



**STRATEGY 2030**  
Transforming health  
through scientific  
excellence

ARMI.ORG.AU

# Acknowledgement of Country and Commitment to Diversity and Inclusion

## Acknowledgement of Country

We acknowledge the Traditional Custodians of Country across Australia and recognise their deep connection to the lands, waters and skies. We pay our respects to Aboriginal and Torres Strait Islander Elders past and present.

As an institute of Monash University, we foster cultural awareness and allyship, support The Uluru Statement from the Heart and The Yoo-rrook Justice Commission, and welcome Victoria's first Statewide Treaty.

We recognise Aboriginal and Torres Strait Islander peoples as Australia's first scientists and innovators – accumulating knowledge, passing it across generations and caring for Country across thousands of years of continuous culture.

## Commitment to diversity and inclusion

Our staff and students come from more than 30 countries. We are committed to ensuring that breadth is matched by genuine inclusion – a workplace where every person feels valued, heard and able to fully contribute.

We actively work to ensure every staff member and student can influence the decisions that shape their work. Our Diversity and Inclusion Action Plan, renewed every three years, sets concrete commitments across gender equity, cultural inclusion and Aboriginal and Torres Strait Islander participation.

Monash University holds a SAGE Athena Swan Silver Award in recognition of its work to support women and under-represented groups in research. As an institute of Monash, we commit to the principles and actions within the SAGE charter.

We welcome you.



## Our path to 2030

Regenerative medicine is changing what is possible in healthcare today. Cell and gene therapies, stem cell research and tissue engineering are already delivering potentially curative treatments for conditions that were, until recently, managed rather than resolved. The question for Australia is not whether this field will reshape medicine – we know it will – but whether we are positioned to lead.

The Australian Regenerative Medicine Institute (ARMI) was established to ensure we are ideally placed to lead. Over 17 years we have built Australia's only research institute solely dedicated to regenerative medicine, growing into an internationally respected centre of excellence, and establishing a global reputation for scientific rigour, research integrity and translational ambition.

Strategy 2030 marks a step change. We are not refining our approach, we are accelerating it.

In the next five years, ARMI will grow its Group Leader cohort to 22, scale its R&D pipelines across rare disease, musculoskeletal disease, diabetes, cardiovascular disease, neurodegeneration, dementia, infertility and ageing, and advance therapeutics to first-in-human clinical trials. We will embrace the potential of AI to expedite our research. We are modernising our systems, streamlining our operations and embedding automation and AI across research, education and administration; building a human-centred, technology-driven institute that is as efficient as it is excellent.

Strategy 2030 is structured around six pillars:

- scientific excellence and impact
- regenerative medicine research and development at scale
- clinical translation of advanced therapies
- world-class education and development
- sustainability and operational excellence
- global leadership in regenerative medicine.

Together, they connect our science to its purpose: from the bold questions we ask in the laboratory to the people who will benefit from the answers.

The foundations to deliver that ambition are already in place. Our infrastructure gives us a genuine competitive advantage. AquaCore, one of the Southern Hemisphere's largest aquatic preclinical research facilities, provides access to a unique combination of research models available nowhere else in the world. The EMBL model brings elite international talent to our institute and sustains a culture where mentorship and leadership are as valued as discovery. And our location within the Monash Technology Precinct, close to the Victorian Heart Hospital and Monash Health, gives us a direct, practical pathway from discovery research to clinical application.

ARMI was established in 2009 to provide Australia with a dedicated, world-class research institute at the centre of the global regenerative medicine effort.



Professor Peter Currie FAA IntFRSE

Education sits at the heart of our growth. ARMI coordinates Monash University's Master of Biotechnology across three international campuses, training the workforce our rapidly expanding sector urgently needs.

None of this happens without people. Our staff and students come from more than 30 countries. It is their curiosity, their rigour and their commitment to collaboration that makes this institute what it is. There is real joy in the work we do, in the questions we ask, the problems we solve together, and the knowledge that our science has the potential to improve lives. We will carry this energy into the next five years.

**Professor Peter Currie**  
FAA IntFRSE  
Director of Research

## Who we are

### Australia's only research institute dedicated to regenerative medicine

The Australian Regenerative Medicine Institute (ARMI) was established in April 2009 through a \$153 million joint venture of Monash University and the Victorian Government.

