and attributes to make a positive societal impact.
  - Deliver a leading education experience that enables students from all backgrounds, particularly our Indigenous students, to succeed.
  - Expose our students to the best of health, research and industry practice.
  - Develop and train multi-skilled, diverse and inclusive research and innovation leaders.
  - Grow the international mobility and presence of our people and their contribution to global challenges.
  - Enhance our culture and values, and scale them consistently across our community.
  - Create and celebrate the diversity of our people and be accountable for providing equal opportunities.

**Work with all members of the faculty, academic and professional, to ensure effective and sustainable use of resources and development of priorities, managing revenue and cost at all levels.**

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# Appendix

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# MDHS Key Focus Areas

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As Australia's top medical, dental and health sciences faculty we must have a strategy that is bold and ambitious, setting us to look beyond what we can do and instead aim for what we should do. Our place and our partnerships position us to increase our impact on the health of the nation and the world.

**1**

**Grow our precincts as world-renowned centres of best practice and impact**

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**2**

**Empower a values-driven, inclusive and accountable community**

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**3**

**Cultivate exceptional students and graduates that are leaders in their field**

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**4**

**Deepen the excellence and impact of our research from discovery to translation**

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**5**

**Transform local, Indigenous and global health outcomes**

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**COLLABORATE +  
INNOVATE +  
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IMPACT**

**1**

**PLACE**

**Grow our precincts  
as world-renowned  
centres of best practice  
and impact**

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# Strengthen our world-leading health and biomedical ecosystem to achieve greater levels of integration with our partners and attract the best students, staff and partners to drive global impact.

## **Our precincts offer globally-leading environments where students, researchers and staff share space and exchange ideas.**

Co-locating with our partners provides the opportunity to educate, research and innovate with healthcare providers, institutes and industry partners in ways we could not otherwise achieve. Growing our joint reputation and establishing signature, place-based collaborations will enable us to develop diverse, enduring and mature partners who are fully integrated into a shared ecosystem.

Accelerating cross-cutting research translation, impact and quality will be key to success in today's environment. Together with our precinct partners, we can collaborate to capture this opportunity and attract the best students, staff and partners. We will position our precinct network as exemplary, and a place to be envied globally, that will amplify our ability to bring the best to our faculty. Our precincts will need to shift over the next 10 years and the changes in Parkville, opportunities in Arden, and our investment across our precinct network will need to be carefully curated.

Working with our precinct partners will be fundamental to capturing the digital transformation of health. Through our precincts, we can expedite the development of innovative health technologies, a workforce fit for the future of health, and enable our people to capture the benefits of ubiquitous health and wellbeing data. Our precincts will be future-focused, targeting new models of care, data-driven health and the ongoing digitisation of delivery.

Successful commercialisation and research translation is founded in strategic co-location. The faculty will embrace the opportunities that a focus on research commercialisation will bring by encouraging and incentivising enablers of translational research space in our places and on our platforms.

## **How we will measure success**

- Our partners co-invest in shared precincts and the value of partnership increases over time. We will measure this through the number of quality partners and start-ups in our precincts.
- Our precincts enhance cross-cutting research. They drive contemporary research and education through our digital and physical footprint. We will measure this through our partner engagement and number of work integrated learning opportunities for our students.
- Our precincts are a blueprint and models are replicated elsewhere as a leading example. We will measure this through market scanning higher education and innovation precincts.

## **What we plan to do**

### **Strengthen connections in and across our precinct network to accelerate collaboration and impact**

- Grow flagship, world-class partnerships with industry leaders in health and biomedicine, co-located in our precincts.
- Champion new models of collaboration and knowledge sharing between industry, health and research partners to expand impact and influence across our precinct network and government.
- Enable advanced and seamless sharing of knowledge and information across our entire precinct network, expanding the impact and influence of the Biomedical Precinct.

