

Excellent, Engaged and Accessible

# THE UNIVERSITY OF OPPORTUNITY

Victoria University's Strategic Plan  
2012–16

Updated Version for 2014 – 2016  
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**VICTORIA  
UNIVERSITY**

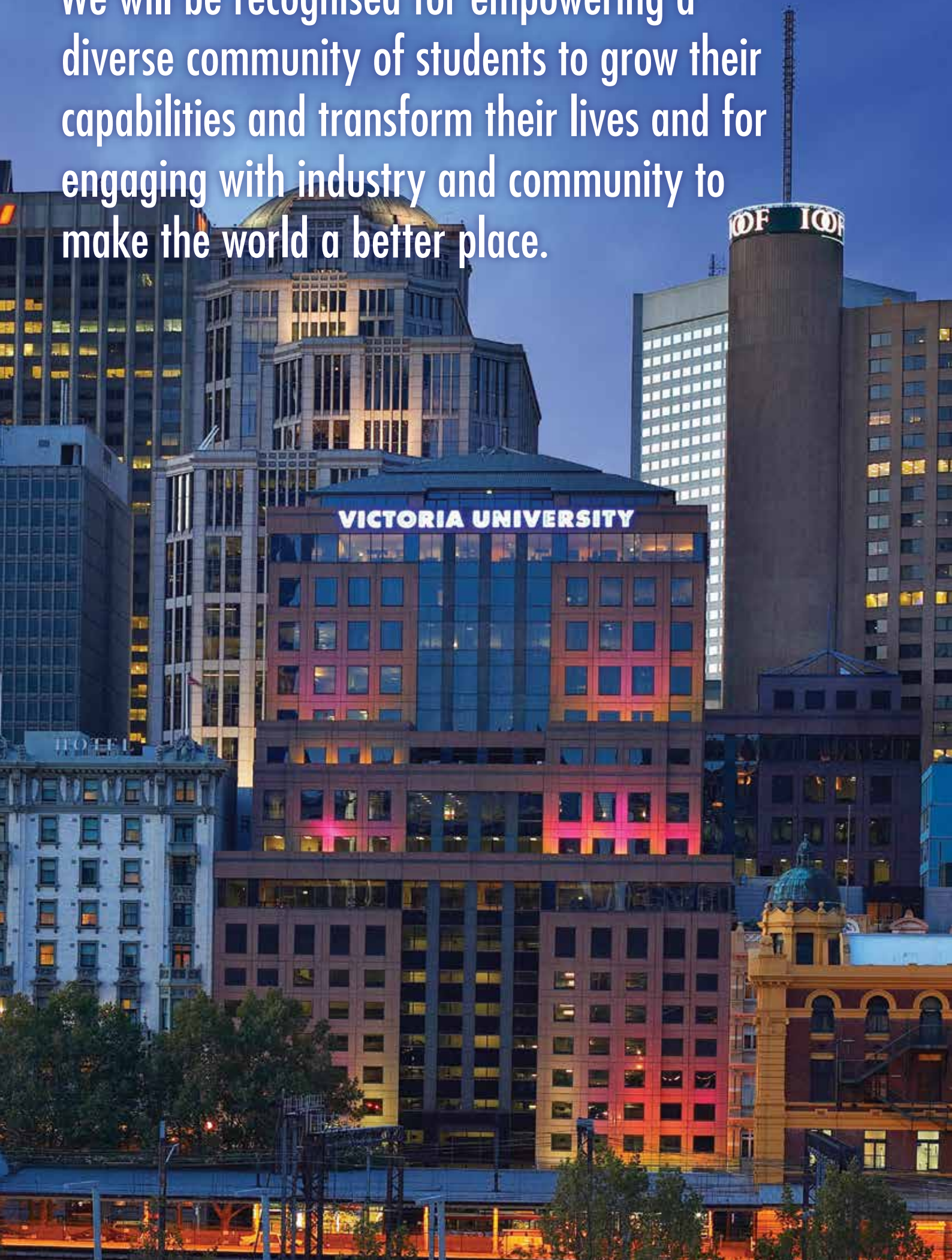
MELBOURNE AUSTRALIA



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We will be recognised for empowering a diverse community of students to grow their capabilities and transform their lives and for engaging with industry and community to make the world a better place.



# 1 VICE-CHANCELLOR'S PREAMBLE



## BACKGROUND

In 2011, following consultation with internal and external stakeholders, Victoria University released a new Strategic Plan: *Excellent, Engaged and Accessible, 2012–2016*.

Since then, in the face of major changes in government policy, and associated financial challenges, we have undertaken significant organisational changes consistent with the strategic plan's emphasis on boldness, innovation and agility. This has resulted in a new College structure and new administrative arrangements. The University is now better placed to succeed in this competitive tertiary education market.

