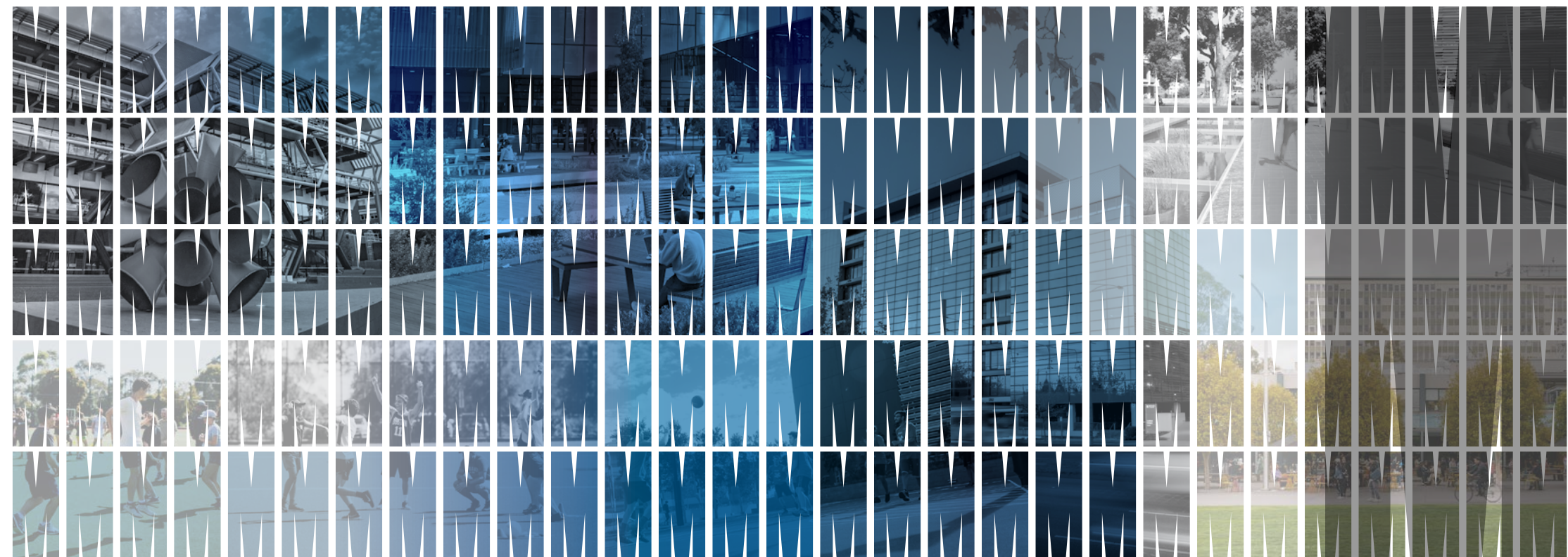
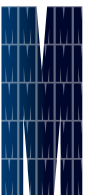


# MONASH EXTERNAL COMMUNITY ENGAGEMENT FRAMEWORK 2025 – 2030





## **Acknowledgement**

MONASH UNIVERSITY recognises that its Australian campuses are located on the unceded lands of the People of the Kulin nations, and pays its respects to their Elders past and present.

## Introduction

Monash's Strategic Plan, *Impact 2030*, emphasises the importance of equipping our communities with the necessary educational capabilities and experiences to shape their future lives. Since our inception, we have worked with and for the communities we serve, often with a particular focus on those people immediately adjoining our campuses. Indeed, Monash University was established under Victorian State legislation in 1958 to benefit the community as 'required by the necessities of the age'. Early Vice-Chancellors visited local schools and organisations, shared important University updates, and sought information about community priorities.

Monash has a long history of engagement with communities – both in Australia and abroad. Examples such as the Monash Law Clinic Clayton which evolved from a student legal service in the 1970s to a public-serving legal practice to assist local communities, demonstrate the commitment placed on meaningful community engagement since the University was established.

We were also the first university to establish a dedicated centre for Aboriginal studies – the Monash Indigenous Studies Centre, which in 2024 celebrated its 60th anniversary. It was through this Centre that First Nations students and community members were provided with an opportunity to participate in higher education, invited onto campus as students – not as subjects, as had previously been the experience for Aboriginal and Torres Strait Islander people. A community-first ethos is a key part of Monash's origin and organisational fabric.

