

LA TROBE UNIVERSITY ARTS AND CULTURE STRATEGY 2022–26



LA TROBE
UNIVERSITY

La Trobe University proudly acknowledges the traditional custodians of the lands where its campuses are located in Victoria. We recognise that Indigenous Australians have an ongoing connection to the land and the University values their unique contribution to both the University and wider Australian society.

VISION

WE ENVISION DIVERSE COMMUNITIES ACROSS LA TROBE'S CAMPUS NETWORK WHERE PEOPLE ARE INSPIRED BY ARTS AND CULTURE, UNDERSTAND ITS WIDER CONTEXT AND BRING THEIR ARTISTIC CURIOSITY, CREATIVITY AND UNDERSTANDING TO BEAR IN THE WORLD AND IN THEIR CONNECTIONS WITH ONE ANOTHER.

Cover

Reko Rennie
Kamilaroi/Gamilaraay/Gummaroi born 1974
Murri totem poles, 2012–13
La Trobe University Art Collection
Commissioned by La Trobe University, 2012. LTU2376.a–d
© Reko Rennie. Photo: Photography and Digital Imaging, La Trobe University

Chen Man
born Beijing 1980
Ms Wan studies hard (detail), 2011
La Trobe University, Geoff Raby Collection of Chinese Art
Donated by Dr Geoff Raby AO through the Australian
Government's Cultural Gifts Program, 2019. LTU2669
© Chen Man. Photo: Jia De



MISSION

Through investment in arts, culture and creativity, the University makes a dynamic contribution to the intellectual and cultural life of its campuses and the communities it serves.

Multiple University stakeholders collaborate to steward the University's art and special collections, activate our places and social spaces, foster innovative thinking, develop creative ecosystems and build the stakeholder base of supporters, benefactors and advocates across La Trobe's campus network and beyond.

The University's art and special collections enhance research, teaching and learning. Our campuses are vibrant places of exchange where broad audiences can be inspired and challenged by the work and ideas of living artists. We build and diversify our networks through arts and culture partnerships. We foster the health and wellbeing of our students, staff and communities and promote equity through arts and culture.



HJ (Harry) Wedge
Wiradjuri born 1957, died Cowra, NSW, 2012
Even Stevens, 1999
La Trobe University Art Collection. LTU1586
© Estate of HJ Wedge

LA TROBE'S VALUES

Arts and culture is foundational to La Trobe University. In 1965 architect Roy Simpson established the University's art collection before the commencement of the first building works at the Melbourne Campus.

We recognise that arts and culture opportunities are most effective when they are designed with an understanding of the unique characteristics of a place, its people and histories. La Trobe's organisational values guide location-specific arts and cultural engagement at our Victorian regional campuses.