The University Council requested that the strategic plan be updated to reflect the new structures and changing policy and market environment. They particularly asked us to identify and articulate the distinctive features of Victoria University that will ensure our future competitiveness.

The new plan continues to emphasise excellence, engagement and accessibility, but identifies the overarching distinctive concept that will drive the university forward, *The University of Opportunity*.

Victoria University achieved university status in 1991 and has provided great opportunities to many thousands of students since that time. Its preceding institutions date back to 1916 in the case of Footscray Technical School which successfully focussed on creating opportunities for students from the West of Melbourne. This remains an important priority, though we now have around 50,000 students from far and wide, with operations in Melbourne's CBD, and in other countries such as China, Malaysia and India, as well as in Melbourne's West which remains our heartland.

## TOWARDS A GREAT UNIVERSITY OF THE 21ST CENTURY: A NEW MEANING FOR GREATNESS

In the original strategic plan we indicated that Victoria University aimed to be a 'great university of the 21st century'. For many, this challenged the traditional concept of greatness typically associated with those institutions that focus on the academic elite. In the 21st century, however, an era of mass tertiary education, we need new great universities with a broader remit.

For Victoria University we have a broader role than providing opportunities to the academic elite. We are a university which has a student population from diverse countries, cultures, socioeconomic and educational backgrounds. We care about our students finding their own true success, whether it is in their career of choice or along their learning journey. The ability to enter and exit at different levels in the AQF, with seamless pathways and strong support, from broad access programs to more selective programs in flagship areas, will distinguish our model of education from our competitors. Victoria University can be an international leader both in providing excellent tertiary education to students from diverse backgrounds, and helping them succeed, as *The University of Opportunity* and, in the process, become a great university of the 21st century.

Victoria University aims to be renowned as a high quality, industry and community relevant, learning and teaching institution, but also to have a reputation for research and knowledge exchange that has real impact on industry and the broader community. To achieve this, deep engagement with industry and community is critical. Being *The University of Industry and Community* is another cornerstone of being a great 21st century university, the foundations for which are already well in place at Victoria University. This will provide

an important key to how we will achieve the goals excellence, engagement and accessibility as *The University of Opportunity*.

Targeted engagement with Asia is another cornerstone to success, and we will focus on strengthening our current partnerships in the region to be a key contributor to the Asian Century.

It is also important for a university aspiring to be a great university of the 21st century to identify areas of specialisation in which it will become internationally renowned. One area where this is already a reality is sport, exercise and active living, and after extensive benchmarking, we are taking advantage of this by positioning Victoria University as Australia's Sport University. This is made possible by the breadth and depth of our teaching, research and engagement in sport and related areas across the university, not only in the College of Sport and Exercise Science, but all Colleges.

By the time we prepare our next strategic plan, we expect to have a plan to be an international leader in at least one other area. There are a range of potential areas, from our list of focus industries and from our three interdisciplinary research themes, which in addition to Sport, Health and Active Living, include: Education, Lifelong Learning and Workforce Development; and Sustainable Industries and Liveable Cities.

This refreshed strategic plan defines our distinctiveness in the tertiary education sector through a number of distinguishing features. It also provides a framework within which we can design and implement the specific strategies required to achieve the vision of *The University of Opportunity* and measure and monitor our progress as we go.

A handwritten signature in black ink that reads "Peter Dawkins". The signature is written in a cursive style.

Professor Peter Dawkins  
Vice-Chancellor and President

# 2 VICTORIA UNIVERSITY'S VISION, MISSION, VALUES AND BEHAVIOURS

## 2.1 VISION

Victoria University will be excellent, engaged and accessible and internationally recognised for its leadership in:

- empowering a diverse community of students to grow their capabilities and transform their lives;
- engaging with industry and community to make the world a better place, through the creation, sharing and use of new knowledge.

## 2.2 MISSION

Through its distinctive approach to curriculum, the student experience, research and knowledge exchange, emphasising engagement with industry and the community, Victoria University will be renowned for:

- empowering students from diverse countries and cultures, socioeconomic and educational backgrounds, to be successful lifelong learners, grow their skills and capabilities for the changing world of work, and be confident, creative, ethical and respectful, local and global citizens;
- finding creative and evidence-based solutions to important contemporary challenges in Australia, Asia and globally, relating especially to education and lifelong learning, to health and active living, to the cultural diversity and well-being of communities, to economic development and environmental sustainability, and to the success of particular industries and places, especially our heartland of the West of Melbourne, Australia's fastest growing region.

## 2.3 VALUES

The University's values underpin our vision and mission, and are integral to guiding the implementation of this Strategic Plan.

They are:

### Access

Victoria University is an accessible and friendly university to students and staff from diverse countries and cultures, socio-economic and educational backgrounds, as well as to our industry, government and community partners.