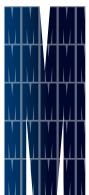
We now seek to enhance our community engagement in a deliberate and considered manner that enables the flow of people, ideas, and initiatives across physical boundaries. In doing so, we aspire to better address the needs of our students, identify and undertake research relevant to local communities and showcase how we are paving the way for sustainable and innovative future practices.

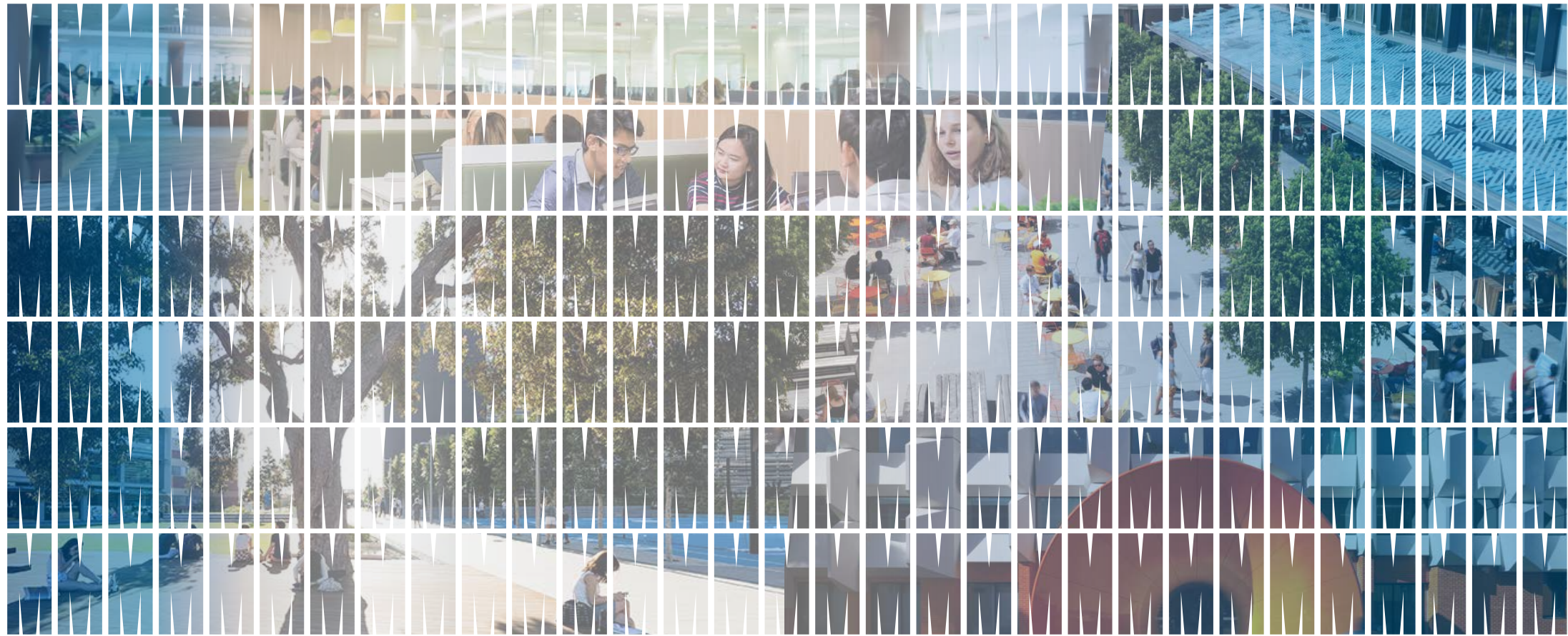
We intend to learn from and reflect several tenets of Australian First Nations cultures in the way that our approach to community engagement is informed. We seek to be deeply connected to Country/Place, sustain the relationships and culture we build through community interaction, and adopt a reciprocal approach to community-building founded on mutual respect.

In addition, our global campus network allows us to learn across different contexts about how local engagement works in different places.

Our approach is also informed by recent scholarship on universities as 'anchor institutions' – organisations durably embedded in place that provide economic, social and scientific benefits to wider communities.

This Framework outlines our approach to strengthening connections and collaborations, ensuring that our efforts contribute to long-term community impact and societal transformation.