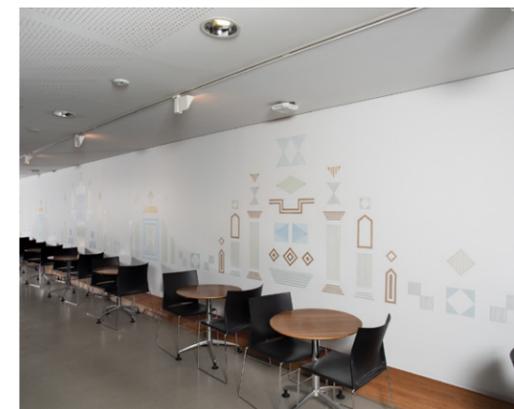
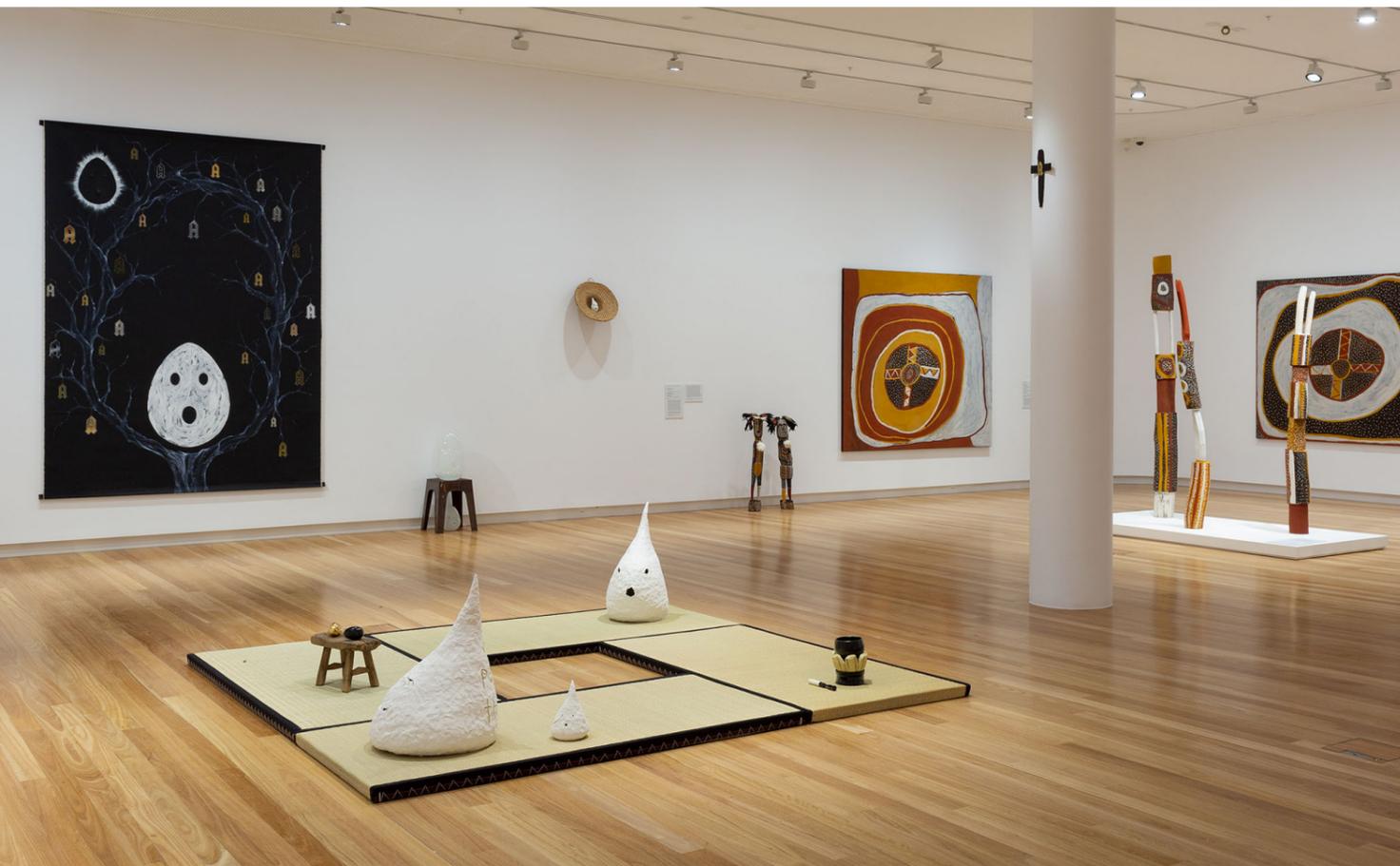
These values are:

- inclusiveness, diversity, equity and social justice
- pursuing excellence and sustainability in everything we do
- championing our local communities in Melbourne's north and regional Victoria
- being willing to innovate and disrupt the traditional way of doing things.



Chunxiao Qu
born Qingdao, China, 1993; arrived Australia 2014
An artist doesn't need a label, 2022
La Trobe Art Institute Biannual Façade Commission, 2022
© Chunxiao Qu. Photo: AJ Taylor Images

SCOPE AND LOCATION



This strategy is concerned with forms of cultural activity categorised as visual arts, performing arts, craft, design, film, music, combined arts, museums and libraries, community cultural activities and festivals.

As Victoria's only state-wide university, we maintain a network of physical campuses in Albury-Wodonga, Bendigo, Melbourne, Mildura, Shepparton and Sydney. Our communities include the unique cities and towns that host our campuses. We will work to support arts and culture in all our Victorian campus neighbourhoods and/or where there is a University partner institution which can benefit. This is usually where:

- La Trobe and/or external communities welcome arts and culture.
- We can partner with local, community-led or like-minded institutions through joint ventures or collaborations.
- Our investment in arts and culture adds to the reputations of others and ourselves.

Within our urban and regional campuses, we engage with creativity, arts and culture through:

- art, archaeological and special collections including rare books and manuscripts

- artistic programs including contemporary art exhibitions and film, theatre and performance
- creative infrastructure and networks including relationships and pathways between disciplines, research streams and divisions at La Trobe and externally
- partnerships with arts institutions, organisations and festivals
- indoor and outdoor civic spaces, unique local amenities, social spaces and public programs that support and strengthen people and communities
- higher degree and other research projects focused on arts and culture
- interdisciplinary research, teaching, mentorships and career pathways in the creative sector, lifelong learning opportunities and innovative problem solving
- artistic endeavours that raise social and environmental awareness, inspire change and help build a sustainable future.