We bring together world-leading scientists who are studying how the body forms, heals and regenerates. By uncovering the biological mechanisms behind repair and regeneration, ARMI researchers are laying the foundations for new therapies for injury, disease and improved health as we age.

Our 16 research groups work across musculoskeletal disease, diabetes, cardiovascular disease, neurodegeneration, rare diseases, infertility and ageing. More than 200 staff and students from over 30 countries contribute to a research environment designed to pursue difficult questions, share knowledge across disciplines and move discoveries toward clinical application.

### What sets us apart

Five characteristics distinguish ARMI on the global stage.

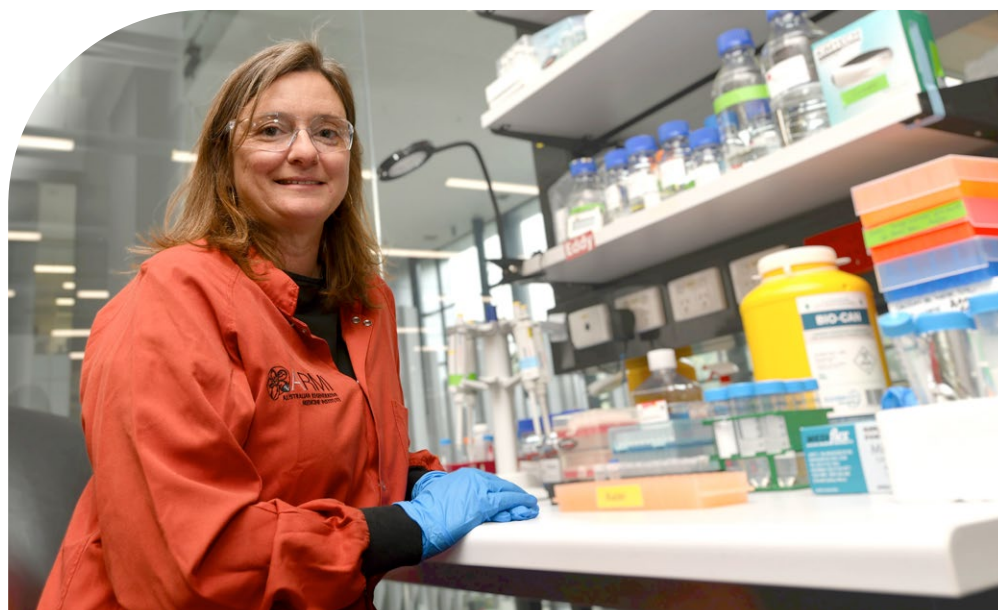
**Scientific excellence.** Our global reputation, publication record, grant success and research integrity place us among the leading regenerative medicine institutes worldwide.

**The EMBL model.** ARMI leverages the European Molecular Biology Laboratory (EMBL) research model to recruit internationally competitive talent and develop the next generation of research leaders. Three of our Group Leaders were recruited through EMBL Australia.

**AquaCore.** Our aquatic preclinical research facility is one of the largest of its kind in the Southern Hemisphere, providing access to a unique combination of research models available nowhere else in the world.

**Precinct integration.** ARMI is co-located within the Monash Health Translation Precinct alongside the Victorian Heart Hospital and Monash Health, providing a direct pathway from discovery research to clinical application.

**Workforce development.** ARMI coordinates Monash University's Master of Biotechnology internationally across three campuses, training industry-ready graduates for an accelerating sector with a documented \$120 billion market need for workforce<sup>1</sup>.









<sup>1</sup>O'Sullivan, G., Philips, J.G. and Rasko, J.E. (2022), Clinical gene technology in Australia: building on solid foundations. Med J Aust, 217: 65-70.

## Vision, mission and stretch goals

**Our vision** To transform health through scientific excellence and world-leading research, education and innovation in regenerative medicine.

**Our mission** To lead a globally renowned regenerative medicine pipeline to discover, develop and translate advanced therapies through interdisciplinary collaboration and world-class education in research and biotechnology, empowering society and increasing public understanding and trust in regenerative medicine.