## Vision for Community Engagement

“

*Equip yourself for life, not solely for your own benefit but for the benefit of the whole community.”*

**Sir John Monash**

Our vision is to ensure our campuses are, and are perceived to be, open, welcoming and accessible. In doing so, we will be a transformative force leveraging our resources, expertise, and commitment to foster opportunity, inclusivity, and innovation in communities.

We believe in the power of collaboration, working in partnership with our stakeholders to co-create initiatives that harness collective capabilities and recognise the valuable skills and perspectives each party brings.

Through this Framework, Monash will ensure that it welcomes and engages with communities on all of our campuses – in Australia and internationally – collaborating to amplify opportunities and create positive impacts for both the University and wider community.

The Framework will support the commitments outlined in *Impact 2030* and its associated plans, including our goal to be an **inclusive** university with a diverse and connected community of students, staff and alumni who are deeply engaged with the wider community.

The Framework will provide an architecture to organise community engagement initiatives – those that are existing, emerging and new across the lifespan of *Impact 2030* and beyond – to enable this work to be recognised more broadly across the University, as well as to external stakeholders.

This Framework has been developed in consultation with representatives from all Monash campuses and locations – Alfred, Clayton, Caulfield, Peninsula, Parkville, Malaysia, Indonesia, Suzhou, Mumbai, Prato, as well as our regional health sites. All campuses are in scope for this framework.

## Anchor Institution Domains

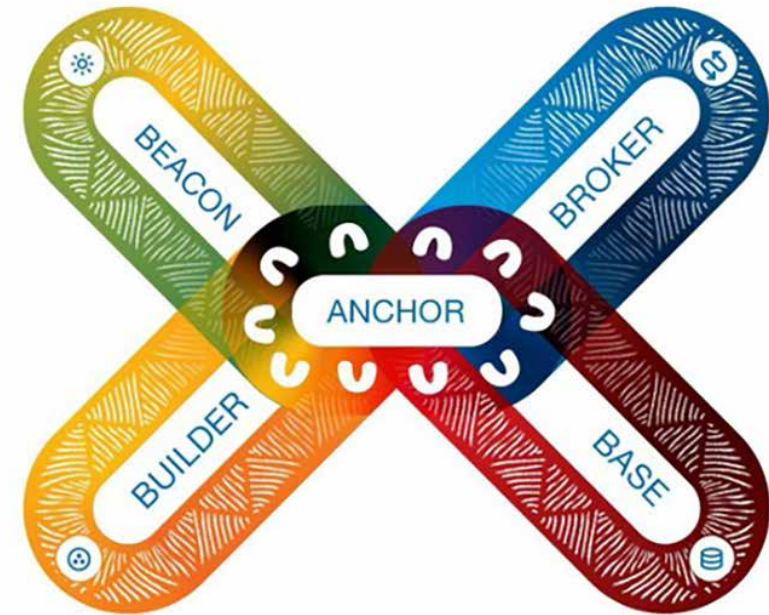
For Monash to build on its rich legacy of meaningful community engagement, we must identify and elevate existing examples of best practice, while simultaneously ensuring that we are responsive to emerging needs. This Framework organises the University's approach to 'anchoring' and external community engagement according to four key roles: **builder, broker, beacon and base**.

As a University we aspire to be:

- > builders of local communities through initiatives such as service learning, co-curricular or extra-curricular volunteering
- > brokers through the curation of events and practices, fostering relationships, knowledge, and information within our localities
- > beacons, modelling innovative futures and practices
- > a base for community, offering a space of support.

The University's core business of research and education, as well as our operations, intersect all four areas.

*The following pages advance our vision for community engagement according to these four roles.*

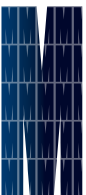


# Builder

*Impact 2030* commits that Monash will undertake “education and research of the highest international quality that addresses global challenges and develops understanding and solutions for the betterment of communities.” Our commitment to thriving communities in *Impact 2030*, specifically acknowledges “the challenge of **building** cohesive and tolerant societies that support the ability of their populations to access adequate shelter, sustenance and education. . .to address global disruptions and inequalities”. To address these challenges, Monash must adopt the role of **builder**, recognising our potential impact in driving positive change for communities.

Monash University has long been a **builder**, with initiatives and partnerships that enhance community viability dating back to our inception. In 1958, the single Clayton campus was situated on the outer fringe of Melbourne’s southeastern suburbs, surrounded by little community or development. Through strategic partnerships with organisations sharing a civic and community engagement commitment, Monash played a pivotal role in the area’s population and economic growth. This legacy has continued to the present day, where the University has continued to be an employer, purchaser of local goods and services, and an influential estate agent, contributing to the region’s development.