### Excellence

Victoria University is committed to excellence in education, research and knowledge exchange.

### Respect

The staff and students of Victoria University demonstrate respect for others from diverse countries and cultures, educational and socioeconomic backgrounds, and for the natural environment.

## 2.4 BEHAVIOURS

In living out these values, the following behaviours are encouraged in the pursuit of the University's vision and mission:

### Engagement

Victoria University is proactive in building relations with industry, government, community and other education and training providers for the mutual benefit of the partners and the University.

### Collegiality

The Victoria University community demonstrates collegiality and teamwork with fellow students and staff.

### Courage, boldness, innovation and agility

Victoria University pursues its mission with courage, boldness, innovation and agility.

# 3 VICTORIA UNIVERSITY'S STRATEGIC PLAN 2014–2016 SUMMARY

We will deliver on our vision and mission by embedding our distinguishing features, investing in our distinctive models and building the right foundations.

**VICTORIA UNIVERSITY WILL BE RENOWNED FOR:**

## DISTINGUISHING FEATURES

1. The University of Opportunity
2. The University of Industry and Community
3. Australia's Sport University

**THIS WILL BE ACHIEVED THROUGH INVESTING IN OUR DISTINCTIVE MODELS FOR:**

### LEARNING AND TEACHING AND THE STUDENT EXPERIENCE

A learning and teaching experience that empowers students to grow their capabilities and transform their lives.

- Integrated tertiary programs across AQF levels with flexible entry and exit points
- Course content and teaching method aligned with student needs
- Industry focussed content underpinned by blended and work integrated learning.

### ENGAGEMENT WITH INDUSTRY AND COMMUNITY

A leader in the exchange of knowledge with industry and the community to make the world a better place.

- Key industry focus (10 industries)
- VU Industry Connect, including Victoria Plus
- Targeted community engagement with flagship projects in Maribyrnong, Brimbank, Wyndham and the Melbourne CBD, alongside VU Learning Link beyond these areas.

### APPLIED AND TRANSLATIONAL RESEARCH

Recognised for our applied and translational research in three inter-disciplinary themes.

- Sport, health and active living
- Education, lifelong learning and workforce development
- Sustainable industries and liveable cities.

### TARGETED INTERNATIONAL ENGAGEMENT, ESPECIALLY IN ASIA

An international university recognised around the world for leadership in transnational education.

- Beneficial partnerships with Asia, with strong teaching and international student mobility programs and research collaboration
- Increased number of successful on-shore Asian students.

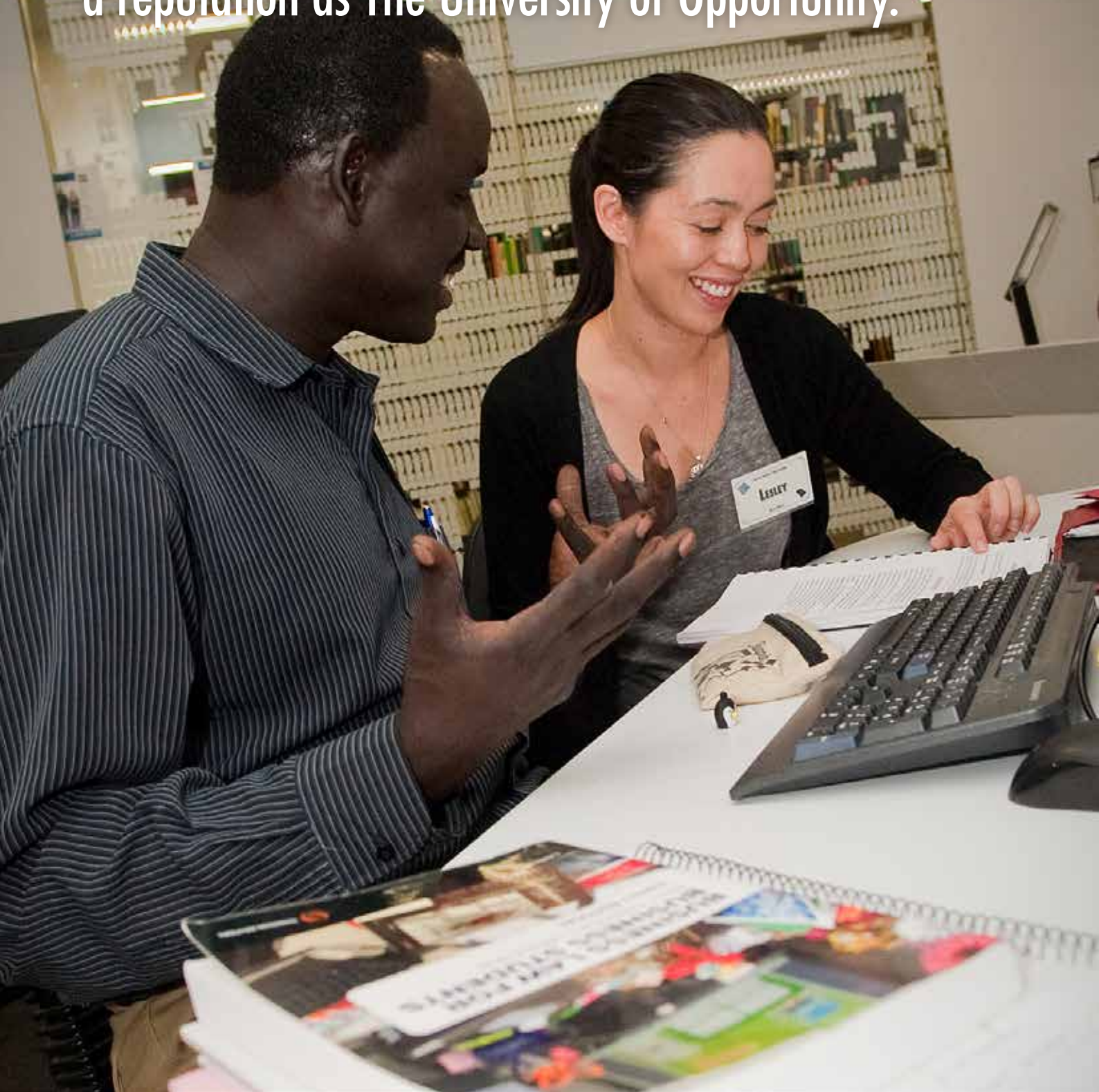
**IT WILL BE ENABLED BY THE RIGHT FOUNDATION:**