### Our values

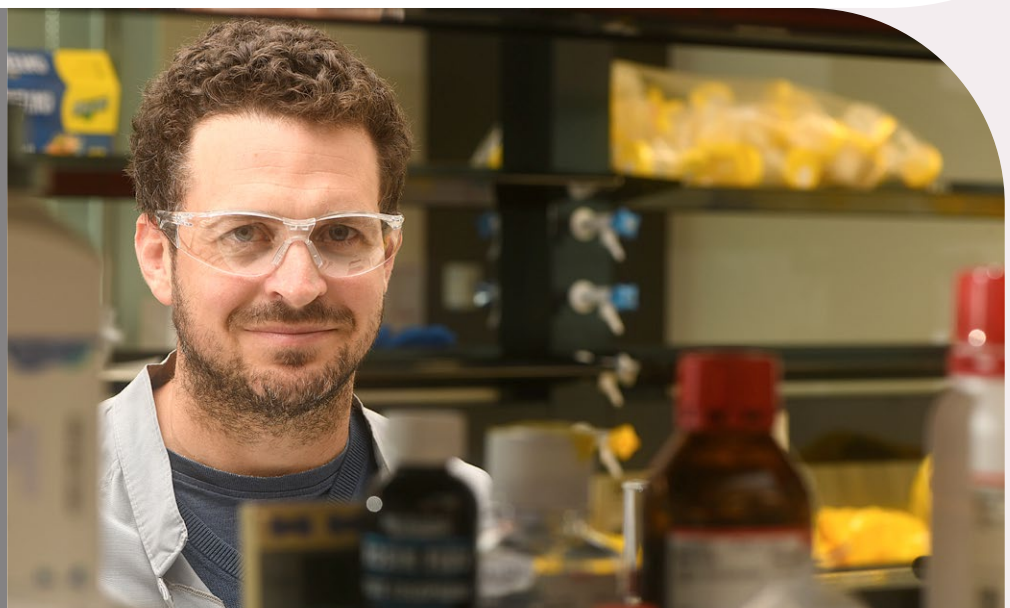
-  Excellence and impact
-  Trust, respect and integrity
-  Creativity and joy
-  Leadership and collaboration
-  Curiosity and mentorship
-  Growth and sustainability

### By 2030, ARMI will:

**Bring therapeutics to first-in-human clinical trials** – Advance a therapeutic through our research pipelines to a first-in-human clinical trial: the clearest measure of translational impact.

**Increase our PhD enrolments** – Grow our PhD enrolments, addressing the workforce gap that remains one of the sector's most significant constraints on growth.

**Secure two major programmatic grants** – Secure at least two large multi-investigator grants across different research themes, demonstrating both scientific depth and collaborative scale.



# Pillar 1: Scientific excellence and impact

**Goal:** Lead and excel at the forefront of regenerative medicine through discovery research that drives development of innovative therapeutics.

ARMI's research spans the full arc of regenerative biology: understanding how tissues form, fail and repair; identifying the molecular and cellular mechanisms that govern regeneration; and developing the therapeutic approaches that are revealed by that knowledge. Our research groups work across musculoskeletal disease, diabetes, cardiovascular disease, neurodegeneration, rare disease, immunity, infertility, ageing and spinal cord degeneration, injury and repair.