As a **builder**, Monash’s core functions – teaching and research – must include a focus on community uplift; the initiatives we prioritise should contribute to the revitalisation of communities; and, as an organisation, we strive to reshape urban capabilities. A comprehensive mapping of community needs will be implemented as part of this plan. To ensure we meet the needs and aspirations of the communities we serve, align research priorities with local needs, scale and expand the highly successful Monash Volunteering Program and in-curriculum service learning, upskill all staff and students around community engagement, and review of procurement processes to prioritise local businesses and organisations.



	INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
<b>MAINTAIN FOCUS</b>	Review of procurement processes	Review procurement processes to ensure we appropriately prioritise and create opportunities for local businesses and organisations leveraging the Responsible Procurement Program architecture.	Increased University expenditure on local vendors and suppliers.	<ul style="list-style-type: none"> <li>&gt; Strategic Procurement</li> <li>&gt; Staff involved in purchasing/procurement</li> </ul>
<b>ENHANCE</b>	Scaling and international expansion of the Monash Volunteering Program	Build on the existing Volunteering Program to increase opportunities for students and staff at all campuses to engage meaningfully with volunteering opportunities in communities local to that of their campus.  The program will support students and staff to volunteer in local communities, and allow students to choose whether they participate as part of an in-curriculum and/or extracurricular opportunity.	Transform Monash's presence in, and impact on, our communities.  Foster a civic-minded community.	<ul style="list-style-type: none"> <li>&gt; Office of the Deputy Vice-Chancellor (Student Experience) and Senior Vice-President</li> <li>&gt; Office of the Deputy Vice-Chancellor (International) and Senior Vice-President</li> <li>&gt; Advancement</li> <li>&gt; All Monash staff and students</li> <li>&gt; Community organisations</li> </ul>
	Aligning research priorities with local community needs	The University, through our commitment to mission-oriented research, will ensure that we work across disciplines and genuinely partner with industries and communities to make positive change, recognising also that communities are heterogenous.	The communities with whom we partner see the University as truly committed to community-led research that drives positive change.	<ul style="list-style-type: none"> <li>&gt; Office of the Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President</li> <li>&gt; Advancement</li> <li>&gt; International campuses</li> </ul>
	Embedding service learning into curriculum	Undertake a review of units to assess opportunities for incorporation of service learning in curriculum, promoting a combination of hands-on community service with academic learning and reflection. This will include a focus on 'localising' our curricula where applicable, partnering with community stakeholders to identify local examples in order to demonstrate learning objectives.	Provision of a progressive learning experience for students that also meets local community needs.	<ul style="list-style-type: none"> <li>&gt; Office of the Deputy Vice-Chancellor (Education) and Senior Vice-President</li> <li>&gt; Associate Deans (Education)</li> <li>&gt; Community organisations</li> </ul>
<b>NEW INITIATIVE</b>	Community needs mapping	Engaging in inclusive dialogue with communities to identify how we can develop impactful partnerships and address challenges collaboratively.	Comprehensive identification of needs and aspirations of the communities we serve.	<ul style="list-style-type: none"> <li>&gt; External community engagement and impact</li> <li>&gt; Community organisations</li> <li>&gt; International campuses</li> </ul>
	Development of the community engagement module	Develop a module for both staff and students on the University's values and expectations regarding community engagement with respect to education and research.	Staff and students understand the University's commitment to external communities.	<ul style="list-style-type: none"> <li>&gt; External community engagement and impact</li> <li>&gt; Office of the Deputy Vice-Chancellor (Education) and Senior Vice-President</li> <li>&gt; Office of the Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President</li> </ul>
	Development of local area strategies	Consult and engage with relevant internal and external stakeholders regarding local area strategies, with individual campus leads then responsible for implementation.	Opportunities for engagement with local communities are maximised.	<ul style="list-style-type: none"> <li>&gt; Office of the Deputy Vice-Chancellor (International) and Senior Vice-President</li> <li>&gt; External community engagement and impact</li> </ul>

## Broker

Monash is committed to “building a diverse and connected community of students, staff and alumni who are deeply engaged with the wider community and supporting the dissemination of University knowledge and practice”. The Monash environment welcomes students and staff to build meaningful connections within and beyond the University, and find a sense of belonging.