### **Encourage enablers of a world-class innovation, translation and commercialisation ecosystem**

- Attract and incentivise start-ups and venture capital to occupy physical space in our precincts.
- Continue to invest in and leverage our platform technologies, to enable high-impact research and innovation.
- Build and unify our clinical trials capability with our precinct partners to increase research translation.

### **Partner to digitally transform health**

- Develop a digital understanding of our precincts to support changes in health practice and the measurement of health outcomes.
- Work closely with our partners to develop a future-focused workforce who continuously improve healthcare through digital health innovation.
- Leverage our partner network to build digital health innovations that are valued by users.

### **Develop world-leading facilities that foster innovation and integration**

- Co-invest in facilities that leverage global best-practice models for clinical-based teaching and research, enabling co-location and interconnection between education and healthcare.
- Rethink the locations and nature of our facilities to heighten intra-faculty collaboration while meeting future accommodation needs and enabling new and creative ways of working.
- Create public spaces that foster entrepreneurialism, innovation and commercialisation, bringing our staff, students and community together through space and location.



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## 2

### COMMUNITY

**Empower a  
values-driven,  
inclusive and  
accountable  
community**

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# Champion diversity, inclusivity, innovation and excellence in a supportive environment where careers flourish and our people drive our success.

## **The quality of our people and our community drive our success. Our people are our students, staff and honorary community.**

Our goal is to build a diverse faculty that is rich with talent and known for its supportive, innovative and high-performing culture. To achieve this, we must invest in our people and be accountable for equity, diversity, inclusion and culture of our faculty. Adhering to our faculty values of collaboration, compassion, respect, integrity and accountability will permit us all to bring our best and do our best work. We will advance the inclusion of Aboriginal and Torres Strait Islander students and staff, and place Indigenous knowledges and reciprocal learning with Indigenous peoples and communities, at the heart of what we do.

Realising the bold ambitions of our strategy will require the mindsets and behaviours of our people to be aligned to our vision, values and priorities. Because of this, scaling our supportive, innovative and high-performing culture will be a key enabler of our success.

The research is clear - we do better work when groups are diverse. Diverse teams understand the diverse community they serve, encourage people to speak up, contribute divergent ideas and deliver more innovation. We will ensure, embrace and celebrate the diversity of our students, staff, partners and communities.

We recognise the significant value our communities and alumni can bring to our areas of focus and strategic priorities. We will invest in these relationships and networks to help us better engage in problem-solving and community-building in our region and globally.

## **How we will measure success**

- Our people are increasingly diverse, feel welcomed, valued and safe to thrive within MDHS. We will measure and report on key diversity benchmarks and inclusion ratings.
- Our communities see us as active leaders who listen to them and meet their needs. We will measure engagement-specific metrics.
- We employ and enroll globally sought talent and are known for our supportive, innovative and high-performing culture. We will measure our attraction, retention and culture-specific metrics.

## **What we plan to do**

### **Enhance our culture and values and scale them consistently across our community**

- Define and embody our supportive, innovative and high-performing culture.
- Invest in inclusive, collaborative and culturally safe environments to enable our people to bring their best to their work or study.
- Foster enterprising ambitions and expand the entrepreneurial capabilities of staff, and inspire the next generation of researchers, entrepreneurs and leaders.

### **Create and celebrate the diversity of our people and be accountable for providing equal opportunities**

- Embed equity in course entry processes and deliver outreach programs to eliminate inequities in pathways and improve student diversity.
- Implement accountability in equitable hiring practices and undertake strategic recruitment to address inequity, remedy diversity gaps and attract an equally diverse student cohort.
- Align our professional development and promotion/progression frameworks, making a deliberate effort to provide equal opportunities.

### **Engage our community in the design of our education offer and in all we do**

- Partner with Indigenous communities to design translational health research programs and in the formulation of curricula for health professionals.
- Engage health consumers, particularly from disadvantaged populations, to ensure our cross-cutting research and education addresses current and future needs.