### A DYNAMIC ORGANISATION

A dynamic and sustainable organisation and an employer and partner of choice.

- High performing and engaged staff
- Lean and effective shared services that support achievement of educational and research outcomes
- Consolidated and focused campus presence e.g. Footscray, Melbourne CBD, Sunshine/St Albans and Werribee
- Financially sustainable performance that delivers investment for the future.

Victoria University can be an international leader in providing access to an excellent tertiary education to students from diverse backgrounds to help them achieve true success, earning a reputation as The University of Opportunity.





# 4 TOWARDS A GREAT UNIVERSITY OF THE 21ST CENTURY

## 4.1 THE UNIVERSITY OF OPPORTUNITY

Recognition as *The University of Opportunity* will require Victoria University to provide outstanding educational opportunities for students from diverse countries, cultures, socioeconomic and educational backgrounds, to help them find true success.

In its third decade as a university, Victoria University already has a student population of around 50,000. Cognisant of the national importance of participation and success in tertiary education, over time we would expect to become a larger institution, with strong collaborative alliances with other institutions working with the University to ensure students succeed. True success may take the form of employment, further learning or life skills that will enable successful participation in society and the economy.

Victoria University has a strong history of working with students from diverse backgrounds. Nearly a third of the University's students come from non-English speaking backgrounds, with over one fifth of families from low socio-economic backgrounds. Significantly, students entering with ATARs in the 4th to 7th deciles, and non-year 12 graduates also form a large proportion of our student base.

To provide opportunities for students from diverse backgrounds, it is important to foster strong connections with industry and community to prepare them for the world of work (see 4.2) and to have a reputation for excellence both in the quality of our education, including the student experience and in our areas of specialisation (of which sport is our leading flagship area, see 4.3).

It is also important that our industry focussed programs and areas of specialisation, continue to attract high achieving students at both the undergraduate level (in the 8th and 9th ATAR deciles) and at the postgraduate level, and that we achieve a high reputation for excellence in research in our areas of specialisation.

The University is committed to enhancing the student experience. Key to this is the provision of services such as academic support, sport, health and welfare, student life activities and retention services, all of which contribute to *The University of Opportunity* concept.

To become *The University of Opportunity*, Victoria University will prioritise:

- Delivery of a high quality student experience with a focus on engaged teaching and capabilities for work and life
- Pathways to success through a distinctive, Victoria University Tertiary Education Model with various entry and exit points with course content and teaching methods aligned to student needs, both now and in their futures.

### SOME INDICATORS OF OUR SUCCESS

- Total growth in EFTSL (%)
- EFTSL at Cert IV and above (No.)
- Students with ATARS of 80 and above (No.) in targeted flagship programs
- Students who progress from sub degree to bachelor degree qualifications (No.)
- VTAC Market share Yr12 preferences (%)
- Low socio-economic status students (%)
- Students from a non-English speaking background (%)

\* Equivalent Full-Time Student Load — a measure of study load by a student (s)

## 4.2 THE UNIVERSITY OF INDUSTRY AND COMMUNITY

Victoria University will be recognised as a university that actively engages with industry and community in order to contribute to economic development and improved social cohesion. This approach will be embedded in learning and teaching and knowledge exchange efforts including work-integrated learning and applied industry relevant research.