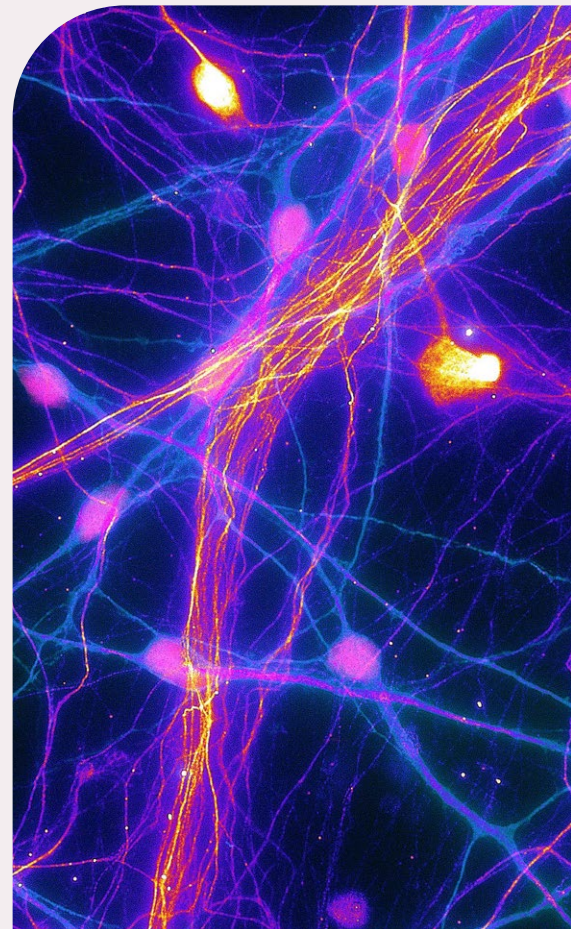
## What we are doing

We are developing and implementing a research strategy that focuses discovery on the bold questions in regenerative biology most likely to yield therapeutic insight. Targeted recruitment will build the critical mass needed across each theme for programmatic grant applications and sustained pipeline growth and development.

We are expanding our use of computational biology, machine learning and AI across research design, data analysis and therapeutic modelling. These tools will move biological discoveries toward clinical application faster than traditional workflows allow.

We are increasing our presence at national and international conferences, supporting researchers in applying for prominent awards, and communicating research outcomes to the public through strategic public engagement. A new community engagement program – *Regener8 Frontiers* – will bring leaders, decision-makers and the public directly into conversation with our researchers, innovators and strategic advisers.

Research integrity and best practice in research are fundamental to our work. Completion of ethics, data management, and safety and research integrity training is mandatory for all staff and students, and completion rates are embedded in our operational reporting.



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## Pillar 2: Regenerative medicine research and development at scale

**Goal:** Foster collaboration across the institute to increase knowledge and resource-sharing, and support commercialisation and translation of discovery and preclinical research.

Discovery research only delivers impact when findings move from the laboratory into pipelines with a realistic path to clinical and commercial application. This pillar is about the systems, relationships and infrastructure that will accelerate ARMI's science from the laboratory into development pipelines.

ARMI currently has three spinout companies and one new product in development. Strategy 2030 targets the launch of an additional product or spinout through innovation-focused funding. That requires more than excellent science, it requires researchers who understand the commercial landscape their work will enter, and an institute that actively supports the transition.

### What we are doing

We are developing and implementing an Industry Engagement Strategy that gives researchers the tools to identify potential commercial and manufacturing partners, understand intellectual property implications, assess market potential and think through the commercial dimensions of their projects from the outset.

We are building and maintaining a real-time database of ARMI's translational and commercialisable assets, so that business development conversations with public and private stakeholders are grounded in current, accurate information.

ARMI is increasing its presence at national and global industry conferences and is now a member of the Alliance of Regenerative Medicine and an associate partner of the SMART CRC to connect our research and development (R&D) pipelines directly with industry audiences.

We are also deepening our relationships with contract research organisations and contract development and manufacturing organisations in Australia and internationally, to access expert advisory support and accelerate process development and manufacturing where our R&D pipelines require it.

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## Pillar 3: Clinical translation of advanced therapies

### Goal: Translate discovery and preclinical research to the clinic.

The distance between a promising preclinical result and a first-in-human clinical trial is where most regenerative medicine programs stall. Bridging that distance requires strategic relationships with clinicians, rather than ad hoc collaborations.

ARMI's location within the Monash Health Translation Precinct, alongside the Victorian Heart Hospital and Monash Health, gives us a direct line to clinical expertise, patient populations and translational infrastructure. Strategy 2030 formalises and deepens that connection.

### What we are doing

We are developing and implementing a Clinical Engagement Strategy to systematically identify collaboration opportunities, joint appointments and partnerships with clinician-scientists and hospital-based researchers across the Monash ecosystem and beyond.

Deepening our relationships with clinician-scientists is a clear priority. Where opportunities arise, we will explore joint appointments and adjunct arrangements that bring clinical expertise into direct contact with our research programs, ensuring our work is shaped by the realities of clinical practice and the unmet needs of the people our research is designed to help.

We are designing a Consumer and Community Engagement Framework so that people living with the conditions our research addresses have a genuine role in shaping research priorities. The framework will also ensure researchers understand the patient perspective from the outset, considering lived experience not as a late-stage input but as an active influence on how therapeutic approaches are conceived and developed. Disease advocacy groups are valued partners in this process.

The stretch goal of bringing therapeutics to first-in-human clinical trials by 2030 is the measure against which this pillar will be assessed. It is ambitious. Our precinct co-location, our clinical partnerships and the translational infrastructure we can access positions us on a credible path to achieving it.