Images clockwise from left

One foot on the ground, one foot in the water, Bunjil Place, 2022
A La Trobe Art Institute exhibition toured by NETS Victoria, 2022–23
Photo: Christian Capurro

Attributed to the Aphrodite Painter
Paestan red-figure lebes gamikos (marriage urn), c. 330 BCE
La Trobe University, AD Trendall Collection
Donated by AD Trendall, 1998. LTU1985.01a–c
Photo: Photography and Digital Imaging, La Trobe University

Yuria Okamura
born Tokyo 1987, arrived Australia 2003
Temple drawing (writer's garden), 2019
Co-commissioned by La Trobe Library and La Trobe Art Institute for the Borchardt Library Writer's Block, Melbourne Campus, 2019
© Yuria Okamura. Photo: Ian Hill Photography

Xavier Fitzpatrick demonstrating use of the i2S book scanner, with Julia Mant, Bendigo Digitisation Lab, Bendigo Campus, 2023. Photo: Bill Conroy

HOW WE WORK



Reconciliation: Amplifying the voices of Aboriginal and Torres Strait Islander people in the arts, culture and creativity.

We respect the right of Indigenous and First Nations peoples to sovereignty. La Trobe recognises that engagement with Indigenous arts and cultural expression supports empowerment, community connectedness and wellbeing among Indigenous Australians.

We will pursue best practice in relation to the custodianship, exhibition and interpretation of Indigenous art and artefacts.

We will prioritise several tactics to increase the engagement of Indigenous Australians in arts and culture.

- We will work with members of La Trobe's Indigenous Student Services, Indigenous Australian Teaching and Research and Indigenous Employment in the conception, development and delivery of exhibitions and arts and cultural programs.
- We will be guided by the Traditional Owners of the lands on which La Trobe campuses operate, the Wurundjeri Woi Wurrung (Bundoora), Wurundjeri and Boonerwung (Melbourne), Djaara (Bendigo), Latji Latji (Mildura), Dhudhuroa/WayWurru (Wodonga), Yorta Yorta and Bangerang (Shepparton) and Gadigal peoples (Sydney), and work in collaboration with them to empower Indigenous communities to share their creative practices, stories, history and culture in the spirit of self-determination.
- We will support Indigenous people, organisations and institutions to create, exhibit and perform artistic and creative works and increase their participation in arts and culture.
- We will support artistic and cultural mentoring to facilitate intergenerational cultural knowledge transfer.

Investment and collaboration

We invest in arts and culture by connecting the creative and education sectors, research, community, industry and government. We work in collaboration with students, alumni, communities and a range of government bodies, investors and industry partners. They include:

- community groups including Traditional Owner groups
- partner arts institutions including The Australian Ballet, Bendigo Art Gallery, National Gallery of Victoria, Islamic Museum of Australia, Shepparton Art Museum, Golden Dragon Museum and Murray Art Museum Albury
- other partner institutions and organisations such as health care providers, agencies and networks and rural health services invested in arts and culture
- peak industry bodies such as the Australian Museums and Galleries Association (AMAGA), Public Galleries Association of Victoria (PGAV), University Art Museums Association (UAMA) and the Australian Library and Information Association (ALIA)
- other education providers, particularly regional TAFE colleges
- local councils including the Northern Metropolitan Region (Darebin, Moreland, Banyule, Nillumbik, Whittlesea and Hume), City of Greater Bendigo, Greater Shepparton, Mildura, Wodonga and Albury
- philanthropic trusts and private donors
- the Victorian State Government
- the Federal Government
- student clubs including Student Theatre and Film
- alumni chapters including La Trobe Art History Alumni Chapter.

Internally, University divisions including La Trobe Art Institute, the University Library and Infrastructure and Operations and academic departments including the departments of Archaeology and History and Languages and Cultures are custodians of arts and culture assets and collections. Individuals such as regional heads of campus and senior support engagement officers are key enablers of arts and culture activity across the University.

These people, schools, departments and divisions collaborate to better care for, safeguard and activate their resources and develop major projects. Examples include the collaboration between Infrastructure and Operations and La Trobe Art Institute to improve campus amenity through public art, collection displays and site-specific interventions; and between the AD Trendall Research Centre for Ancient Mediterranean Studies and the Alumni and Advancement Office to build profile and access to the Trendall Collection.

<
Aunty Marilyn Nicholls (Dja Dja Wurrung, Yorta Yorta, Baraba Baraba, Wadi Wadi and Jupagulk) leads a smoking ceremony at La Trobe Art Institute, Bendigo, 2022
Courtesy Aunty Marilyn Nicholls
Photo: AJ Taylor Images

STRATEGIC PRIORITIES 2022–26

FOCUS 1.

COLLECTIONS STEWARDSHIP, ACCESS AND ARTISTIC PROGRAMS

Manage and develop the collections through improved governance, networking and programming, increasing and widening access, profile and University-wide impact.

ACTIONS

1. Establish an Arts and Culture Advisory Board to provide governance and facilitate collaboration between collections custodians and key stakeholders.
2. Develop and implement a fundraising strategy to expand and diversify income for arts and culture.
3. Undertake feasibility studies to assess the viability, sustainability and disaster preparedness of collections infrastructure.
4. Develop the collections through identifying strategic priorities for acquisition and assessing existing collections.
5. Establish a user-friendly online platform that showcases the University's collections and cultural assets.
6. Present an inclusive approach to histories, cultural knowledge and custodianship.
7. Use the collections in unique and engaging ways to present diverse programs of exemplary exhibitions and campus displays.