Victoria University possesses strong connections with industry, government and community, due in part to its desire to make a real impact. Examples are our partnerships with sporting clubs and organisations such as the Australian Sport Commission and the Western Bulldogs, with Western Health, with schools in our region, with The Malthouse Theatre and the Footscray Community Arts Centre, and with various partners in the water, tourism, and supply chain and logistics industries. The recent establishment of the Mitchell Institute for Education and Health Policy, in partnership with the Mitchell Foundation, to make an impact on education and health outcomes for those less advantaged, is another example.

As Victoria University develops and succeeds, so do the communities in which we operate and the industries with whom we partner. Furthermore, being *The University of Opportunity* demands that Victoria University supports the career development of its graduates by providing a valuable link to business, government and community.

In order to be recognised as the University of Industry and Community we will prioritise ten key industries, in which lie the greatest need and opportunity for the University's skills and experience. We will also focus on the development of communities in the West of Melbourne, Australia's fastest growing region and Victoria University's heartland as well as a strong presence in the Melbourne CBD.

### SOME INDICATORS OF OUR SUCCESS

- Students employed within four months of graduation (%)
- Graduates employed in Victoria University target industries (%)
- Community Impact (Qualitative)

As Australia's Sport University, Victoria University will invest wisely and strategically in our sport-related endeavours, including further development of the University's Sport and Learning Precinct in Footscray.



### 4.3 AUSTRALIA'S SPORT UNIVERSITY

Victoria University's outstanding reputation in sport, exercise and active living is underpinned by a long tradition of excellence with high profile alumni, extensive course offerings, major research and international partnerships, state-of-the-art infrastructure and high quality academic staff.

We are the Australian university with the largest number of students enrolled in sport courses, the greatest number of sport-related industry partners and the most number of graduates working in the sport industry. Our research strength is illustrated by achievement of Excellence in Research for Australia (ERA) 2012 rankings of 5, well above world standard in human movement and sport science and 4, above world standard, in medical physiology.

Strategic partnerships with the Australian Sports Commission/Australian Institute of Sport and the Sport Australia Hall of Fame (SAHOF), leading overseas sport universities such as the Beijing and German Sports Universities, the professional sporting club, the Western Bulldogs and other industry and community partnerships in Victoria enable the delivery of benefits at grassroots through to elite sport levels.

To further establish Victoria University as Australia's Sport University, we will continue to focus efforts on enhancing sport teaching, research and knowledge exchange. We will draw on our position as the first and only Australian university to integrate sport across every College alongside a dedicated and integrated College of Sport and Exercise Science.

We will invest wisely and strategically in our sport-related endeavours, including further development of the University's Sport and Learning Precinct in Footscray, to be the best in Australia. This will ensure that our graduates receive the best possible education and student experience as professionals in a field that is becoming increasingly important to Australia's economic and social well-being.

#### SOME INDICATORS OF OUR SUCCESS

- VTAC market share of 1st preferences for Victoria University sport related courses (%)
- Students in sport-related units of study (EFTSL)
- Research income for sport, health and active living (\$m)
- ERA 5 in target four digit fields of research (No.)

\* Equivalent Full-Time Student Load – a measure of study load by a student (s)

Victoria University is recognised for its engagement with industry and community to make the world a better place, through the creation, sharing and use of new knowledge.



# 5 DISTINCTIVE MODEL FOR TERTIARY EDUCATION

## 5.1 LEARNING AND TEACHING AND THE STUDENT EXPERIENCE

Victoria University aspires to deliver a learning and teaching experience that empowers a diversity of students to grow their capabilities and transform their lives for the better.

The organisational reform to date has been large and extensive. Student satisfaction with the overall Victoria University course and training experience has begun to show a slight improvement but is still below benchmark. The University acknowledges the challenge ahead and will reassert the importance of the quality of our training and course offerings in the coming years.

Central to this ambition will be our Colleges which provide a range of course offerings across the Victoria University Tertiary Education Model including Vocational Certificates and Diplomas, Higher Education Diplomas, Career Start and Specialist Professional Bachelor Degrees, Masters Degrees and Doctorates, and provide the necessary flexibility for students to choose their own learning journey through seamless pathways. These Colleges are:

- College of Arts
- College of Business
- College of Education
- College of Engineering and Science
- College of Health and Biomedicine
- College of Law and Justice
- College of Sport and Exercise Science
- Trades College
- VU College.<sup>1</sup>

We are also committed to continuing our historical association with trades training, including apprenticeship education, to support the technical skilling needs of industry and community. The University is working with interstate partners to establish the Trades College as a network of selected institutions who will work together to build successful trades education businesses sharing good practice and leveraging off the Trades College brand. The University also provides access to vocational and

higher education through a range of foundation and English language courses offered by the VU College or through partner organisations.