The University has a demonstrated track record of acting as a **broker** – that is producing, analysing and preserving knowledge while also establishing and curating relationships between people and institutions. This work has contributed to the sharing of resources and space with external community stakeholders to enable a permeable flow of people and ideas, and to foster openness to collaboration. For example, we have brokered conversations across divides, through partnerships with organisations that share complementary strengths, such as the Monash Heart Hospital in Clayton and Monash University, Malaysia’s South East Asia Community Observatory (SEACO). Notably, we act as a **broker** through place-making – in particular, via the Monash Technology Precinct, which has become a world-class city centre – the largest hub for employment and innovation in Victoria outside of the Melbourne Central Business District – where globally connected change-makers, innovators and enterprises converge.

We will build on these considerable successes through a program of work that involves, among other things, the development of a community partnering framework, amplification of best practice and learnings from our Precinct successes, and through clear opportunities for community partners to pitch ideas for joint University and community implementation.



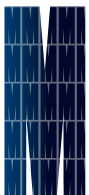
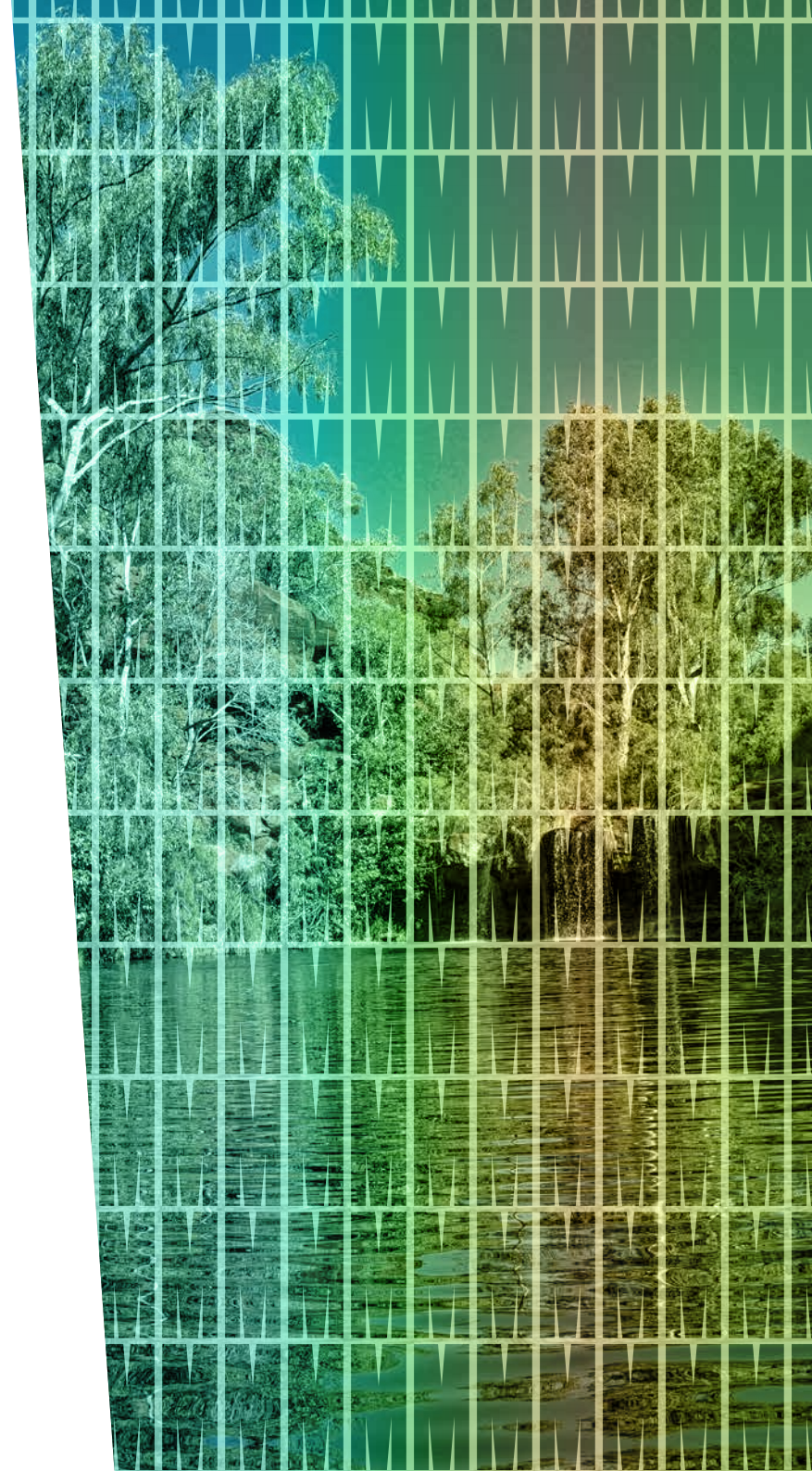
	INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
<b>ENHANCE</b>	Growing connections with local government	Develop close relationships with the local governments to bring people together to create positive changes for community.	Ensuring exchange of ideas and elevation of programs and opportunities.	<ul style="list-style-type: none"> <li>&gt; Office of the Vice-Chancellor and President</li> <li>&gt; International campuses</li> <li>&gt; External community engagement and impact</li> </ul>
<b>NEW INITIATIVE</b>	Community partnering framework	Build a whole-of-University community partnering approach built on mutual recognition of skills and expertise.	Sharing of resources to establish a mutually beneficial exchange of ideas and people, and an openness to collaboration.	<ul style="list-style-type: none"> <li>&gt; External community engagement and impact</li> <li>&gt; Community organisations</li> </ul>