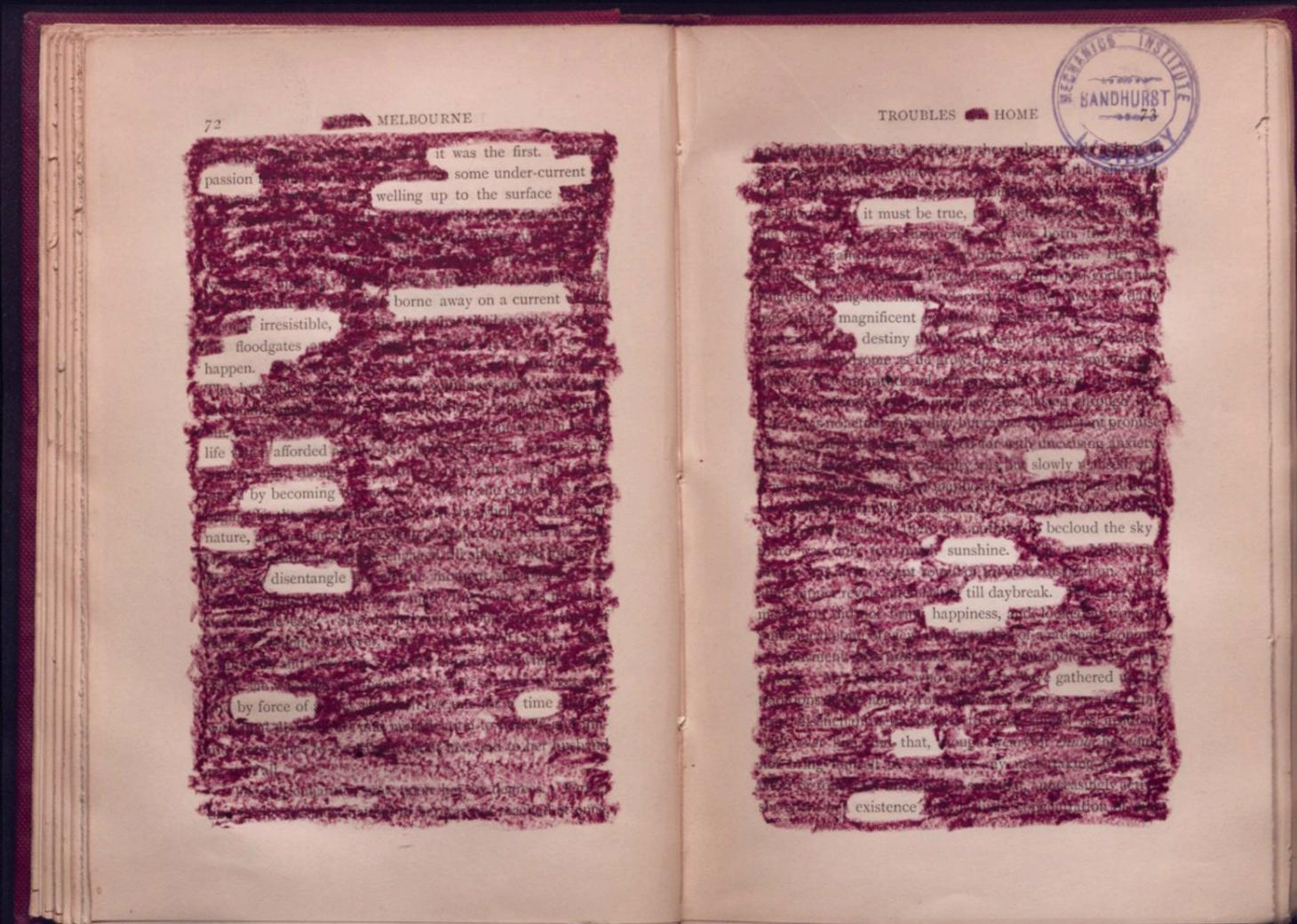
SPECIAL INITIATIVES

- Identify, catalogue and assess our cultural assets and the creative endeavours that take place on our campuses.
- Develop and implement whole-of-University systems to research and evaluate the outcomes and impacts of arts and culture at La Trobe.
- With partners, Bendigo Art Gallery and Dja Dja Wurrung Aboriginal Clans Corporation, pursue a business case and feasibility study for a world-class facility in Bendigo to preserve and provide access to significant cultural collections.

MEASURES

1. Funding targets met.
2. Increase in diversity of funding for arts and culture.
3. Number of built-for-purpose and refurbishment initiatives that improve collections care and access.
4. Number of feasibility studies examining collections infrastructure.
5. Number of significant collections acquisitions.
6. Establishment of digital service that identifies, promotes and fosters the University's collections and cultural assets through a single portal.

