

VICTORIA UNIVERSITY

THE UNIVERSITY OF OPPORTUNITY & SUCCESS

STRATEGIC PLAN 2016–2020

ACKNOWLEDGMENT OF COUNTRY

We acknowledge the Ancestors, Elders and families of the Boonwurrung and Woiwurrung of the Kulin who are the traditional owners of University land. As we share our own knowledge practices within the University may we pay respect to the deep knowledge embedded within the Aboriginal community and their ownership of Country. We acknowledge that the land on which we meet is a place of age old ceremonies of celebration, initiation and renewal and that the Kulin people's living culture has a unique role in the life of this region.

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SETTING THE SCENE FROM THE VICE-CHANCELLOR

Over the course of our one hundred year history, and twenty five years as a university, we have proudly focused on creating education and training opportunities for students in the West of Melbourne and beyond. We have also established strong credentials in our applied and translational research. As the University of Opportunity and Success, our core promises are to deliver high quality learning opportunities for people from diverse backgrounds to enable them to create personalised career success, and to undertake high impact research that shapes healthier, smarter and more sustainable communities.

In our last strategic plan, we established an agenda to be *Excellent, Engaged and Accessible*. We had the ambition to be a leader in providing outstanding opportunities for students from diverse backgrounds, cognisant of the fact that in the 21st century it is almost impossible for anyone to be successful participants in the global knowledge economy or society without a tertiary education. We need some of our great universities in the 21st century to provide an offer to students that emphasises and values diversity and inclusivity in its approach to dealing with its students' socioeconomic backgrounds and life experiences. Victoria University positions itself as one such university.

In that time, VU made significant progress against this previous strategic vision:

- Providing innovative academic and personal support to students and enhancing the student experience.
- Increasing the quality, scale and impact of our applied and translational research.
- Engaging with industry and community, for example through Footscray University Town and in Sunshine, with the Victoria Polytechnic and the health and wellbeing precinct.
- Strengthening our international partnerships, especially in Asia.



Now, more than ever, Victoria University needs to focus on a transformational agenda to position ourselves as both an outstanding and an open university providing high quality tertiary education to any student from any background who seeks a tertiary education in order to succeed in achieving their career and life goals. This strategic vision also needs to be one that accounts for the rapidly changing world within which we operate and to be flexible enough for us to recalibrate and refresh as conditions around us change. We need to secure our long term sustainability in an increasingly competitive tertiary education market.

We now need to take our transformation to the next level. This strategic plan articulates the actions we need to take to position ourselves as an outstanding and open university, through:

- offering tertiary education at all levels, with flexible entry and exit points, to any student who seeks a tertiary education to develop their careers
- undertaking high quality research and research training that reflects the interests and needs of our students and staff and has significant impact on industry and community
- offering leading edge career-based education from pre-vocational certificates to PhDs, to help students develop themselves as employees and entrepreneurs
- further increasing the impact of our applied and translational research.

As such we also need to be playing a leadership role in engaging with industry and the community, both locally and internationally to foster global citizenship.



This is an exciting and challenging time for VU. We have a great opportunity to develop a dynamic university model that is relevant to the needs and aspirations of contemporary learners and the community of the 21st century. This vision is articulated by a set of design aspirations describing the core features of Victoria University in 2020.

We will remain future-focused and fine-tune our approach on a continuous basis to make sure that we are thinking and behaving strategically in all that we do; collaborating as co-learners and co-creators of the future and changing ahead of change.

This Strategic Plan, therefore, provides a framework within which to develop, implement and modify strategy and associated investments and action plans. We expect the Strategic Plan itself to be modified and updated annually.