	Precinct replication	Feasibility study into replication of the Clayton Precinct at other Monash campuses.	Replicate the successes of Monash Technology Precinct in other locations in which our campuses are based.	<ul style="list-style-type: none"> <li>&gt; Office of the Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President</li> <li>&gt; Buildings and Property Division</li> <li>&gt; International campuses</li> </ul>
	Pitch for progress	Community groups pitch ideas for collaborative, innovative projects and initiatives that are resourced and supported for university and community implementation.	Projects that align with our community engagement values are prioritised and activated.	<ul style="list-style-type: none"> <li>&gt; External community engagement and impact</li> <li>&gt; Community organisations</li> <li>&gt; International campuses</li> </ul>
	Develop an anchor institute community of practice for Monash staff and students	Establish a community of practice for Monash staff and students interested in the idea of anchor institutions.	Develop a mechanism for staff and students at the University to collaborate and share knowledge, skills and/or contacts.	<ul style="list-style-type: none"> <li>&gt; Office of the Deputy Vice-Chancellor (Student Experience) and Senior Vice-President</li> <li>&gt; Office of the Deputy Vice-Chancellor (International) and Senior Vice-President</li> <li>&gt; Monash Student Association</li> </ul>
	Review of brokering philanthropic partnerships across the University	Co-creating partnerships of impact with the philanthropic community to address the challenges of the age and those directly impacting the communities we seek to serve.	Deepening engagement with philanthropic partners to secure funding to enable groundbreaking research that matters to the community, and enables rich student experiences.	<ul style="list-style-type: none"> <li>&gt; Office of the Vice Chancellor and President</li> <li>&gt; Advancement</li> </ul>