This could include developing existing online CMS platforms such as OPAL and creating new knowledge-based creative experiences framed by La Trobe's research streams.
7. Number of works from the collections lent and toured to partner institutions, supporting regional access and promoting La Trobe's expertise and values.
8. Evidence of consultation and partnership with First Nations, CALD and LGBTQI+ groups in collections-based programs.



Jazz Money
Wiradjuri born 1992
'Melbourne troubles home' from the series 'With textual consent', 2023
Co-commissioned by La Trobe Library and La Trobe Art Institute for the Heyward Library, Bendigo Campus, 2023
© Jazz Money

La Trobe Bachelor of Education (Visual Arts) student Katherine Jenkins working in the painting studio, Bendigo Campus, 2022
Photo: Dr Kylie Banyard, La Trobe University



FOCUS 2.

PLACE-MAKING: PUBLIC SPACE, BUILT FORM AND AMENITY

Enhance and embed arts and culture across the University's campuses and built forms, improving campus amenity, place-making, activation and experience.

ACTIONS

1. Improve public access and enhance campus amenities through cooperation between divisions, schools, departments and research centres.
2. Embed arts and culture in Infrastructure and Operations master planning.
3. Embed arts and culture in the capital program for the University City of the Future (Melbourne).
4. Engage artists and communities through commissioned public artworks and wayfinding systems.

SPECIAL INITIATIVES

- Undertake demand analysis of the creative spaces in our northern suburbs neighbourhood (Melbourne) to strategise the University's contribution to arts infrastructure, funding and programming.
- Review the opportunity of underutilised campus buildings and vacant public spaces that could be made available to artists and local creative communities.
- Pursue the feasibility of a contemporary art centre at the Melbourne Campus as part of the University's master planning.

MEASURES

1. Scope of enhancement, upgrades and increased access to arts and culture achieved at the Sculpture Park (Melbourne), space optimisation projects and Shepparton Campus redevelopment.
2. Increase in visitor numbers that results from improvements to amenities.
3. Number, scale and location of public artwork commissions realised.
4. Number, scope and location of commissioned campus wayfinding systems by Indigenous artists.

FOCUS 3.

INNOVATION AND EQUITY IN RESEARCH, TEACHING AND LEARNING

Cultivate a culture that supports innovation and equity in research, teaching and learning, for all people, across all spaces and programs.

ACTIONS

1. Build expertise in interdisciplinary collaborative engagement across University divisions, schools, departments and research centres.
2. Embed arts and culture in formal and informal teaching practices and research.
3. Support young peoples' access to career pathways and training in the creative sector and associated industries.
4. Cultivate arts and culture-based campus learning environments that support students and staff to sustain creative professional lives by practising curiosity, openness and experimentation.

SPECIAL INITIATIVES

- Establish an interdisciplinary Academic Advisory Committee on Arts and Culture to support opportunities for embedding arts and culture in research streams and curricula.
- Assess the opportunity to increase access to arts and culture across and between campuses through electronic and technological innovation.

MEASURES

1. Number of teaching initiatives that incorporate arts and culture as the bridge for creative discourse and flexible learning methods, including training, object-based learning and industry-led content.
2. Number of exhibitions, commissions, workshops, symposia, talks, performances, readings, screenings and festivals embedded in research projects and teaching programs.
3. Increase in Work Integrated Learning opportunities created through collaboration with regional TAFE and cultural institutions.
4. Student and staff evaluation of campus life and amenities.

FOCUS 4.

CREATIVE AND RESILIENT COMMUNITIES

Foster diverse creative and resilient communities across our campuses through partnerships and collaborations, improving wellbeing, community engagement and economic activity.

ACTIONS

1. Strengthen the University's contribution to the civic and cultural life of our communities.
2. Continue to foster relationships with federal, state and local governments to inform arts and culture planning that will support La Trobe's communities throughout Melbourne's north and regional Victoria.
3. Build strong relationships with Indigenous, CALD, LGBTQI+, youth and disadvantaged communities to encourage engagement and participation through arts and culture at each campus.
4. Increase our international impact by delivering exemplary globally focused contemporary arts programs that reflect our campuses' diverse communities.
5. Nurture lifelong learners and supporters of the arts in regional Victoria.

SPECIAL INITIATIVES

- Develop a combined artistic and business model that brings community facilities and commercial events together with arts and culture (Melbourne Campus).
- Present Indigenous art and support local Indigenous artists and community members to deliver complementary education and public programs on our campuses.

MEASURES

1. Number of new partnerships, partnership initiatives and collaborations with cultural institutions and organisations.
2. Increase in economic activity, visitor numbers and time spent on campus through the gateway of community facilities and events such as La Trobe Sports Park and the Kingsbury Drive Community Market when interlinked with arts and culture (Melbourne Campus).
3. Evidence of consultation and understanding of government priorities shown in arts and culture planning and corresponding investment.
4. Increase in participation by Indigenous, CALD, LGBTQI+, youth and disadvantaged communities in cultural events.
5. Arts and culture short courses developed and produced (Bendigo).

