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ACKNOWLEDGEMENT OF COUNTRY

La Trobe University acknowledges our campuses are located on the lands of many Traditional Custodians in Victoria and New South Wales. We recognise their ongoing connection to the land and value their unique contribution to the University and wider Australian society. La Trobe University is committed to providing opportunities for Aboriginal and Torres Strait Islander people, both as individuals and communities, through teaching, learning, research and partnerships across all our campuses.



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Wurundjeri Melbourne (Bundoora and City) Dja Dja Wurrung Bendigo

Dhudhuroa/Waywurru Albury-Wodonga

Latji Latji Mildura

Yorta Yorta Shepparton

Gadigal Sydney







At La Trobe, impact is more than a promise — it's our purpose.

La Trobe is a recognised leader in health, science, and education.

These fields shape our future. Through innovative curriculum, industry-led projects, and work-integrated learning, our students develop the practical skills, critical thinking, and leadership qualities needed to be future leaders and changemakers. Our approach integrates emerging technologies and sustainable thinking into every level of learning and research to drive transformation that matters.

Our Strategic Plan 2025-2030 maintains our focus on achieving real-world impact by becoming a bigger university, brilliant at what we do, and fit for the future.

We stay true to our founding purpose to expand the life-changing economic, social, and cultural opportunities afforded by higher education to everyone, and especially people from equity backgrounds. We strive to enable people to live fulfilling lives with purpose and make a difference in their communities - including in the communities surrounding our four regional campuses in Albury-Wodonga, Bendigo, Mildura and Shepparton. We are proud that a quarter of our students have a regional, rural or remote background and over 40% of our students are the first in their family to study at university.

We proudly pursue academic excellence. La Trobe University is ranked in the top 1% of universities in the world¹. Our Strategic Plan outlines how we will continue to drive innovation in research through focused investment in world-class capabilities and close partnerships with industry. We will transform our curriculum to ensure excellence in higher education, and enhance student experience and employability. We will work with partners across our entire campus network to ensure that all our campuses are safe and inclusive, open to all learners, and hubs to support business innovation and jobs growth.

The Australian Universities Accord reinforces the vital role of the higher education sector in delivering 'the knowledge, skills and research' Australia needs to be 'an economically prosperous, socially equitable and environmentally sustainable nation.² According to Jobs and Skills Australia, half of new jobs in the coming decade to 2033 will require a university qualification.³ Therefore, to

meet Australia's future skills needs, the proportion of university educated Australians aged 25 to 34 needs to increase from 45% to 55% by 2050. This target will not be achieved without raising the participation in higher education by Australians from low socio-economic backgrounds, rural and regional Australia, people living with a disability, and Aboriginal and Torres Strait Islander people.

La Trobe University will energetically advance this 'skills through equity' agenda. We are investing heavily in course innovations and new teaching facilities to produce the future skilled workforce Australia needs, especially in health and education. We will continue to invest in scholarships and programs to support people from equity backgrounds to come to university and succeed in their studies.

Our refreshed Strategic Plan aims to build on our investments and successes so we can have even more impact for the people and communities we serve.

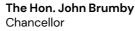
This Strategic Plan is organised around four themes:

- Our foundations
- Accelerating our growth
- Maximising our impact
- Shaping our future

Our people, our values, and our partners are the very foundations upon which our impact and successes are built. We will accelerate our growth so that more people can benefit from a university education, and to increase our capacity to invest in world-class teaching and research infrastructure. This, in turn, will enable us to maximise our impact for our students, our communities, and our country, working closely with business, industry, public service, and non-for-profit partners. We will shape our future by leveraging artificial intelligence to innovate in everything we do, by growing our short course portfolio to support lifelong learning, and by continuing a major transformation of our Bundoora campus into a University City.

La Trobe University is proud of our past and the impact we have achieved. We are invested in our staff, our partners, and most of all our students. And we are determined to shape a future that is better for Australia, our region, and the world.







Professor Theo Farrell Vice-Chancellor and President



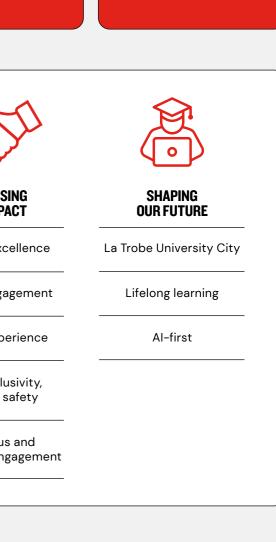
We are a university where inclusion and innovation produce real-world impact - through world-class research, strong industry partnerships, expanding access to higher education, and relentless focus on student success and career outcomes.