# Beacon

Monash University commits to being a **beacon** – an exemplar of new futures – with clear aspirations around our contribution to geopolitical security, climate change and thriving communities. The University equips our graduates with the skills and knowledge they need to make a better future through its international profile, its proven record of innovation and collaboration, and the quality of its education and research.

In recent years, we have acted as a **beacon**, modelling best practice and a path forward towards a more positive future. In 2017, the University committed to develop a suite of compulsory modules for staff and students around First Nations Peoples and Respect. We report on progress made towards encouraging all members of our network to engage with this important content and seek to have this behaviour and our aspirations modelled by others.

In order to be a successful **beacon**, our education, research, partnerships and organisational values must embody and model innovative, forward-thinking approaches to shape and define future possibilities. We will ensure these are appropriately showcased to both internal and external audiences through the development of a community engagement portal that elevates the profile of our activities in a way that is aligned with our institutional values. We also seek to enhance the recognition of community engagement across the Monash community, recognising and highlighting staff, student and alumni contributions to the communities in which they work and study.

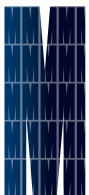


	INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
<b>MAINTAIN FOCUS</b>	University values review	Ensure that our values are clear to internal and external stakeholders, and reflect our commitment to community engagement through inclusion in the University's Environmental, Social and Governance Statement and other strategic documents.	Monash's values are mirrored by community partners.	<ul style="list-style-type: none"> <li>&gt; Office of the Vice-Chancellor and President</li> <li>&gt; External community engagement and impact</li> </ul>
	Partnerships with schools	Development of a targeted strategy that commits the University to partnerships with local schools across our global campus network.	Monash becomes a beacon that creates other beacons – through this initiative excellent schools.	<ul style="list-style-type: none"> <li>&gt; Office of the Vice-Chancellor &amp; President</li> <li>&gt; Office of the Deputy Vice-Chancellor (Student Experience) and Senior Vice-President</li> <li>&gt; Office of the Deputy Vice-Chancellor (Education) and Senior Vice-President</li> </ul>
<b>ENHANCE</b>	Recognition and awards	Introduce new ways of recognising community engagement amongst Monash staff and students – e.g. new categories introduced to the Vice-Chancellor's Excellence Awards.	Staff and students are incentivised to engage with communities in the locations in which they work and study.	<ul style="list-style-type: none"> <li>&gt; Human Resources division</li> <li>&gt; Office of the Deputy Vice-Chancellor (Student Experience) and Senior Vice-President</li> </ul>
<b>NEW INITIATIVE</b>	Community Engagement Portal	Development of a searchable portal showcasing the full breadth of Monash's community engagement initiatives to an internal and external audience.  This will support the curation, increasing visibility, and identifying opportunities associated with the University's diverse partnerships.	Elevate the profile of Monash's community engagement through improved visibility and access.	<ul style="list-style-type: none"> <li>&gt; Office of the Vice-Chancellor &amp; President</li> <li>&gt; External community engagement and impact</li> <li>&gt; University Marketing, Admissions and Communications (UMAC)</li> </ul>

## Base

Through Monash's *Impact 2030* Enterprising goal, the University commits to “build engagement in the precincts in which our campuses are located; and an ecosystem of translational and enterprising activity to support opportunities for impact”. Monash has long recognised the importance of being open to the communities and stakeholders immediately surrounding our campuses, as well as those further afield. We have purposefully created programs and initiatives that encourage people to use the University’s facilities and assets as a physical **base**. Our co-designed spaces, such as the Monash Living Labs, which bring together researchers, industry partners, philanthropy and civil society across multiple sites to focus on societal challenges, are a prime example of the use of our campuses as “mixing hubs”.

Through the University's infrastructure, including world-class research facilities, partner sites and global campus footprint, the University offers a network of assets to explore, test and implement new solutions. We have close relationships with many in the community, but we can and should do more to make our campuses more accessible to individuals and groups. To meet the needs of diverse communities, we commit to fostering a physical environment that invites community engagement, simplifying processes for accessing our spaces and infrastructure, and creating a rich program of events.



	INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
<b>MAINTAIN FOCUS</b>	Campus space accessibility	Ensure design of new university spaces maximises engagement and fosters an inviting environment, and existing infrastructure is used in a way that supports community collaboration.	Greater mixing of internal and external stakeholders.	> Buildings and Property Division
<b>ENHANCE</b>	Campus space utilisation	Make our campuses more accessible to the communities we serve, maximising community use and ease of access, e.g. opening our space for events and to schools, sporting organisations, performing and visual arts, etc.	More porous campus spaces used by diverse community groups and people.	> Buildings and Property Division
	Campus programming review and maximisation	Review programming relating to sport, performing arts, and cultural events.	Encourage a diverse range of community members to experience Monash campuses and facilities.	> External community engagement and impact > MPAC > Office of the Deputy Vice-Chancellor (Student Experience) and Senior Vice-President
<b>NEW INITIATIVE</b>	Kindred People	Deliver an arts symposium showcasing global First Nations talent.	Expose the Monash and broader community to First Nations Cultures.	> External community engagement and impact > MPAC > Office of the Deputy Vice-Chancellor (Student Experience) and Senior Vice-President > Office of the Deputy Vice-Chancellor (Indigenous) and Senior Vice-President > Advancement
	Jock Marshall Reserve Waking Country	Transform the Jock Marshall Reserve into a First Nations sculpted living classroom that enables the delivery of Indigenous-led on-Country experiences through immersive and interactive learning activities.	Provide a dedicated space on campus to expose the Monash and broader community to First Nations Cultures.	> Office of the Deputy Vice-Chancellor (Student Experience) and Senior Vice-President