>
Scotty So
born Hong Kong 1995,
arrived Australia 2016
Let no one sleep, roving performance,
View Street, Bendigo, 2022
Photo: AJ Taylor Images



BACKGROUND

Introduction

This strategy follows the previous La Trobe University Art Strategy (2016), which focused on the operations and objectives of La Trobe Art Institute. The 2016 strategy aimed to provide a framework for La Trobe Art Institute to position La Trobe University as a significant cultural institution within the wider creative industries ecosystem and the Australian university of choice for cultural industry partnerships.

The 2016 Art Strategy marked the beginning of a period of transition following review of four business operations.

- La Trobe Art Institute (Bendigo Campus) was established in 2013 as part of La Trobe's efforts to strengthen its visual arts and education programs in regional Victoria. It was an entity within HUSS which oversaw the operations of the then School of Visual Art and Design, La Trobe University Museum of Art (Melbourne Campus) and the Visual Arts Centre (Bendigo arts precinct).

Following restructure in 2016, La Trobe Art Institute was resituated within the Office of the Vice-Chancellor. As the University's contemporary art centre and custodian of the University's art collections, it retained management of La Trobe University Museum of Art and the Visual Arts Centre.

- Opened in 2005, the Visual Arts Centre changed its name to La Trobe Art Institute in 2017 after becoming the primary premises of the new unit.
- The Phyllis Palmer Gallery (Bendigo Campus) today remains an exhibition space for visual arts students, graduates and associates. It is managed by the Visual Arts Program (Department of Languages and Cultures).
- La Trobe University Museum of Art (Melbourne Campus) was closed in late 2016 following adoption of the 2016 Art Strategy.



La Trobe Bachelor of Creative Arts students Sally Poltrock and Brittney Wright in the printmaking studio, Bendigo Campus, Open Day, 2020
Photo: Brendan McCarthy, La Trobe University

Consultation

The new Arts and Culture Strategy has benefited from input from the wider University community: staff, students, alumni, partners and stakeholders. We began the process of developing the strategy through circulation of a discussion paper in late 2019, several months prior to the onset of the global COVID-19 crisis in March 2020.

Through this formal request for feedback and informal consultation in subsequent months, we received advice that we should increase our focus on regional campuses. Regional communities with smaller populations were understood to have less capacity to support the variety of cultural institutions one would expect to find in major metropolitan areas. Respondents commented that an arts and culture strategy should underpin the University's important contribution to the cultural life of the communities in which we work.

There was an expressed belief that, given our key role in regional areas as well as in the north of Melbourne, our challenge is to find new, non-traditional ways in which we can utilise our collections to contribute to those communities, and by which we can involve those communities more directly in the life of the University. Many contributors described a strong desire to collaborate on the development and delivery of arts and culture at La Trobe. Respondents working at the University highlighted the ways that their own disciplines and work areas might contribute. There was broad agreement that the arts have a role to play in the development of interdisciplinary academic and educational programming, community engagement and effective University infrastructure.

External respondents highlighted the ways that their own institutions, organisations or practices aligned with La Trobe's values and strategies. There was some uncertainty about the framework of arts and culture at La Trobe, including questions about the role of La Trobe Art Institute as the 'public face' of the arts.

Some feedback expressed frustration with the perceived diminished presence of arts and culture teaching programs at the University and the reduction in associated services and resources across all campuses.

Overall, respondents expressed a belief that investment in the arts, combined with openness and willingness to collaborate on the part of the University, could result in an innovative arts and culture strategy that reaches into all areas of University life, greatly benefiting students, staff and communities.

THIS STRATEGY

The opportunity of a refreshed Arts and Culture Strategy was newly realised through the University-wide processes of review and change that followed the onset of the pandemic in early 2020. In the context of COVID-19 and its effects, there was wide government and community acknowledgement of the value of arts and culture.

At La Trobe, this was underpinned by:

- the recognition that the creative and cultural industries can lead the recovery of regional cities post-COVID by championing equity and inclusion, supporting local economies and improving social cohesion, health and wellbeing
- the La Trobe University Strategy for Regional Victoria, and the scope to build strong community and industry connections through arts and culture and cross-sector partnerships.

The Arts and Culture Strategy 2022–26 describes the wider arts and culture objectives of the University as they contribute to delivering the University's Strategic Plan 2020–30 in specific areas.

- **Students:** Maximising the benefits of arts and culture to build community, social wellbeing, identity and a sense of place.
- **Teaching:** Improving quality and accessibility through active engagement with arts and culture.
- **Research:** Focusing on our strengths, impact and global challenges through arts and culture initiatives that bring individuals, communities and cultures together to enhance, interlink and promote scholarship.
- **Industry and government:** Becoming an unrivalled partner of choice through maximising the benefits of our relationships with leading cultural institutions.