### **Actively and thoughtfully engage with our community and alumni**

- Develop an engagement strategy to deepen our community networks and recognise the value they can bring to our teaching and research.
- Diversify our income through increased philanthropic revenue.
- Engage with the communities that we and our partners serve by understanding their needs and co-designing solutions to the problems they face.
- Establish internship opportunities in our community, and with partners and industry for staff and students to build their careers and to grow our community engagement.
- Nurture an active and engaged alumni network that enriches our community and extends our collective impact.



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IMPACT**

**3**

**EDUCATION**

**Cultivate exceptional  
students and  
graduates that are  
leaders in their field**

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# Pioneer new models of learning and teaching that prepare our students and graduates to drive transformative outcomes in health, research and their communities.

## At the University of Melbourne, students are at the heart of our faculty and our institution.

Our goal is to educate outstanding students who will be future leaders of their professions, and who will drive positive societal change in Australia and globally. To achieve this, we must equip our students with the depth of understanding and necessary professional skills and attributes to lead fulfilling careers in a global healthcare system that will undergo significant digital-led transformation in the next decade.

Our students are the key link to our partners and we must co-design our education offering to provide a transformative life-long learning experience. We have the opportunity to provide all our students with a unique, research-enhanced learning experience, with unrivalled opportunities through our partnerships with healthcare providers, research institutes, industry and community.

An outstanding student learning experience is built upon a foundation of teaching excellence. Recognising and rewarding our academics whilst supporting them to deliver will go hand-in-hand with fostering a culture of engagement in which all teachers across the faculty, and our partners, take pride in the success of our people, education and faculty.

The needs of our students and of the future workforce are changing rapidly and we must evolve our education offering and student experience to meet these changing needs. Blended and work integrated learning environments, as well as problem and team-based learning, are now ubiquitous. We will leverage future technologies to create immersive learning experiences that strengthen the connection between studies and the workplace to prepare job-ready graduates.

## How we will measure success

- We are preparing job-ready graduates who will be leaders in their field. We will measure graduate outcomes and impacts of our students and alumni.
- Our students tell us we are a leader in student learning experience. We will measure student experience and teaching quality, including through Quality Indicators for Learning and Teaching (QILT).
- We attract an increasingly diverse student cohort and support them to succeed. We will measure diversity and inclusivity of our students.

## What we plan to do

### Support our academics and staff to be exemplary teachers and innovators in education

- Celebrate and reward our colleagues who deliver exceptional learning experiences.
- Enable stronger links between honorary staff and the faculty, to support high-quality teaching with our partner organisations.
- Continue to invest in professional development opportunities for our academics, with a focus on early career academics.
- Grow our learning design services and resources to assist our academics to innovate.
- Support our academics to incorporate research experience and understanding into all learning outcomes.

### Equip our graduates with the job-ready skills and attributes to make a positive societal impact

- Integrate the future of health and work into our curricula through co-design of our education offerings with health and industry partners.
- Provide our students with the necessary skills to succeed in a digitally-enabled and multi-disciplinary future.
- Ensure our students are well-rounded professionals by embedding self-reflection, and respectful and integrity-based professionalism into our curriculum.

### Deliver a leading education experience that enables students from all backgrounds, particularly our Indigenous students, to succeed

- Advance our pedagogy by incorporating student co-design, leading practice and technologies to deliver high-quality and innovative learning experiences.
- Create authentic and meaningful assessment approaches that support a broad range of learning styles.
- Innovate in new education offerings to enable our students and alumni to access and excel in education across their individual career and learning journeys.

### Expose our students to the best of health, research and industry practice

- Pioneer new models that bring the workplace into teaching through integrated clinical teaching experiences and use of future technologies.
- Co-design professional education with our partners to ensure our students have access to high-quality professional and community placements, and industry-led practical teaching taught by leaders in the field.
- Grow the opportunities for our students to engage with industry and start-ups across their education to build their entrepreneurial skills and develop a commercial mindset.
- Create new out-of-classroom opportunities that enrich the experience of our students and contribute to the health and wellbeing of our communities.