OUR PEOPLE	OUR PART
	Total a
ACCELERATING OUR GROWTH	MAXIMIS OUR IMP
Health innovation	Research ex
Regional campuses	Industry eng
Education innovation	Student exp
Online and short courses	Equity, incl cohesion,
International growth	Indigenou community en

- Times Higher Education (THE), 2024, World University Rankings 2025; Conse Superior de Investigaciones Científicas (CSIC), 2024, Ranking Web of University
- 2. The Australian Government, The Australian Universities Accord: Final Report, 2023, p.1
- 3. Jobs and Skills Australia, Annual Jobs and Skills Report 2023, p.18



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OUR VALUES & CULTURE

FOUNDATION

OUR PEOPLE, OUR VALUES, AND OUR PARTNERS ARE THE FOUNDATIONS OF OUR SUCCESS





Our people

People are the heart of our strategy - our success is driven by the leadership, accountability, capabilities, and commitment of our people. We will create an environment where innovation, high-performance, and collaboration can thrive.

La Trobe is dedicated to fostering a diverse, inclusive, and psychologically safe workplace where every individual feels valued, and supported, and has the opportunity to succeed. We will work together as a university community to challenge existing ways of working, take meaningful action, and achieve positive cultural, policy and practice change. Our work will be informed by the expertise and experiences of La Trobe people from all backgrounds, including Indigenous, CALD, LGBTIQ+ and those living with a disability.

Attracting, retaining, and developing top talent is crucial for driving academic excellence and societal impact. We will foster a culture of high performance that is supportive and truly enabling. Leadership is key to unlocking excellence across our university and we will invest in leaders at all levels across our organisation. We will establish a Leadership Academy to provide an integrated and strategically aligned program of training and resources to develop our La Trobe leaders. We will also support our people to advance in their careers through professional development, shared performance expectations, and authentic mentoring.

> By 2030 we will (\bigcirc) establish a La Trobe Leadership Academy



Our values

Our values underline everything we do. We are proud to be a university founded on and driven by social justice - hence our vision to be a university where inclusion and innovation produce real-world impact. We will continue to promote and live our cultural qualities to foster accountability, connectedness, innovation and care.







WE ARE INNOVATIVE



WE CARE







Our partners

Our partners are essential for realising our ambitions.

We will deepen our partnerships with industry to translate our research into real-world impact, and to ensure that we continue to produce graduates who are career ready.

We will work with our vocational educational partners to support lifelong learning, especially in Melbourne's outer north and regional Australia.

We will collaborate with a range of regional partners to advance our ambitions for growth and innovation for the regional communities we serve.

We will leverage and grow our international partnerships to increase the reach of our education and research, build international collaborations, and have greater global impact.

We will actively engage with, respect, empower, and uplift Indigenous communities and remain committed to advancing the aspirations of Voice, Treaty, and Truth, articulated in the Uluru Statement from the Heart.

Importantly, we will also take a partnership approach to working with our student body to ensure that all students are heard and can contribute to shaping a university experience that meets their needs.



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Partnering with TAFEs to address skills needs

La Trobe enjoys long-standing and close partnerships with Victorian TAFEs. With our regional TAFE partners, we have established the Northern Victorian Education Partnership to increase participation in post-school education across northern Victoria and respond to regional workforce needs.

We are partnering to deliver Suburban Study Hub facilities at Melbourne Polytechnic's Epping campus and opposite Bendigo Kangan Institute's campus in Broadmeadows, to enable more students to participate and succeed in higher education.

La Trobe and Kangan Institute are also working together to innovate health and care training in Melbourne's north, combining La Trobe's expertise with state-of-the-art facilities at the Kangan Institute's new Health and Community Centre in Broadmeadows.

We will explore further opportunities to collaborate with TAFE partners to support the tertiary education needs of Melbourne's northern growth corridor, and to provide innovative lifelong learning courses.



GROWTH HELPS US TO HAVE MORE IMPACT

Growth is crucial for the future success of our university and will ensure that we remain competitive in one of the world's most dynamic higher education ecosystems. To ensure our financial sustainability, by 2030, we will increase our revenue by over a third to surpass \$1.2 billion.

