

# VICE-CHANCELLOR AND PRESIDENT



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**VICTORIA  
UNIVERSITY**

**A NEW  
SCHOOL OF  
THOUGHT®**

## **Acknowledgment of Country**

We acknowledge the ancestors, Elders and families of the Wurundjeri and Boonwurrung tribes of the Kulin, the traditional owners and custodians of University land.

The people of the Wurundjeri and Boonwurrung gathered at important times with other Kulin language groups – the Wathaurong, Taungerong and Dja Dja Wurrung – along the Yarra and Maribyrnong river valleys, including at Keilor sites, Werribee River, Mount William stone-axe quarry and the significant ceremonial bora rings at Sunbury.

One of the last remnants of indigenous grasslands on Kulin lands is located near Iramoo at the St Albans Campus.

Wurundjeri and Boonwurrung peoples have a strong connection to their traditional lands and therefore the University. Wurundjeri language is used to name indigenous programs and permission has been given to Moondani Balluk by Elders to retell Kulin creation stories and to perform ceremonies on University land.

The University acknowledges that the land on which the University stands was the place of age-old ceremonies of celebration, initiation and renewal, and that the Kulin people's living culture had and has a unique role in the life of this region.

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# PREFACE

Victoria University wishes to appoint, as its third Vice-Chancellor and President, an exceptional leader who can provide strategic direction and effective leadership to the University.

The Vice-Chancellor is the Chief Executive Officer and Chief Academic Officer of VU.

The Vice-Chancellor is appointed by the University Council and is responsible to Council for ensuring that the University is well led and managed, for promoting its educational excellence and for securing its financial sustainability. The Vice-Chancellor should identify strongly with the University's distinctive mission and values, and have an appreciation of the institution's history, size and complexity.

The Council respects the different roles of governance and management in the leadership of the University. Consequently the Council and the Vice-Chancellor will be expected to work together constructively to develop and implement the strategic direction of the University and to position it regionally, nationally and internationally.

The Vice-Chancellor will be required to establish strong relationships with University stakeholders, to be a vigorous advocate for VU and have the ability to influence decisions that impact upon it. Within the context of *Making VU 2016: A Statement of Purpose* the Vice-Chancellor should have a clear and compelling vision for the University and be able to articulate and embed that vision so that VU can deliver on its organisational objectives.

The Vice-Chancellor must be a respected leader of the VU community, which is collegiate in nature and diverse in its composition and structure. Strong, ethical values will be essential in order to gain the trust and co-operation of staff and students. Clarity, energy and persistence will be required to lead the University through the challenges that face it and the university sector, and to drive initiatives and developments so that VU can continue to have a sustainable and highly productive future as an eminent tertiary education provider.



# ABOUT VICTORIA UNIVERSITY

Victoria University was established as a university in 1990, but its history dates back to 1916 when it opened as the Footscray Technical School. Today, VU has more than 3500 staff, over 47,000 local and international students, and is one of only five multi-sector universities combining further, vocational and higher education.

VU is one of the largest and most culturally diverse education providers in Australia. It offers almost 700 courses, ranging from certificates to post-doctoral studies, at 11 campuses and sites across Melbourne's city centre and western region.

The University also delivers programs at locations provided by partner organisations in Asia, the USA and Europe, and has more than 70 exchange partnerships. Approximately 10,500 international students study VU programs at the University's onshore campuses or at offshore partner institutions.

VU is noted for its applied research, advancing knowledge with practical outcomes through engagement with industries and communities. Established research strengths include applied economics; cultural and regional diversity; health promotion, wellness and chronic disease; social inclusion and educational access; sports science; sustainable environmental technologies in water treatment and building construction; and sustainable tourism. Growing research capabilities include computer science and e-research, and logistics and supply chain management.

VU has six faculties:

- Arts, Education and Human Development
- Business and Law
- Health, Engineering and Science
- Technical and Trades Innovation

- Workforce Development
- VU College.