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IMPACT**

**4**

**DISCOVERY**

**Deepen the excellence  
and impact of our  
research from discovery  
to translation**

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# Grow the efficacy and influence of our research through interdisciplinary and integrated research with our partners and industry.

## **Our research is a cornerstone of our success as a national and international leader.**

Government expectations are growing in terms of the translation of our research outcomes and industry engagement, so we need to accelerate the impact of our research. Our highly valued partners in research and healthcare provide a significant opportunity for us to build on.

To retain a strong position in fundamental research, and ensure the faculty is seen as a leader in Australia and internationally, the quality of our research will come from harnessing the capability of our outstanding researchers. We need to build quality across our research pipeline and celebrate and promote research outcomes in our focus areas.

A decades-long mindset of measuring success by citations and grant dollars is being re-oriented to ensure focus on industry engagement and impact. As our focus on the impact and innovation of our research grows, so will the recognition of our work.

The skills our workforce and healthcare providers require are rapidly changing. We have the opportunity to train multi-skilled, diverse and inclusive research and innovation leaders who are connected to our internal and external partners and to the community.

The rapidly changing future of healthcare will be driven by the practical research we lead, and the programs we take part in, that redefine local and global health problems. With healthcare problems becoming increasingly complex and requiring multidisciplinary approaches to solve them, our schools and faculty will develop and train the future research and innovation leaders for our partners, community and industry.

## **How we will measure success**

- Our research will grow in quality and impact. We will measure the number and value of industry partnerships and research income from industry and government.
- Our partnerships and recognition of our researchers will grow nationally and internationally. We will measure the number of Enterprise Professorships and externally-funded research Fellowships.
- Fundamental research in our focus areas will continue to underpin our work. We will measure the number and quality of our publications.
- Our researchers will form multi-disciplinary teams and collaborate externally to collectively address the major health priorities identified by our healthcare partners and Government. We will measure the research income devoted to major team-based translational health projects.

## **What we plan to do**

### **Harness the capability of our research community to build quality across the research pipeline**

- Consolidate and invest in our areas of distinctive strength in discovery research, to provide a compelling contribution to the mechanisms underlying health.
- Recruit and develop top quality academic talent and graduate researchers aligned to our areas of strength.
- Provide high-quality infrastructure and platform technologies to offer the best environment to enable world-class research.
- Connect our researchers in interdisciplinary and contemporary collaborations across schools and faculties to build on their intellectual power.
- Ensure true joint clinical-academic appointments with our partners to drive research translation.

### **Accelerate and grow our research translation and impact in priority areas**

- Invest to attract and develop leaders who will supercharge our research translation, innovation and commercialisation.
- Develop and curate our research pipeline to improve the economic impact, commercialisation and implementation of outcomes.
- Recognise, support and reward a focus on impact by celebrating and promoting industry funding, implementation and knowledge transfer.
- Identify, scale up and leverage our successful innovation and commercialisation initiatives and incubators (e.g., Advancing Innovation, Illumina, Bio21) to create new opportunities.

### **Lead and actively participate in cross-cutting flagship programs that redefine local and global health problems**

- Broadcast success and incentivise work that aligns with our cross-cutting areas of research to respond to national and global health challenges.
- Upskill our researchers to work effectively on cross-disciplinary problems and in multidisciplinary teams.
- Incentivise partnerships between schools, healthcare partners and industry to ensure engagement and maximise collective benefits.

### **Develop and train multi-skilled, diverse and inclusive research and innovation leaders**

- Align our professional development and promotions frameworks, making a deliberate effort to include measures of success in gender equity, research impact and translation.
- Increase the number and engagement of Enterprise Professorships to embed translation into our faculty DNA.
- Develop industry partnerships for PhD students, partnering with the sector for research supervision.
- Increase and strategically prioritise PhD scholarships in key fundamental and industry areas to invest in the faculty's world-leading domains.
- Create new out-of-classroom opportunities that enrich the experience of our students and contribute to the health and wellbeing of our communities.