- **Our regions:** Transforming our communities, creating equal opportunity and connecting with campus neighbourhoods through creativity and arts and culture partnerships and collaborations.
- **International:** Leveraging arts and culture to achieve global impact and engage communities both at home and abroad.

The new strategy considers the significant disruptions experienced in the higher education and arts and culture sectors as a consequence of COVID-19. It interlinks La Trobe's cultural assets, resources and collections with the aim of increasing their public value as principal sites of engagement and tools that enhance and innovate research, teaching and learning.

The strategy seeks to provide a framework that helps departments, schools, divisions and research centres across the University work together to achieve our arts and culture goals.

It is led by La Trobe Art Institute, which is based in the Office of the Vice-Chancellor. La Trobe Art Institute is La Trobe University's public-facing centre for contemporary art and custodian of the University's seven art collections. Through exhibitions, public art commissions and events across La Trobe's campuses and beyond, we partner and collaborate with artists, institutions and our communities. At our Bendigo base, we present curated exhibitions and programs and offer residencies and social spaces that serve the University's wider public.



Destiny Deacon
Kuku and Erub/Mer born 1957
*'Under the spell of the tall poppies', from the series
'Oz games', 1998*
La Trobe University Art Collection. Donated through
the Australian Government's Cultural Gifts Program
by Dr Jonathan Hartley, 2003. LTU1764
© Destiny Deacon. Photo: Photography and Digital Imaging,
La Trobe University

IMPLEMENTATION PLAN

FOCUS 1. Collections stewardship, access and artistic programs

2022–23	2024	2025	2026
<ol style="list-style-type: none"> 1. Establish Arts and Culture Advisory Board. 2. Develop and implement fundraising strategy. 3. Identify priorities for collections digitisation. 4. Fundraise for collections digitisation. 5. Present an inclusive approach to histories, cultural knowledge and custodianship. 6. Test and develop ways to use the collections in diverse programs. 	<ol style="list-style-type: none"> 1. Fundraise for collections digitisation. 2. Pursue collections digitisation priorities. 3. Present an inclusive approach to histories, cultural knowledge and custodianship. 4. Present diverse collections-based exhibitions and campus displays. 5. Undertake feasibility studies to assess collections infrastructure. <p>Special initiative</p> <ul style="list-style-type: none"> • Identify, catalogue and assess our cultural assets and the creative endeavours that take place on our campuses. 	<ol style="list-style-type: none"> 1. Fundraise for collections digitisation. 2. Pursue collections digitisation priorities. 3. Fundraise for online platform to showcase the University's collections and cultural assets. 4. Present an inclusive approach to histories, cultural knowledge and custodianship. 5. Present diverse collections-based exhibitions and campus displays. 6. Identify strategic priorities for developing La Trobe's collections. <p>Special initiative</p> <ul style="list-style-type: none"> • Develop whole-of-University systems to research and evaluate the outcomes and impacts of arts and culture at La Trobe. 	<ol style="list-style-type: none"> 1. Complete digitisation of collections priorities. 2. Develop and launch online platform to showcase the University's collections and cultural assets. 3. Present an inclusive approach to histories, cultural knowledge and custodianship. 4. Present diverse collections-based exhibitions and campus displays. <p>Special initiative</p> <ul style="list-style-type: none"> • Implement whole-of-University systems to research and evaluate the outcomes and impacts of arts and culture at La Trobe.

FOCUS 2. Place-making: public space, built form and amenity

2022–23	2024	2025	2026
<ol style="list-style-type: none"> 1. Develop priorities to improve access and enhance campus amenities through cooperation between divisions, schools, departments and research centres. 2. Advocate and collaborate to embed arts and culture in Infrastructure and Operations master planning. 3. Advocate to embed arts and culture in the capital program for the University City of the Future. 4. Develop proposal to commission public artworks and wayfinding systems (Melbourne Campus). <p>Special initiative</p> <ul style="list-style-type: none"> • Undertake demand analysis of the creative spaces in our northern suburbs neighbourhood (Melbourne) to strategise the University's contribution to arts infrastructure, funding and programming. 	<ol style="list-style-type: none"> 1. Pursue improvements to access and campus amenities. 2. Review and strengthen prioritisation of arts and culture in Infrastructure and Operations master planning. 3. Review and strengthen prioritisation of arts and culture in the capital program for the University City of the Future. 4. Fundraise to commission public artworks and wayfinding systems (Melbourne Campus). <p>Special initiatives</p> <ul style="list-style-type: none"> • Pursue the feasibility of a contemporary art centre at the Melbourne Campus as part of the University's master planning. • Review the opportunity of underutilised campus buildings and vacant public spaces for artists and local creative communities. 	<ol style="list-style-type: none"> 1. Prioritise arts and culture in Infrastructure and Operations master planning. 2. Prioritise arts and culture in the capital program for the University City of the Future. 3. Commission public artworks and wayfinding systems (Melbourne Campus). 4. Explore feasibility and develop proposals to commission public artworks and/or wayfinding systems on regional campuses. 5. Fundraise to commission public artworks and/or wayfinding systems on regional campuses. 	<ol style="list-style-type: none"> 1. Prioritise arts and culture in Infrastructure and Operations master planning. 2. Prioritise arts and culture in the capital program for the University City of the Future. 3. Commission public artworks and wayfinding systems on identified regional campuses.