To deliver on our commitments to our students, staff and the communities we serve, we need to engage in a transformative process that focuses institutional effort on:

STUDENT EXPERIENCE AND OUTCOMES

- enhancing the quality of the student experience and outcomes, with an emphasis on career preparedness and development, employability and entrepreneurship, and leadership capability for a global context
- designing fit-for-purpose pathways, opening up opportunities for students from all backgrounds to engage successfully with further learning
- delivering targeted student support to maximise student persistence and success
- engaging students through technology-enhanced blended learning and flexible access to learning opportunities that are tailored to meet student and industry needs

RESEARCH AND ENGAGEMENT

- driving an innovative applied and translational research agenda and strong engagement with industry and community with a particular focus on flagship areas of strength that also reinforce the quality of learning and teaching

CAPABILITY

- building core capability across VU through investment in our staff, our systems and our processes and
- shaping a consolidated and enhanced campus footprint that reflects VU's deep engagement with the West of Melbourne, while simultaneously incorporating the best of physical and virtual learning spaces to engage students in the West of Melbourne and beyond.



OUR VISION AND MISSION

VISION

As the **University of Opportunity and Success**, we will be open and excellent, creating exceptional value for any student from any background and uplifting the communities in which we operate.

MISSION

We will achieve this vision by:

- **Education**
Providing high quality, engaging career-based tertiary education at all levels of vocational and higher education with flexible entry and exit points, appropriate pathways, engaging and rigorous curriculum and contemporary delivery; while maintaining rigorous standards and ensuring that all students are supported to meet those standards.
- **Research and Engagement**
Undertaking high quality and innovative applied and translational research which results in healthier, smarter and sustainable communities in the West of Melbourne and beyond, and connecting deeply with industry and the community, in turn enhancing the quality of teaching and learning.

OUR VALUE PROPOSITION

FOR STUDENTS, STAFF AND THE COMMUNITY

VU aims to be a great university of the 21st century by being inclusive rather than exclusive. We will provide exceptional value to our diverse community of students by guiding them to achieve their career aspirations through personalised, flexible, well-supported and industry relevant learning opportunities. Achievement will be demonstrated by our students' and graduates' employability and entrepreneurship.

Staff will be dedicated to guiding the career success of our students, innovative and effective in their practice, leaders in their disciplines and areas of practice, engaged with industry and community and committed to continuous improvement in a rapidly changing world. We will support our academic and professional staff to develop our students' careers, connect with industry and community, and engage in research with impact. Exceptional performance of this kind will be rewarded.

The applied and translational research conducted by our staff and students will enhance social and economic outcomes in our heartland communities of the West of Melbourne and beyond. Our graduates as employees and citizens will shape the industries in which they work and communities where they live. Healthier, smarter and more sustainable communities will result.





OUR DESIGN ASPIRATIONS

OUR SEVEN DESIGN ASPIRATIONS* GUIDE OUR ACTIVITIES AND SHAPE HOW WE WILL BE KNOWN

1. Dedicated to student access, opportunity and success, employment and entrepreneurship.
2. Offering quality, contemporary learning experiences with a unique VU blend.
3. Connecting deeply with industry.
4. Research with impact and renowned for excellence in flagship areas.
5. Championing our heartland and uplifting communities in the West of Melbourne and beyond.
6. Engaged internationally, especially in Asia.
7. Future focused workforce in a dynamic and sustainable organisation.

*The concept of design aspirations has been inspired by the work undertaken at Arizona State University

OUR STRATEGY

THREE KEY ELEMENTS

1. Position ourselves as an open and excellent university.
2. Pursue a transformational agenda.
3. Ensure financial sustainability.





ELEMENT 1

POSITION OURSELVES AS AN OPEN AND EXCELLENT UNIVERSITY

Achieve by:

- tertiary education at all levels from pre-vocational certificates to PhDs with flexible entry and exit points and seamless pathways
- a standards-based approach with personalised support for students at all levels
- a contemporary vocational education offer, focused on developing the skills and competencies required in a rapidly transitioning economy
- clear transition and pathway opportunities for students not yet prepared for the academic requirements of undergraduate study
- creation of a VU Academy for high achieving students
- research with impact, delivering productive outcomes to industry and community and enhancing teaching and learning especially in flagship areas.