VU also has a number of institutes and research centres:

- Institute for Community Ethnicity and Policy Alternatives (ICEPA)
- Institute for Logistics and Supply Chain Management (ILSCM)
- Institute for Sustainability and Innovation (ISI)
- Centre for Environmental Safety and Risk Engineering (CESARE)
- Centre for Strategic Economic Studies (CSES)
- Centre for Ageing, Rehabilitation, Exercise and Sport Science (CARES)
- Centre for Tourism and Services Research (CTSR)
- Centre for Telecommunications and Micro-Electronics (CTME)
- Work-Based Education Research Centre (WERC).

The University's original mandate was to serve the western region of Melbourne and it continues to do this by forging strong links with local communities, government and industry. As the primary university in Melbourne's western region, the University is proud to deliver courses, research and engagement activities that are locally relevant and globally significant.

VU has developed strong partnerships with many key industry and community organisations including City West Water, the City of Maribyrnong, Footscray Community Arts Centre, Le Cordon Bleu, Lead West, Linfox, Office of Knowledge Capital, the University of Melbourne, University of Texas (El Paso), Victoria Employers Chamber of Commerce and Industry (VECCI), Western Bulldogs, Western Chances, and Western Health.



# MISSION, VALUES AND OBJECTS

## MISSION

Victoria University seeks to positively transform lives through the power of further education, vocational and higher education, and research.

The University works collaboratively to develop the capabilities of individuals, enterprises and communities within the western Melbourne region and beyond to build sustainable futures for ourselves and stakeholders.

## VALUES

The University values:

- Knowledge and skills, and critical and imaginative inquiry for their capacity to transform individuals and the community
- Equality of opportunity for students and staff
- Diversity for its contribution to creativity and the enrichment of our lives
- Co-operation as the basis of engagement with local and international communities
- Integrity, respect and transparency in personal, collaborative and institutional action
- Sound environmental stewardship for future generations
- The pursuit of excellence in everything that we do.

## OBJECTS

The objects of the University as prescribed by the Victoria University of Technology Act 1990 include:

- Development of an institution with excellence in teaching, training, research and scholarship, with particular emphasis on technological development and applications of knowledge
- Provision of high-quality educational, research, residential, social, recreational, sporting and other facilities

- Promotion, advancement and transmission of knowledge and its practical application by research and other means
- The dissemination by various means of the outcomes of research and the commercial exploitation of the results of that research
- Provision of a wide range of programs and courses of study in post-secondary education, including courses of instruction or training relevant to a trade or other skilled occupation, and facilitation of articulation between programs
- Participation in commercial ventures and activities
- Conduct of teaching, research, consultancy and development activities within and outside Australia
- Fostering of the general welfare and development of all enrolled students
- Conferring of prescribed degrees and the granting of prescribed diplomas, certificates and other awards
- Offering opportunities for development and further training to teaching and other staff of the University
- Development and provision of educational, cultural, professional, technical and vocational services to the community and, in particular, the fostering of participation in post-secondary education for those living or working in the western metropolitan region of Melbourne
- Provision of programs and services in ways that reflect the principles of equity and social inclusion
- Development and carrying on of a university providing such appropriate and accessible academic and other programs, courses of study and research activity as the Council considers necessary for the attainment of foregoing within Victoria and elsewhere
- Promotion of critical inquiry within the University and general community.





# STRATEGIC DIRECTIONS

VU's strategic direction is set by *Making VU 2016: A Statement of Purpose* as approved by the University Council for implementation in time for the centenary in 2016. Within this framework, a number of strategic initiatives are under way to position VU as a distinctive university whilst also being aligned with government priorities for the tertiary sector nationally and in the west of Melbourne. Being only partially completed, this course of action provides the context within which a new Vice Chancellor will take up leadership of the university. Initiatives include:

## DIFFERENTIATION

VU offers 'engaged education' and 'engaged research' that is collaborative and practical in partnership with a wide range of external enterprises. A key feature is Learning in the Workplace and Community (LiWC), through which all students will have 25 per cent of their assessment in all sectors based on learning in and through workplaces or community locations. VU is developing capabilities in research about work-based education and evaluation of the VU student experience.