Growing our financial resources will enable us to invest in world-class research capabilities, teaching innovations and facilities, enhanced student support, and further upgrades to infrastructure across our entire campus network.

For our students, this additional revenue will enable us to provide more scholarships, even better support services, and contemporary, digitally-enabled teaching spaces.

We will pursue five major initiatives to drive growth:

Health innovation

Our \$170 million investment in our Health Innovation Program will deliver new clinical teaching facilities across our entire campus network, as well as curriculum innovations and enhanced support for clinical placements. This program will enable us to increase our student numbers in nursing, dentistry and oral health, and allied health by 40% with the goal of producing over 5,000 graduates annually by 2030. This will put La Trobe University on track to be the largest producer of graduates for the Australian health workforce.

> By 2030 we will (I) produce over 5,000 health graduates annually

Regional campuses

La Trobe is investing significantly in new teaching facilities and infrastructure across our regional campus network. We recently delivered \$30 million worth of new state-of-the-art teaching facilities at our Albury-Wodonga, Mildura, and Shepparton campuses – doubling our capacity to educate nurses for these regional communities. Under our Health Innovation Program, we will invest a further \$43 million in our Bendigo campus, to upgrade our nursing and allied health clinical teaching facilities and establish the largest dental and oral health clinical training facility in Australia.

Building on these investments, we will grow our enrolments and impact in regional Australia. We will design and deliver a contemporary education offering with increased flexibility that appeals to modern learners who live and work in regional communities. The offering will encompass on-campus, online, and hybrid options, and will include non-award short courses aligned with regional, rural, and remote industry needs. Our overall goal is to increase enrolments at our regional campuses by 60% to 6,600 full-time equivalent students by 2030.

We will leverage research capabilities across our entire network to increase industry partnerships in the health and care. agriculture and food, and digital sectors - driving regional economic impact and societal benefits. We will increase the vibrancy of our regional campuses by increasing their accessibility and use by local communities in Albury, Wodonga, Bendigo, Mildura and Shepparton. By 2030, we aim to double the number of industry co-located partners and have at least ten community organisations operating out of our regional campuses.



By 2030 we will increase enrolments at our regional campuses by 60%



By 2030 we will double the number of industry co-located partners

Education innovation

The La Trobe School of Education is at the forefront of important changes in teaching practice. La Trobe research from our Science of Language and Reading (SOLAR) Lab on evidence-based approaches to learning and reading is driving reforms to Federal and State policy. La Trobe's award-winning Nexus program offers a sector-best employment-based pathway to teacher training. Backed by Federal funding and with support from other partners, this program is being expanded into New South Wales.

Building on the success of these programs, we will invest in education innovation to support school transformations at scale and dramatically improve learning outcomes for their students.

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By 2030 we will support school transformations at scale to dramatically improve learning outcomes

Online and short courses

Over the past five years, La Trobe has invested in our capacity to develop and deliver high-quality online subjects and courses. This focused effort has seen La Trobe Online become our second-largest 'campus', serving learners across the country – particularly from regional and remote communities. We will expand our high-quality online course offerings in areas of high demand for employers and for people seeking to upskill for career success. By 2030,

we aim to increase enrolments to La Trobe Online by 50% and increase revenue from short courses sevenfold to over \$20 million.

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International growth

In 2022, we commenced a program of work called 'InterGrowth' to improve our resilience to fluctuations in international student onshore enrolments. Our aim was to increase the diversity of source countries, strengthen our quality controls to improve integrity, and to offer a sector-leading service to international student applicants and agents. With these measures now in place, the next phase of work will focus on expanding La Trobe's offshore presence by increasing our education and research collaborations with key overseas partners.

This will include pursuing a much greater presence and engagement with India, a country that offers immense opportunity for growth, innovation, and impact. This will be a major strategic initiative to develop our global brand, build offshore academic and research capabilities, foster in-country industry partnerships, and deliver on our mission to expand life-changing opportunities for higher education.



By 2030 we will pursue a much greater presence and engagement with India



Sustainability

We are helping to create a sustainable and resilient future by embedding sustainability into every aspect of university life.

Our regional campuses are all certified carbon neutral and we are well on track to achieve our University-wide Net Zero target by 2029. Our urban solar farm, the largest in Victoria, became operational in 2025 – providing sustainable energy supply for the University.