Importantly, all Victoria University students will find the support they need to find true success whether it is focused on learner support through to engaged programs of learning for high achieving students.

In order to reach these objectives, priorities for the next three years include:

- Increased integration of tertiary programs across the AQF with flexible entry and exit points
- Greater alignment between course content and teaching method with student needs
- More industry focussed content underpinned by blended and work integrated learning
- Integrated student support to assure learner success.

Delivery of these reforms is critical to support Victoria University's transition to *The University of Opportunity* and University of Industry and Community which require the University to assist students from a range of educational backgrounds to develop the skills they need to gain meaningful employment, further their education or participate more effectively in society.

### SOME INDICATORS OF OUR SUCCESS

- Student satisfaction (HDR, HE & VET) (%)
- HE student retention rate (%)
- VET student completion rate (%)
- Timely HDR completion (%)
- Students undertaking work integrated learning (%)
- Units with an LMS component (% — commence measurement from 2015)

\* AQF Australian Qualifications Framework  
HDR Higher Degrees by Research  
HE Higher Education  
LMS Learning Management Systems  
VET Vocational Education and Training

## 5.2 ENGAGEMENT WITH INDUSTRY AND COMMUNITY

Victoria University is recognised for its engagement with industry and community to make the world a better place, through the creation, sharing and use of new knowledge.

We have made significant progress in our industry and community engagement. Industry and workplace course enrolments and fee for service increased 37% and 10% between 2010 and 2012. Over the same period, industry funded research has grown more than 70%.

Ten key industries have been prioritised to broaden and enhance our partnerships. Each industry has been chosen for its potential for growth and alignment to our core offer in the Colleges. These are:

- Sport and Recreation
- Health Services
- Educational Services
- Built Environment
- Tourism and Major Events
- Community Services
- Creative Industries
- Financial Services
- Legal Services
- Supply Chain and Logistics.

Victoria University also intends to continue to build on our integration with the communities around us. We will invest in our campuses and build a strong campus presence. Closely associated with this is an ongoing commitment to our heartland, the West of Melbourne. To meet this commitment, we are putting in place community integrated learning centres, VU Learning Link, in Hobsons Bay (Altona Meadows), Hume (Sunbury and Broadmeadows) and possibly Melton (Melton). The University is also focused on some exciting developments where our main campuses are:

1. Maribyrnong, with Footscray University Town incorporating Creative Arts and Sport Precincts
2. Brimbank, with the Sunshine/St Albans Knowledge and Health Precinct
3. Wyndham, with the proposed Werribee Research, Technology and Education Training Park
4. The City Business and Law Campus in Queen Street.

<sup>1</sup> Consolidation of VET from the VU and Trades College into one entity is likely to occur in 2014.

However, as *The University of Opportunity* we also recognise that we are well-placed to provide educational opportunities to students beyond our traditional heartland such as the north and south-east of Melbourne.

To build our reputation as the University of Industry and Community, the University's core behaviour of engagement is critical to success and building this capability in our workforce is a priority. As an educational institution, Victoria University highly values an active approach in building relations with industry, government, community and other education providers for the mutual benefit of its partners, the University and for economic growth and social cohesion. The University also recognises the importance of continuing to engage with our alumni and their networks.

The establishment of VU Industry Connect (including Victoria Plus), a new initiative that coordinates our expertise and experience in the delivery of industry-based training and consultancy services will be integral to this. Victoria University has a long and successful history of collaborating with organisations, government and the community to deliver specialised services and training to meet the needs of our industry partners.

### SOME INDICATORS OF OUR SUCCESS

- Fee for service surplus (\$m)
- Industry funded research (\$m)
- Market share of students from targeted LGAs (%)

\* LGA Local Government Area

## 5.3 APPLIED AND TRANSLATIONAL RESEARCH

Victoria University aims to be recognised for our applied and translational research which has an impact on industry and community, especially across three interdisciplinary themes. These themes build on areas of existing research strength and their interdisciplinary nature means the University will produce robust research outcomes that have positive real world impact. They are:

- Sport, Health and Active Living
- Education, Lifelong Learning and Workforce Development
- Sustainable Industries and Liveable Cities.

Victoria University has ambitions to be in the Top 20 universities in Australia for research by 2020 and has achieved remarkable research success since 2012. It achieved its 2020 target of fifteen areas above world standard, as measured by ERA 2012, much earlier than initially planned. Further research success has involved more than 30% growth in research income and an impressive increase in publications. The University has since reassessed its research targets to ensure that momentum from this significant accomplishment continues well beyond 2016.