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## Pillar 4: World-class education and development

**Goal:** Develop scientific leaders through world-class education and professional development who thrive and excel within the regenerative medicine ecosystem.

Australia's regenerative medicine sector faces a documented workforce shortage. The skills gap is reported as one of the top three barriers to this industry's growth and represents a direct constraint on the sector's ability to translate scientific advances into clinical and commercial outcomes.

ARMI is addressing this at every level: through undergraduate and postgraduate education, postdoctoral career development, and accelerating the career trajectory of our Group Leaders.

### What we are doing

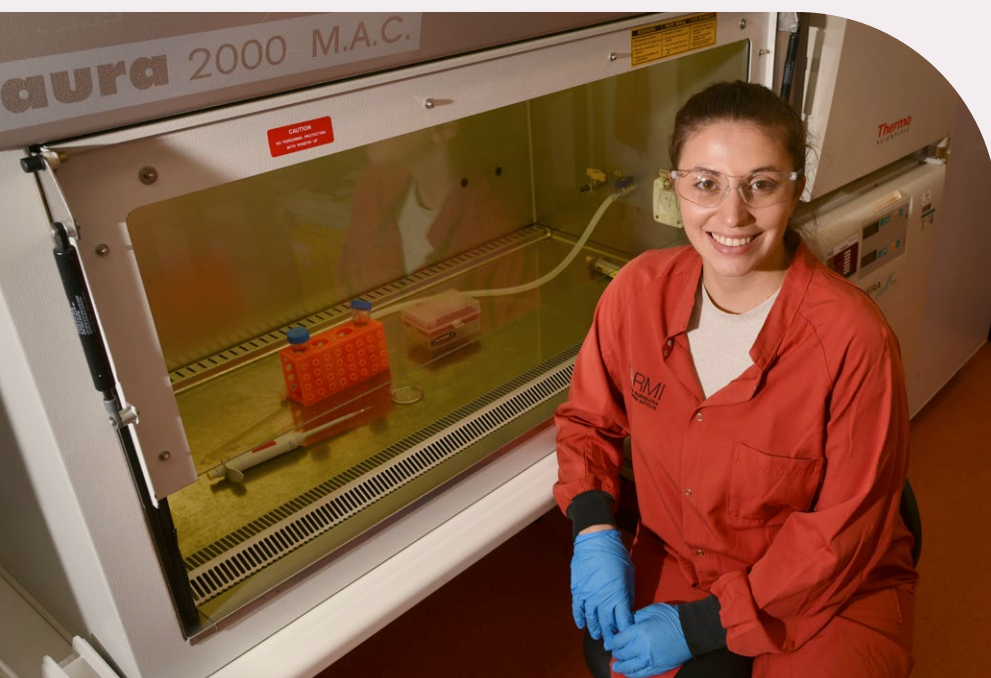
The Master of Biotechnology, coordinated by ARMI and delivered internationally across three Monash campuses, integrates scientific training with commercialisation, entrepreneurship and industry practice. This industry-informed degree aims to support Australia's capacity to expand its biotech sector. Growing the program in enrolments, industry partnerships and geographic reach is a strategic priority.

We are targeting growth in PhD enrolments by 2030, with an emphasis on attracting motivated and high-performing students from within Monash's undergraduate cohort and expanding industry-partnered PhD programs.

We will develop and implement a comprehensive Career Development Framework to provide postdoctoral researchers and Group Leaders with professional development across the career arc: transferable skills training, mentorship, leadership development, and support for fellowship applications and awards.

Our ARMI Accelerator program provides a pathway for emerging leaders to progress toward developing an independent research program.

The workforce we develop is not just ARMI's future, it is critical to the future of the global biotech ecosystem.



## Pillar 5: Sustainability and operational excellence

**Goal:** Streamline operations and secure public and private investment to sustain the institute's operations and future growth.

A research institute's ability to deliver on its scientific ambitions depends on the strength of its operational foundations. Pillar 5 addresses the systems, structures and culture that will ensure our work is sustainable, high-quality and impactful.

### What we are doing

We are strengthening financial resilience by diversifying our revenue base: complementing government grants with strategic fundraising, industry collaborations and philanthropic partnerships, so that ARMI's capacity to invest in research is not dependent on any single funding source.

We are optimising our research infrastructure, space and operational costs, and expanding the external user base for our facilities. This will ensure ARMI's assets work harder and add value for the institute and for the broader research community.