ELEMENT 2

PURSUE A TRANSFORMATIONAL AGENDA

Invest in:

- enhancing the quality and outcomes of the student experience to support their successful careers as employees and entrepreneurs, through contemporary career-based vocational and higher education at all levels
- student attraction strategies that target different student segments and deliver growth opportunities
- applied and translational research and industry and community engagement that has measureable impact, especially in *Sport, Health and Active Living* and *Sustainable Industries and Liveable Cities*
- building the underpinning capabilities: leadership, human resources and hard infrastructure required to deliver a flexible, personalised, value-adding experience to students, industry and community.

Focus on:

- enhancing the competitiveness of our current higher education and vocational education courses
- testing new markets, new business models and new partnerships.





ELEMENT 3

ENSURE FINANCIAL SUSTAINABILITY

Through:

- increasing productivity by efficient use of resources underpinned and enabled by systems and processes that support this
- delivering revenue growth by raising tertiary education participation in the West of Melbourne, exploring new markets and models beyond our traditional region, including internationally and strengthening our capacity to attract research funding in areas of strength
- decreasing costs through workload improvements, better understanding of course and unit delivery costs and a reshaped campus footprint
- an ongoing commitment across the organisation to ensure strong financial management.

MEASURING SUCCESS

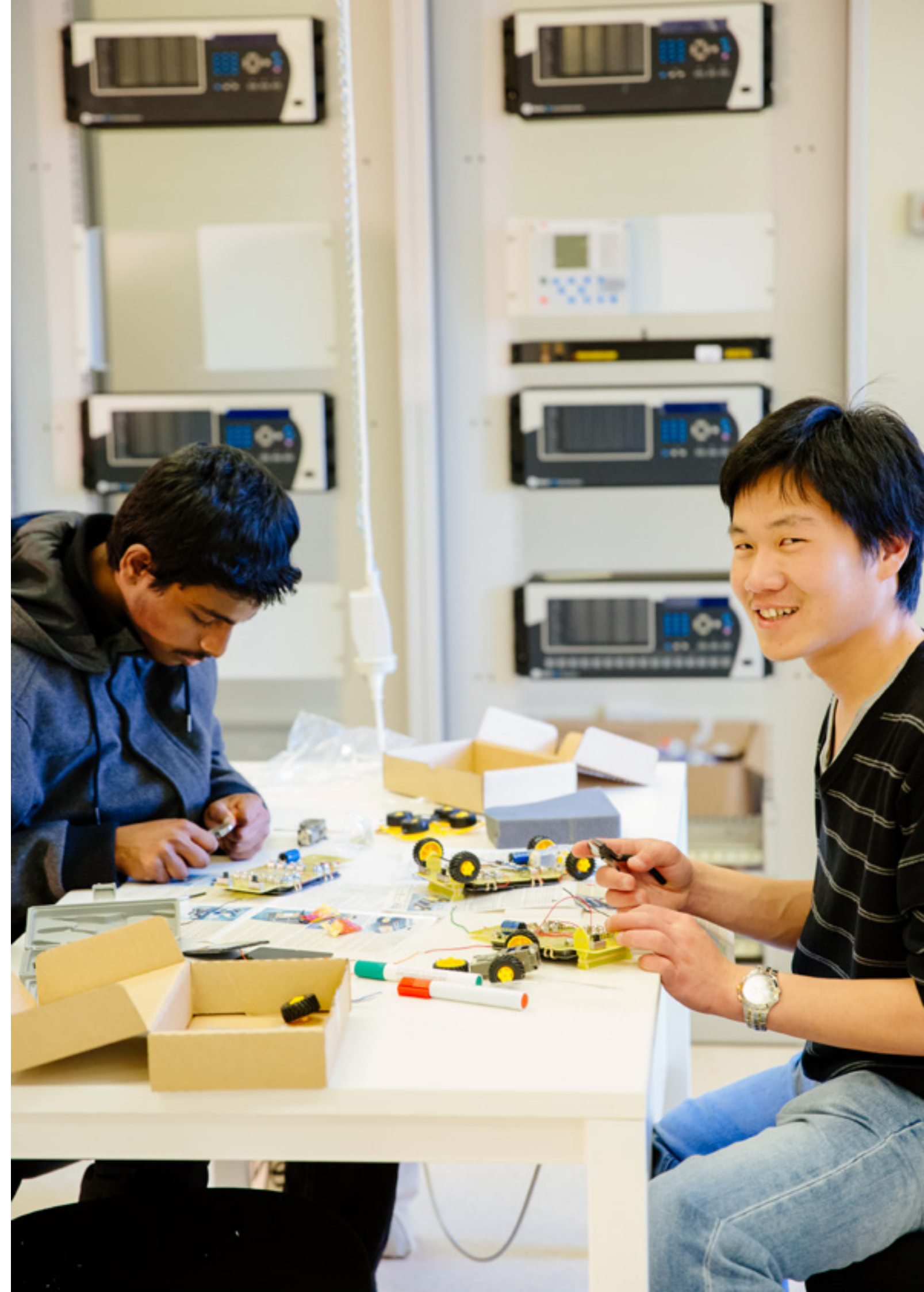
We will measure our success against the seven design aspirations and additional measures of value add, driving towards high level KPI's which include the following:

STUDENTS & RESEARCH

1. student load (by market segment)
2. proportion of VE and HE student share for West of Melbourne LGAs
3. student satisfaction with teaching and training
4. student retention for VE, Undergraduate HE and HDR
5. proportion of VTAC 1–3 preferences
6. research income and publications

BRAND, OPERATIONS & STAFF

1. brand health and reputation
2. staff engagement
3. revenue
4. operating margin for reinvestment (OMR)
5. labour productivity
(measured by ratio of total revenue to staff costs)
6. capital productivity.





KEY CAPABILITIES AND THE THREE PHASES

CAPABILITY FOCUS

We will develop the capabilities of our staff to:

- **Deliver Excellence**
Results-driven, accountability, problem solving focus.
- **Engage**
Customer service mind-set internally, externally and particularly for students.
- **Collaborate and Partner**
Build successful relationships, communicate effectively, influence and negotiate.
- **Innovate**
Entrepreneurship, growth, continuous improvement, digital transformation.
- **Lead**
Inspire direction, lead change, manage and develop people.

THREE PHASES

Investing across three overlapping phases:

- **Phase 1**
Firmly establish foundations for productivity improvement and future revenue growth 2016–2018.
- **Phase 2**
Major innovation 2017–2019.
- **Phase 3**
Strong productivity growth accompanied by significant revenue growth 2018–2020.

VICTORIA UNIVERSITY IN 2020

WE WILL

- Lead our sector in integrating teaching and learning, research and engagement with industry and community to deliver learning opportunities that support student success in the emerging world of employment and entrepreneurship.
- Offer a highly attractive suite of VE through HE product and service offerings with contemporary content that is delivered through best use of current and emerging technology.
- Provide learning experiences and research collaborations that contribute significantly to uplifting communities in the West of Melbourne and beyond, embedding engagement activities that are achieving measurable, evidence based outcomes.
- Be renowned for research, teaching and engagement in our flagship areas of *Sport, Health and Active Living* and *Sustainable Industries and Liveable Cities*.
- Operate on a fit-for-purpose service footprint and campus environment that enables an engaging, relevant and dynamic offer to our students.
- Employ and develop a workforce that is increasingly characterised by flexibility, agility and forward thinking and is able to provide quality learning experiences and support to our students and excellent and relevant research for our industry and community stakeholders.
- Be financially sustainable.