In order to achieve these new goals, additional funding will be injected into applied and translational research efforts and prioritisation placed on the following areas:

- Improvement of the quality of research undertaken at the University
- Prioritised support for the three interdisciplinary themes of research
- Development of a critical mass of high quality researchers and research students
- Promotion and development of domestic and international partnerships across the University, industry and community.

An excellent research reputation contributes directly to our distinctive models relating to education provision and partnerships with industry and community, both locally and in Asia. Furthermore, it underpins the unique and valuable role of Victoria University as a high quality tertiary institution that conducts leading applied research, offers work-integrated and highly engaged learning opportunities and is seen as a partner of choice of successful communities and businesses.

### SOME INDICATORS OF OUR SUCCESS

- Research income (\$m)
- Research income ranking (No.)
- ERA scores of 3+ in four digit fields of research (No.)
- Quality journal publications/annum (No.)

## 5.4 TARGETED INTERNATIONAL ENGAGEMENT, ESPECIALLY IN ASIA

Victoria University aspires to be an international university making a distinctive contribution to the Asian Century through key partnerships. The University will build on its already strong regional partnerships, reputation and expertise that span learning and teaching, research and knowledge exchange in particular, China, India, Malaysia and Singapore as well as Timor Leste.

In 2012, income from onshore and offshore Asia-specific activities increased almost 50%. However, further consolidation of our role as a leading Australian university in Asia is required. In order to meet our challenging yet practical aspirations, the University will prioritise:

- Beneficial partnerships with Asia, with strong teaching and international student mobility programs and research collaboration
- Growing the number and value of high calibre onshore international students.

Targeted engagement in Asia will be critical in achieving our mission to address important contemporary challenges not only of Australia but also for our Asian neighbours. We will achieve this through valuable partnerships with industry, government, communities and education providers and through the empowerment of our geographically and culturally diverse student cohort.

### SOME INDICATORS OF OUR SUCCESS

- International revenue generated from Asia-specific activities – onshore and offshore (\$m)
- Outbound student mobility to Asian partners (%)

# 6 THE RIGHT FOUNDATIONS

## 6.1 PEOPLE

Victoria University will be renowned as an employer of choice, committed to the ongoing development of a high quality, capable and diverse workforce.

Since 2012, the University has undergone significant workforce transformation. It has transitioned to a shared service model for all administrative service provision and has moved to a new College structure as based on particular disciplines. These Colleges encompass teaching, research and knowledge exchange.

Over the coming three years, the University will focus on building an engaged, integrated and high quality workforce that will, in itself, attract and retain excellent staff. This will enable the University to remain agile and respond strategically and rapidly to the environment in which it operates.

In order to achieve this, Victoria University's People and Culture Portfolio is leading the development of a comprehensive workforce strategy which will focus on:

- Embedding of a "One University" mindset based on a collaborative and cohesive organisation
- Talent identification and development
- Optimisation of transparent decision-making processes, service efficiency and performance accountability
- Modernisation of the workforce to meet the increasingly diverse student population and modern tertiary education environment.

### SOME INDICATORS OF OUR SUCCESS

- Academic staff with doctoral qualifications (%)
- Qualified teaching staff (%)

This strategy will be implemented over the next three years as a high priority. We recognise that the University's performance and reputation will only be as excellent as the contribution of our people and will carefully design and implement a plan to maximise their potential and contribution to Victoria University's success.

## 6.2 INFRASTRUCTURE

Victoria University will continue to invest in infrastructure that supports achievement of our desired educational, engagement and research outcomes. Infrastructure priorities include a consolidated campus footprint, first class teaching and research facilities as well as streamlined IT systems that enable lean and effective shared services.

### Technology

We seek to be a truly modern institution with technology-enabled teaching and research spaces that provide greater flexibility for Victoria University's students and staff to access our diverse offerings.

Since 2012, we have made some important steps to achieving this goal. We have implemented a student management system, moved towards an online only admissions approach and improved overall student satisfaction with information and communications technology.

Moving forward, we will continue to strategically invest in the improvement of technological infrastructure through our architectural driven approach. Such investments will address:

- Enhancement and addition of modern computer laboratories, teaching spaces and infrastructure
- Optimisation of information management to better inform our decision making
- Initiatives to reduce lead time in the provision of technological student services.

Infrastructure will be a critical enabler of the capability of Victoria University to deliver on its ambitions and distinct models. It will also contribute to the recognition of the University as one committed to fostering education for sustainability and a leading 21st century tertiary institution.