ARMI has a duty of care to every person who works and studies with us. We take that responsibility seriously: providing training across psychosocial safety, ethics, cultural awareness, wellbeing and inclusion, and striving to exceed the standards our people deserve and the law requires.

We are committed to a culture that respects and supports Aboriginal and Torres Strait Islander staff and students, and that recognises Traditional Knowledge systems through ongoing education and active allyship.

We are delivering on Monash University's Science in Australia Gender Equity (SAGE) Athena Swan Silver Award, implementing actions that support academic women and under-represented groups, and renewing our Diversity and Inclusion Action Plan every three years.

Our operational processes must be designed to ensure our people feel welcome, safe and supported, deliver against organisational priorities, minimise environmental impact and remain consistent with our values.



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## Pillar 6: Global leadership in regenerative medicine

**Goal:** Elevate ARMI's profile nationally and internationally to cement our position as Australia's leading regenerative medicine research institute on the global stage.

ARMI is Australia's only research institute solely dedicated to regenerative medicine. That distinction carries both an opportunity and a responsibility: to lead the national conversation about where the field is going, and to represent Australia's capabilities credibly on the international stage.

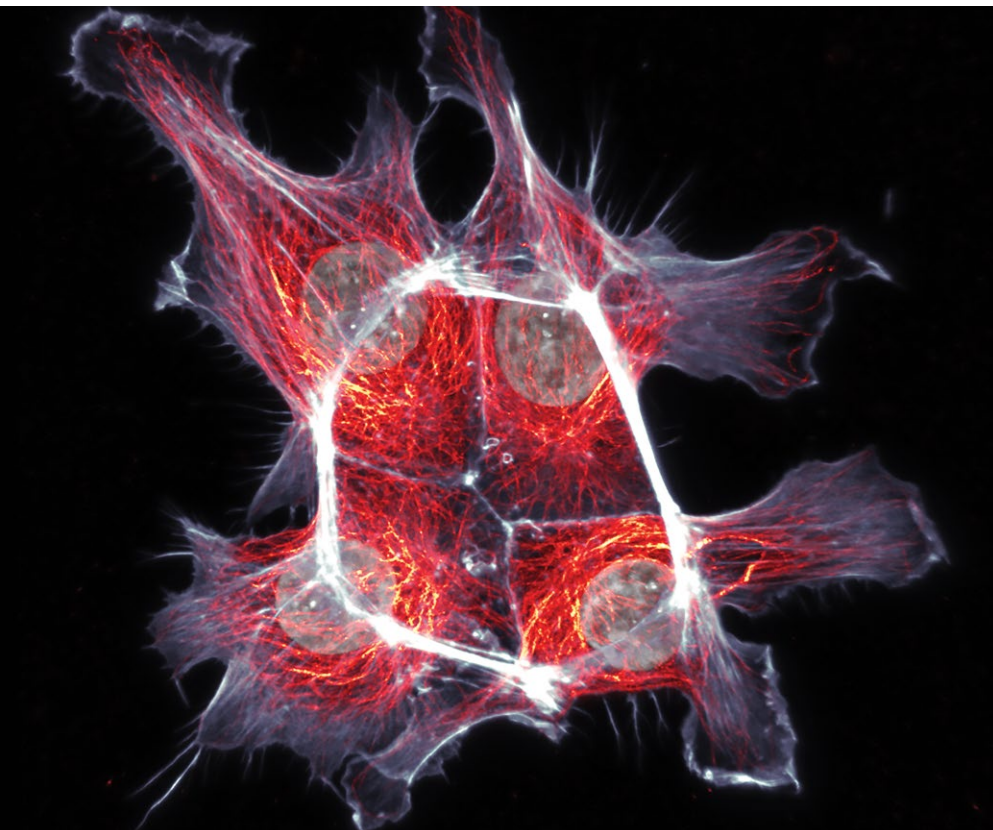
### What we are doing

We are actively extending our international networks, building on existing partnerships with institutions including EMBL and Osaka University. Our focus is on the depth of our collaborations rather than breadth of contact. We are building relationships that genuinely advance our research and translate into real scientific progress.

ARMI researchers are being supported to take on advisory board and committee roles at peak bodies nationally and internationally, both as a contribution to the field and as a mechanism for raising ARMI's contribution and influence in the networks and communities that shape research funding and policy.