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**5**

**GLOBAL**

**Transform local,  
Indigenous and  
global health  
outcomes**

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# Address the most important health and research priorities and engage in strategic global partnerships and public discourse to improve health outcomes.

## **We have a responsibility to improve health outcomes at a local and global scale and reduce Indigenous health inequity.**

Our goal is to be a world-leading and internationally-connected Australian university that will grow our leadership and our contribution in health outcomes nationally, regionally and globally. To achieve this, we must deliver world-class education and research, tackle global challenges and be internationally engaged and respected.

Local and global health challenges are growing in importance and complexity. To engage in these significant challenges we will become a highly sought-after partner and collaborator in our region, articulating and communicating our role in improving health outcomes, and providing access to the faculty's wealth of skills and assets for our partners and collaborators.

Indigenous people in Australia and across the world experience lasting impacts of colonisation, racism and the social determinants of health that drive significant health inequalities. To contribute to reversing these health inequalities and with a translational focus, we will foster and strengthen partnerships with Indigenous communities. We will grow the pool of Indigenous health leaders working in the faculty across all academic levels, and in our professional staff ranks, and contribute to training future generations of Indigenous health leaders.

The footprint of our future health and industry partners will become increasingly global. We will lead and actively engage our partners in future health systems and technology, pharmaceuticals, commercialisation and understanding global disease burdens. Our success in health and industry engagement will rely on increasing our engagement in collaborative global networks of esteemed partners tackling these challenges.

To be the most sought-after health faculty globally and to stay at the forefront will require growing the international mobility and presence of our people and their contributions internationally.

## **How we will measure success**

- Our people are engaged in global and local efforts to address health priorities. We will measure our contribution through the number of individuals on national and global groupings and media metrics.
- Our faculty grows and leverages our global network to improve health outcomes. We will measure the strength, number and the impact on education and research of our international partnerships.
- We are a world-renowned medicine, dentistry and health sciences faculty. We will monitor international rankings via Times Higher Education, QS and Leiden in the Asia Pacific.
- Our research is improving Indigenous health and health equity within Australia and our region. We will measure the scale and impact of our Indigenous health research and the number of Indigenous health professionals and researchers that we train.

## **What we plan to do**

### **Articulate and promote the leading role we will play locally, in Asia Pacific and globally**

- Actively engage with governments, partners, community and industry to identify where and how we can advance health and wellbeing.
- Lead improvement and promotion of health outcomes for communities of focus, including Indigenous Australians, and in the Asia Pacific region.
- Develop an international stakeholder engagement strategy to broadcast our work and successes internationally.

### **Bring Indigenous health research and education to the fore, harnessing the power of our expertise**

- Grow the number of Indigenous academics in research, teaching and professional staff across all levels of appointment and promote, develop and support their careers.
- Promote, develop and support careers for Indigenous and non-Indigenous specialists in Indigenous health and health research.
- Build capacity and capability of Indigenous health professionals and Indigenous researchers.

### **Engage in collaborative global networks of esteemed partners to extend the impact and reach of our work**

- Develop a plan to strengthen and expand our international partnership networks with highly ranked faculties, institutions, industry leaders, governments and influential alumni.
- Implement processes and develop our people to open doors for our students, researchers, alumni and partners internationally.
- Provide opportunities for our international network to engage with our people, platforms and places.

### **Grow the international mobility and presence of our people and their contribution to global challenges**

- Attract global talent who bring a breadth of international experience in healthcare, research and industry.
- Create tangible and accessible opportunities for our students, academics and researchers to engage with global health challenges.
- Expose our students to global perspectives in their learning to be part of the international workforce.
- Promote mobility through stronger connections of our global partner network to provide better opportunities for our people.



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and Health Sciences

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