### Facilities

Since 2012 Victoria University has made great progress in the consolidation of its campuses and has commenced implementation of its three-year campus footprint strategy. This will focus on the continued campus rationalisation but at the same time build a stronger campus presence to improve efficiency, minimise environmental impact and

improve the University experience for students and staff. This will also be complemented by a network of learning centres in key communities, known as VU Learning Link.

### SOME INDICATORS OF OUR SUCCESS

- Units with an LMS component (%)
- Student applicants' online (%)
- Quality of teaching spaces (%)

\* Learning Management Systems



Victoria University will continue to focus on building an engaged, integrated and high quality workforce that will, in itself, attract and retain excellent staff.



## 6.3 FINANCIAL SUSTAINABILITY

Victoria University will be a financially independent and prosperous institution underpinned by a diversified funding base that delivers investment for the future.

Since 2012, the University has invested significantly in its comprehensive transformation into a modern tertiary institution. This has included an entire organisational restructure, as well as reform of our tertiary offerings.

The University's 2016 financial goals include the consolidation of the efficiencies and overall improvements undertaken to date in order to reduce costs and improve revenue, without compromise of the University's core proposition. The University will also seek to diversify revenue through additional income from research and consulting with government and business, growth in activity in Asia and greater engagement with industry and community.

In the period 2014–2016 we plan to invest in our strategic agenda with a view to achieving our objectives including a healthy underlying financial surplus. This will help to ensure long-term financial sustainability, and provide the ongoing investment needed for the enhancement and consolidation of Victoria University's distinctive models, thus enabling the University to compete effectively in the competitive tertiary education market, and deliver on its vision and mission.

## 6.4 SHARED SERVICES

The implementation of a successful shared services structure, underpinned by effective processes and systems remains a priority. The administrative functions of the University, working in partnership with the Colleges, will focus on:

- Providing enhanced service quality creating agile structures that can adapt to changing business needs
- Building economies of scale and collaborative approaches to the way we work.

These services are a critical enabler for the Colleges and the University to achieve the ambitions of this strategic plan.

### SOME INDICATORS OF OUR SUCCESS

- Revenue (\$m)
- Underlying surplus (%)
- Recurrent funds available for strategic investment (\$m)
- Ratio corporate expenses to revenue (%)

# 7 THE COLLEGES

Victoria University's distinguishing features are implemented through our nine Colleges. College Strategic Plans are being developed within the context of the University's objectives to be:

- The University of Opportunity
- The University of Industry and Community
- Australia's Sport University.

The Colleges are the academic communities designed to deliver learning and teaching, and research and knowledge exchange across the University, with a strong focus on their students and industry partners.

Victoria University's Colleges are:

- College of Arts
- College of Business
- College of Education
- College of Engineering and Science
- College of Health and Biomedicine
- College of Law and Justice
- College of Sport and Exercise Science
- Trades College
- VU College.<sup>1</sup>

As *The University of Opportunity*, Colleges are responsible for embedding The Victoria University Model which will deliver a cohesive range of AQF programs with flexible pathways that provide our students with blended and work-integrated learning experiences, and the necessary capabilities for further education, work and life. These include:

- Higher Degrees by Research
- Industry Relevant Postgraduate Programs
- Specialist/Professional Bachelor Degrees
- "Career Start" Bachelor Degrees
- Sub-degree Higher Education Programs
- Vocational Education and Training Programs.

As The University of Industry and Community the Colleges' learning and teaching, engagement, and applied and translational research will focus on the three University-wide interdisciplinary themes:

- Education, lifelong learning and workforce development
- Sport, health and active living
- Sustainable industries and liveable cities.

For example Colleges will engage with the communities in creating integrated approaches to establishing Footscray University Town with a Sports and Creative Arts Precinct. As well, an interdisciplinary approach will focus on ten key industries:

- Sport and Recreation
- Health Services
- Education Services
- Built Environment
- Tourism and Major Events
- Community Services
- Creative Industries
- Financial Services
- Legal Services
- Supply Chain and Logistics.

The Colleges will drive the University's ambition to be Australia's Sport University through the breadth and depth of our activity across the University.

Academic and teaching staff of the Colleges will employ new educational techniques and technologies to improve student engagement and experience. Applied and translational research strengths will focus on the identified interdisciplinary themes primarily through College-based Research Institutes and Centres, and also through enhancing the College-wide research cultures, training and opportunities for staff and students.

All Colleges will progress the University's mission in Asia by investigating the development of educational programs, stimulating cooperation and developing Asia-based mobility programs.

The Colleges' strategic commitments includes the development of a high quality and balanced workforce, the provision of a supportive and collaborative environment and the provision of necessary environments and resources to achieve their and the University's strategic goals.

<sup>1</sup> Consolidation of VET from the VU and Trades College into one entity is likely to occur in 2014.



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