We will host an international conference focused on regenerative medicine – a satellite event connected to a major international meeting – that will bring global leaders in research and industry to Australia and position ARMI as a convener.

Our emerging researchers are already raising ARMI's profile on the global stage, and we are committed to accelerating their impact. We will continue to encourage our postdoctoral scientists and early-career researchers to participate in international conferences, symposia, advisory conversations and leadership programs. We back our people to lead, to be heard and to make their mark.



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## Strategic partnerships

ARMI's research does not happen in isolation. Translation from discovery to clinical application requires clinical expertise, industry capability, technological infrastructure and community trust. Our strategic partnerships provide all four.

Our Strategy 2030 structures ARMI's partnerships across five distinct types, each serving a unique function in the journey from laboratory discovery to the people our research is ultimately designed to help.

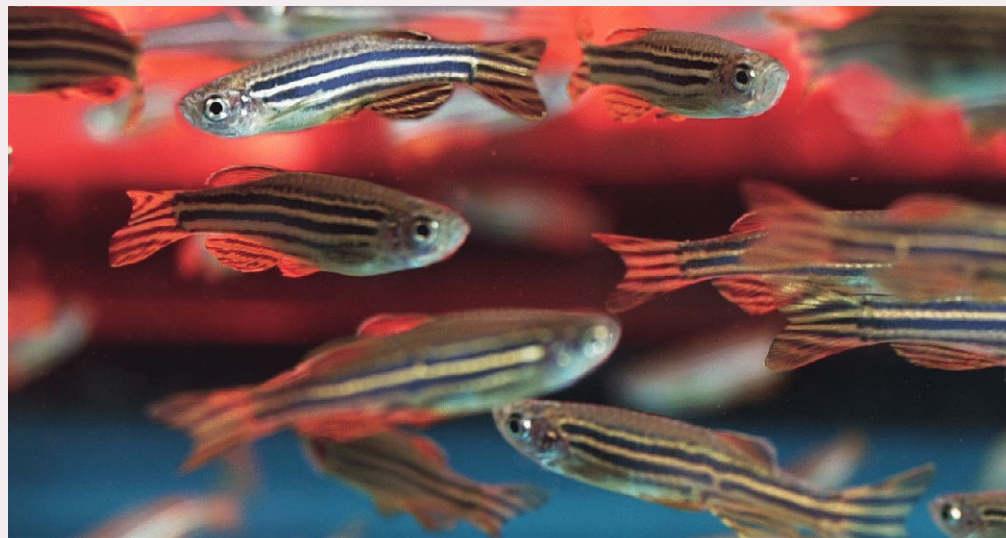
**Clinical partnerships** connect ARMI researchers with the clinician-scientists, patient populations and consumer groups that keep translation work focused on genuine unmet need.

**Industry partnerships** support commercialisation, process development and manufacturing.

**AI, data and automation partnerships** underpin ARMI's commitment to integrating computational capability across research workflows, expediting our research.

**International partnerships** extend ARMI's global reach and provide access to research models, talent and collaborative programs that would not otherwise be available in Australia.

**Community partnerships** ensure that the populations most affected by the conditions we research have a voice in how that research is shaped.



Our Strategy 2030 structures ARMI's partnerships across five distinct types, each serving a unique function in the journey from laboratory discovery to the people our research is ultimately designed to help.

## Building the sector's talent base

Australia's regenerative medicine and biotechnology sector faces a structural constraint that funding and infrastructure alone cannot resolve. Workforce, the availability of people with the right skills to move discoveries from the laboratory into clinical and commercial application, is one of the top three barriers to industry growth<sup>2</sup>. This gap will limit the growth potential of this \$120 billion industry.

ARMI is the only research institute in Australia solely dedicated to regenerative medicine. This means we have a significant responsibility for training the people our sector needs.

### The Master of Biotechnology

The Master of Biotechnology (MBiotech) is coordinated by ARMI and delivered internationally across three Monash University campuses. It integrates advanced scientific training with commercialisation, entrepreneurship, regulatory knowledge and work-integrated learning, producing graduates who understand both the science and the industry context in which it operates.

As the biotech sector grows, so will the demand for MBiotech graduates. Extending this degree – in student enrolments, in industry partnerships and in international reach – is a key pathway for ARMI to directly contribute to closing the biotech industry's workforce gap.