FOCUS 3. Innovation and equity in research, teaching and learning

2022–23	2024	2025	2026
<ol style="list-style-type: none"> 1. Build expertise in interdisciplinary collaborative engagement across the University. 2. Identify academic champions and explore opportunities to embed arts and culture in teaching and research. 3. Support young peoples' access to career pathways and training in the creative sector. 4. Cultivate arts and culture-based campuses that support students and staff to sustain creative professional lives. 	<ol style="list-style-type: none"> 1. Build expertise in interdisciplinary collaborative engagement across the University. 2. Identify, support and review case studies for integration of arts and culture in teaching and research. 3. Support young peoples' access to career pathways and training in the creative sector. 4. Cultivate and promote arts and culture-based campuses that support students and staff to sustain creative professional lives. 	<ol style="list-style-type: none"> 1. Build expertise in interdisciplinary collaborative engagement across the University. 2. Fundraise for a major project that integrates arts and culture in teaching and research. 3. Support young peoples' access to career pathways and training in the creative sector. 4. Cultivate and promote arts and culture-based campuses that support students and staff to sustain creative professional lives. 	<ol style="list-style-type: none"> 1. Build expertise in interdisciplinary collaborative engagement across the University. 2. Develop and produce a major project that integrates arts and culture in teaching and research. 3. Support young peoples' access to career pathways and training in the creative sector. 4. Cultivate and promote arts and culture-based campuses that support students and staff to sustain creative professional lives.
<p>Special initiative</p> <ul style="list-style-type: none"> • Establish an interdisciplinary Academic Advisory Committee on Arts and Culture to support opportunities for embedding arts and culture in research streams and curricula. 	<p>Special initiative</p> <ul style="list-style-type: none"> • Assess the opportunity to increase access to arts and culture across and between campuses through electronic and technological innovation. 		

FOCUS 4. Creative and resilient communities

2022–23	2024	2025	2026
<ol style="list-style-type: none"> 1. Deepen relationships with all levels of government to inform arts and culture planning (Melbourne Campus). 2. Identify priority groups and build place-based relationships with Indigenous, CALD, LGBTQI+, youth and disadvantaged communities to encourage engagement and participation through arts and culture. 3. Deliver globally focused contemporary arts programs that reflect our campuses' diverse communities. 4. Nurture lifelong learners and supporters of the arts in regional Victoria. 	<ol style="list-style-type: none"> 1. Collaborate across all levels of government to inform arts and culture planning (Melbourne Campus). 2. Pursue place-based relationships with Indigenous, CALD, LGBTQI+, youth and disadvantaged communities. 3. Deliver globally focused contemporary arts programs that reflect our campuses' diverse communities. 4. Nurture lifelong learners and supporters of the arts in regional Victoria. 	<ol style="list-style-type: none"> 1. Collaborate across all levels of government to inform arts and culture planning (Melbourne Campus). 2. Develop place-based arts and culture projects with Indigenous, CALD, LGBTQI+, youth and disadvantaged communities. 3. Deliver globally focused contemporary arts programs that reflect our campuses' diverse communities. 4. Nurture lifelong learners and supporters of the arts in regional Victoria. 5. Present Indigenous art and support local Indigenous artists and community members to deliver programs on our campuses. 	<ol style="list-style-type: none"> 1. Collaborate across all levels of government to inform arts and culture planning (Melbourne Campus). 2. Develop place-based arts and culture projects with Indigenous, CALD, LGBTQI+, youth and disadvantaged communities. 3. Deliver globally focused contemporary arts programs that reflect our campuses' diverse communities. 4. Nurture lifelong learners and supporters of the arts in regional Victoria. 5. Present Indigenous art and support local Indigenous artists and community members to deliver programs on our campuses.
<p>Special initiatives</p> <ul style="list-style-type: none"> • Develop a combined artistic and business model that brings community facilities and commercial events together with arts and culture (Melbourne Campus). • Present Indigenous art and support local Indigenous artists and community members to deliver education and public programs on our campuses. 	<p>Special initiative</p> <ul style="list-style-type: none"> • Develop a combined artistic and business model that brings community facilities and commercial events together with arts and culture (Melbourne Campus). 		

Charles Robb
born Melbourne 1971
Landmark, 2004
La Trobe University Art Collection. Donated
through the Australian Government's Cultural Gifts
Program by Charles Robb, 2006. LTU2011
© Charles Robb. Photo: Photography and Digital
Imaging, La Trobe University