Our work to improve biodiversity will continue through long-term commitments such as the Nangak Tamboree eco-corridor and Wildlife Sanctuary at our Bundoora campus, supported by our partnership with the Wurundjeri Woi-wurrung Narrup Rangers.

We will grow sustainability capabilities through our research (e.g. La Trobe Climate Change Adaptation Lab) and education programs.

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IMPACT IS MORE THAN JUST A PROMISE, IT'S OUR PURPOSE

We exist to have impact on the world. We seek to discover, share, and apply knowledge to make the world a better place for all.

Our success in advancing the UN Sustainable Development Goals is globally recognised. We are ranked 20th in the world and 1st in Australia for our work on food security and we also rank in the world's top 50 for our work on both gender equality and good health and wellbeing.¹

Our refreshed 2025-2030 Strategic Plan will focus on several exciting initiatives to enable us to achieve even more impact through research, education, and community engagement.

Research excellence and innovation

Our core research mission is to conduct high-quality, impactful and globally recognised research, and to support innovation that pushes forward the frontiers of science and addresses pressing societal needs. We will create a sustainable research program that drives innovation and supports excellence across La Trobe's broad discipline base, while concentrating our investment in areas of strength to deliver impact at scale in health and wellbeing, and sustainable agriculture and food. We will increase research income by 60% to \$165 million by 2030. We will build an environment of research excellence that attracts, develops, and retains a diverse and inclusive research workforce and enables them to succeed. Our research will be conducted responsibly, ethically and with integrity. Through investment in our flagship institutes and major initiatives, we will support more researchers to develop their careers in the context of large concentrations of research excellence, resourcing, and

quality infrastructure, especially in health and the sciences. With expanded capabilities in agrifood science, the La Trobe Institute for Sustainable Agriculture and Food is taking a multi-sector

'paddock-to-gut' approach to delivering solutions for the production of sustainable, nutritious food in a resource and climateconstrained world.

The La Trobe Institute for Molecular Science will drive opportunities in digital and synthetic biology, mRNA therapeutics, and biosensing. It will take a multi-disciplinary and community-led approach to innovation, for example to ensure that sensor technologies are designed to address the inequalities faced by rural and remote communities. We will grow our health and care research institute to support the challenges facing the care economy, to build clinical capability, and create equitable health solutions for all. Our researchers will work with local, regional, and global industry, community, government and academic partners promote equitable development, drive economic growth, and create jobs in the communities we serve. We will support our students, researchers, and partners to translate their research, commercialise IP and spin-out new companies, and help connect those start-up businesses to overseas markets through global innovation corridors. To support this ambition, we will open a new innovation centre on our Bundoora campus, integrating our Digital Innovation Hub, Bio Innovation Hub, and La Trobe Accelerator Program, and will work in unison with industry-led incubators to curate collaboration

and an entrepreneurial culture.

La Trobe University



By 2030 we will increase our research income by 60% to \$165 million

By 2030 we will open a new innovation centre on our **Bundoora campus**

Student experience and employability

We will transform our educational model and curriculum to create easy-to-navigate courses that scaffold industry-relevant contemporary skills and enable our students to balance study, work, community, and family commitments. We are proud to be ranked first in Victoria for employer satisfaction with our graduates. We aim also to be first in Victoria for student satisfaction by 2030. Flexibility will remain a hallmark of the La Trobe student experience and we will expand the availability of StudyFlex[™] subjects and courses, supporting students to self-manage their study program. We will take an equity-first approach to the design of our courses, pathways to education, and support services, to enable all students to succeed.

Building on the sector-leading success of our Career Ready Advantage[™] program, which reached 20,000 students in 2024, we will make employability another distinctive feature of the student experience at La Trobe.

Under our Education2030 program, we will embed work-integrated learning across our curriculum and create meaningful experiences for students to connect with industry through industry placements or projects in every course.