### The research training pipeline

Beyond the MBiotech, ARMI mentors and trains undergraduate and postgraduate students. Our Strategy 2030 targets an increase in PhD enrolments by 2030. Industry-partnered PhD programs will connect students with commercial and clinical dimensions of the sector while they are still in training, producing researchers who are not only technically proficient, but also industry aware and sector-ready.

The people ARMI trains over the next five years are the researchers, clinicians and industry leaders who will define Australia's regenerative medicine capability in 2030 and beyond.



<sup>2</sup> Fekete, N., Walker, R. and Pike, N. (2023). Workforce report: Gap analysis for the cell and gene therapy sector. Alliance for Regenerative Medicine.

## ARMI in the world

Regenerative medicine is a global endeavour, making competition for scientific leadership, clinical translation and commercial advantage global in scale.

North America – led by the Boston-Cambridge and San Francisco Bay biotech hubs – currently leads on late-stage translation, venture capital and commercial output. Europe's strength lies in dense, connected networks of cell and gene therapy centres and Good Manufacturing Practice manufacturing clusters, as does the UK's Cambridge-London-Oxford triangle. The Asia-Pacific region is growing quickly, driven by regulatory flexibility, government investment and expanding manufacturing capacity.

Australia sits as an accelerating hub for regenerative medicine and advanced therapies within this fast-growing region. It has a strong clinical governance framework, a positive regulatory environment, and a track record that international sponsors increasingly view as attractive for clinical trials and early patient access to investigational therapies.

ARMI's position within that landscape is distinctive. We have a concentrated, integrated research environment with a direct pathway from discovery to clinical application: co-located with Monash University, the Monash Technology Precinct and Monash Health – one of Victoria's largest public health services. That co-location creates direct pathways between research and clinical application that geographically distributed hubs cannot.

Our Strategy 2030 leverages this position. The goal is not to replicate what US and European hubs have established. It is to lead as a centre of excellence within Australia, having impact at a global level, and attracting the international partnerships and industry sponsors that will enable us to export Australian regenerative medicine and advanced therapies to the world.

ARMI's international partnerships span Europe, Japan, the US, China and the UK. These are connections forged on the basis of a collaborative research and education presence that extend well beyond our geographic location.



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# Looking ahead

The case for regenerative medicine is clear: chronic disease management places an immense burden on individuals, families and healthcare systems. Regenerative therapies, many with curative potential, offer a fundamentally different approach: not managing disease, but addressing it at its biological source.

Cell therapies that can eliminate cancer cells, gene therapies that correct inherited disorders, and stem cell treatments that are reshaping outcomes for patients with blood disorders and rare diseases are not speculative. They are approaches currently in clinical use or late-stage development, and their range is expanding significantly.

Australia has the scientific talent, the clinical infrastructure and the regulatory environment to be a high-value contributor to that expansion. At ARMI we recognise our need for stronger translational capability to ensure our research progresses from the laboratory to the clinic and, ultimately, to patients.

That is what Strategy 2030 ultimately enables us to do.

By 2030, ARMI will be an impactful and dynamic institute in measurable ways: research excellence evidenced by high-impact publications, awards and thought leadership; more highly collaborative research groups; deeper clinical partnerships; a more diversified funding base; a larger and more industry-connected education program; and, most significantly, therapeutics from our own R&D pipelines in first-in-human clinical trials.

The science that will reach people in 2030 is being done now. The researchers who will lead Australia's regenerative medicine sector in the future are being trained now. The partnerships that will make clinical translation possible are being established now.

ARMI's contribution to Australian health will be defined by what we deliver to our communities, to the sector and to the people our research is designed to help. The goals are set. The timelines are clear. We are building a future where regenerative therapies are not a distant hope but a clinical reality.

Strategy 2030 positions us for success and impact, and we stand ready to deliver – transforming health through scientific excellence.

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**ARMI Strategy 2030** is aligned with Monash University's *Impact 2030* and the Monash Research and Enterprise Plan 2026–2028. Our goals support the Faculty of Medicine, Nursing and Health Sciences' mission to improve human health, and contribute to the University's commitment to an end-to-end innovation pipeline.

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For enquiries about research collaboration, partnerships, philanthropy, media interviews or education programs, please contact us: [armi@monash.edu](mailto:armi@monash.edu).