We know that being and feeling connected is highly important to our students. We will launch La Trobe Connect to transform the way our students engage with their study, peers, and support services. Our students will enjoy a seamless experience across all our campuses and online. We will design our services, engagement, and support to maximise opportunity for students to connect in ways and at times that are responsive to their needs. By prioritising the student voice and working in partnership with students, La Trobe Connect will create a truly student-first experience and deliver an inclusive approach to supporting student transition, retention, and completion.



student will experience work-integrated learning

By 2030 we will launch La Trobe Connect to transform the way our students engage with their study, peers, and support services

Safe and inclusive campuses

We will work in partnership with students, staff, and our community to embed universal and inclusive design and cultural capability across our curriculum and support services. We will work with our community to develop an anti-racism plan and ensure our campuses are safe spaces for all students and staff. We will take a leadership role in tackling gender-based and sexual violence through our Respect@LaTrobe campaign and through our research and advocacy with government and community. By 2030, we will have successfully implemented La Trobe's Sexual Harm Prevention and Response Action Plan 2023-2026 and will be progressing the next phase of actions to eliminate gender-based violence and sexual harm across our campus network.

Indigenous and **Community Engagement**

We will continue to develop collaborative and reciprocal relationships with the communities that surround our campuses, enrich scholarship, research and creative activities, enhance our curriculum, teaching and learning, offer the community our campus amenities, and promote thought leadership and public engagement.

We will build authentic grassroots partnerships and collaborate with Indigenous communities to deepen the connection of Indigenous cultures, knowledges, and ways of knowing and being to our curriculum, research, processes and physical spaces. We will deliver and build upon the La Trobe Indigenous Strategy 2022-2030 and equip our staff and students to engage with Indigenous understandings across their teaching, research, and professional practices.

We will leverage our four regional campuses to serve as community hubs for innovation, education, and collaboration. In doing so, we will partner with local industries and services, governments, schools, community organisations, Traditional Owners and Indigenous groups. Our inclusive approach will expand community access to resources and increase opportunities to stimulate regional development and prosperity for the regional communities we serve.



La Trobe students in one of the state-of-the-art glasshouses at our Melbourne campus.

By 2030 we will deliver and build upon the La Trobe Indigenous Strategy 2022-2030

Extending our impact through philanthropy

The generosity of many hundreds of community members, staff, trusts, and foundations has made a big difference to the lives of our students in need - supporting them to access the transformative power of higher education. Philanthropic gifts have also enabled us to significantly extend the impact of our research, including into autism, stroke treatment and rural health. By 2030, we will have exceeded our 2027 target of \$200 million secured in philanthropic funding. We will expand the availability of scholarships to students who need it most, including for 1,000 students undertaking on-campus and hybrid courses at our regional campuses. We will also create an enduring legacy by establishing and raising funds for an endowment that, over time, will offer support for every La Trobe student in need.

We will continue to nurture a vibrant culture of giving within our University. By 2030, we aim to have among the highest of staff-giving rates in the higher education sector.



By 2030 we will have exceeded our 2027 target of \$200 million secured in philanthropic funding



Thought leadership and public engagement

Our university has a proud tradition of thought leadership and public engagement, with La Trobe producing some of Australia's finest public intellectuals, leading and influencing discussion, and debate on issues of national and global relevance. In 2022, we created an Australian-first role of 'Professor of Public Engagement' to help strengthen this foundation and build capacity within our academic community to advance engaged scholarship.

We will continue to stimulate discussion and debate on critical policy and social issues through public events, commentary and exhibitions, and by publishing high-quality scholarship for a general audience through La Trobe University Press.

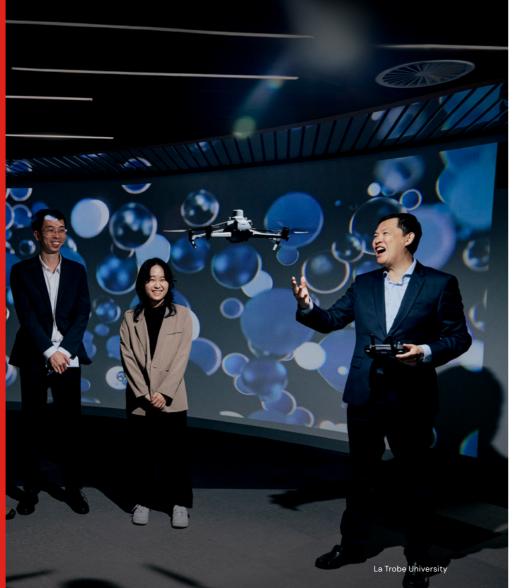
Our research centres will inform evidence-based policy development in health, education, agriculture, technology, and security. Our social science, humanities, and legal experts will play a vital role in building public understanding of contemporary society, including on social justice issues, technological advancements, and geopolitical shifts that are rapidly reshaping the world.

Through the work of the La Trobe Art Institute and our strategic partnerships with cultural institutions, we will make a dynamic contribution to the intellectual and cultural life of the communities we serve.



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WE'RE DRIVEN BY PURPOSE AND A BELIEF IN A BETTER TOMORROW



We look forward to the future with confidence and a strong sense of purpose in our vision where inclusion and innovation produce real-world impact.

Our research seeks to harness science and technology for the betterment of humanity, and to build knowledge that enriches our societies and makes sense of our changing world.

Our education programs seek to upskill and enable people to live their best lives and thereby reduce inequities in our society.

Our engagement with partners helps us to have more impact and to make meaningful contributions to the communities we serve. Through all these ways, our university will shape a better future for all.

La Trobe University City

La Trobe is committed to a multi-decade \$5 billion vision to transform our Bundoora campus into a dynamic, mixed-use city for Melbourne's north. At its core will be a research and innovation ecosystem, accelerating industry partnerships and economic development, leveraging our strengths in health innovation, sustainable agriculture and food, and digital transformation. This ecosystem will generate greatly increased opportunities for research translation and commercialisation, as well as work-integrated learning and employability outcomes for our students.

La Trobe University City will also encompass four connected villages providing residences for up to 15,000 people, providing a culturally vibrant, urban experience supported by excellent public spaces, sports and community facilities, public transport, and other amenities. We will showcase technology-enabled and ecologically sustainable city living. The project will create over 30,000 high-value jobs and over \$700 million in value for Victoria by 2040.

Lifelong learning

The pace of technological change and the extension of working lives is driving a huge increase in demand for lifelong learning. In the coming decade, demand for online-delivered short courses is expected to double as we enter an era in which workers will need to iteratively upskill. Much of this demand is currently being met by professional bodies, employability services, and EdTech companies, which could in the coming decade overtake universities as the largest providers of flexible post-school learning.

Building on the growth of our short course portfolio, our La Trobe Professional program will significantly increase and widen the range of short-form credentialed learning experiences to maximise flexibility for professional learners. We will work closely with industry partners to design learning that meets workforce development needs, and by 2030 we will launch a best-in-sector offer to La Trobe alumni to support their lifelong learning needs.

We will integrate micro-credentials across our award course portfolio and develop seamless pathways across VET and university study. We will innovate mobiledelivered, bite-sized, and gamified formats to maximise learner engagement and progression.



By 2030 we will launch a best-in-sector offer for La Trobe alumni to support their lifelong learning needs

Artificial intelligence

Artificial Intelligence (AI) promises to revolutionise our world with potential to unlock over \$20 trillion in global economic value. La Trobe will embrace an AI-first mindset so that our university is future-fit to support our partners, students, and communities to thrive in an age of AI. We are committed to responsible AI adoption – ensuring ethical considerations, transparency, and accountability are at the core of how we embrace and use AI.

Building on our existing AI research expertise, we will set industry standards for the responsible use of AI in scientific discovery, knowledge transfer and research commercialisation, and learning and teaching. We will integrate AI across our course portfolio to better prepare our students for their Al-futures and ensure that we are the university of choice for employers seeking Al-skilled talent. We will use Al to transform our operations to provide more personalised and more efficient services for staff and students.

Our AI strategy will focus on supporting our people to develop their AI skills and realise benefits in how they work. Its implementation will be accelerated through our strategic partnership with Microsoft and CyberCX. By 2030, all staff at La Trobe will be accessing and using AI tools routinely and AI will be integrated in all courses to support student learning. By 2030 all staff at La Trobe will be accessing and using AI tools routinely and AI will be integrated in all courses to support student learning

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Al and medical innovation

The Australian Centre for Al in Medical Innovation, launched in 2024 and powered by a dedicated Nvidia DGX H200 supercomputer, will use state-of-the-art high performance Al computing to support medical research institutes, health organisations, and industry through research and workforce development, ensuring Victoria's world-leading medical research ecosystem maintains pace with global standards and opportunities as Al capabilities develop. Together with BioNTech's new clinical-scale manufacturing mRNA facility at our Bundoora campus, the Olivia Newton John Cancer Research Institute, and the La Trobe Institute for Molecular Science, the University is creating an ecosystem in Melbourne's north to drive innovation in therapeutic treatments to fight cancer and other diseases.

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