## GROWTH

VU operates in both the west and the world. VU serves Melbourne's fastest growing region and has commissioned

detailed forecasting over several years to assist in planning for growth and the advent of deregulated student markets. To serve this population, VU anticipates its total cross-sectoral student load growing by some 20 per cent, to 33,500 between 2009 and 2016. This includes growth in domestic and onshore international students. There is also expected to be growth in off shore international students in partnership with a limited number of offshore providers. Long-standing and innovative partnerships are being expanded with the local school systems as part of both the growth and social inclusion strategies. By 2021, VU is forecast to enrol some 72,000 students on a full and part-time basis.

## EDUCATION

VU has the capacity to be Australia's most capable tertiary provider of cross-sectoral courses and pathways. All courses have been allocated to one of 11 industry and community Clusters that are likely to become the basis for more of VU's internal course management, funding and market responsiveness in the new tertiary environment. The Clusters do not currently align with Faculties and Schools but are managed on a matrix basis. All course changes come under the stewardship of a single Education and Research Board with the Chair and Deputy Chair representing each sector on an alternating





basis. There are some 700 courses across all sectors on offer for 2010, but these will reduce progressively as course rationalisation that commenced in earnest in 2008 continues into the future. An Education Strategy is currently being drafted to give succinct expression in 2010 to the various education initiatives that are in train at VU. This will help to shape negotiations with Commonwealth and State governments for student-based funding in 2011.

## STUDENTS

VU has one of the most diverse student populations in Australia. Students are offered both excellence and equity. As a university which currently meets the Commonwealth target for low SES students, VU is pursuing strategies to increase the Bachelor level access and success for students from low income and non-English speaking backgrounds. In pursuit of excellence, VU is strengthening courses and pathways in Clusters in which it can achieve national recognition and attract a higher proportion of top-ranked preferences.

## RESEARCH AND RESEARCH TRAINING

VU research standing has improved with the strong support of Council-backed investment over recent years. The strategy identifies targeted, regionally relevant research areas which are the focus on investment including the Institute for Sports and Active Living and education for less advantaged students (low SES and NESB students and workplaces).



## PARTNERS AND COMMITMENT TO THE WEST

External relationships that are integral to VU education and research are managed under a four-tier framework (excluding partnerships for international education). Some Tier 1 partners have the right to participant-observer status on the VU governing Council on a reciprocal basis. Tier 1 relationships are multi-dimensional embracing LiWC for VU students, collaborative research, shared appointments, facilities and community initiatives in the west of Melbourne. VU works closely with local partners to develop the western region of Melbourne. The Australian Community Centre for Diabetes is a VU-supported flagship community endeavour.

## CAMPUSES

In 2010, VU continues to operate on multiple locations. While the rationalisation of smaller campuses has not been easy, progress is being made. The plan is to develop a regional spine of strong campuses that offers students an excellent tertiary experience. Each VU campus (and complementary partner sites such as those at Whitten Oval and Sunshine Hospital) will offer a specialist hub of education and research for one or more of the 11 VU Clusters. VU operations at the Sunbury campus finished in 2009 and the closure of the Newport Campus has been approved contingent upon funding to build alternative facilities proposed at the Sunshine campus.

## SUSTAINABILITY

A major sustainability initiative commenced in 2008. This aims to produce an education and research profile and a workforce that is equipped for the future and an underlying budget surplus of at least 5 per cent by 2011. Expenditure and growth pressures are both being addressed. There has been concerted work in recent years to improve VU systems and this will continue to 2010 with the introduction of a new Student Management System.

## BRANDING

VU is a distinctive rather than a traditional university. In 2005 VU launched its New School of Thought brand and the ongoing implementation of the branding of the University and its products and activities continues to be developed.

# THE ROLE OF THE VICE-CHANCELLOR AT VICTORIA UNIVERSITY

## INTRODUCTION

The Vice-Chancellor is the Chief Executive Officer and Chief Academic Officer of the University.

In this pivotal role the Vice-Chancellor provides leadership to the University and its multiple stakeholders and is integral to the University achieving its strategic direction and goals as a large multi-sector tertiary education institution in a complex and changing educational environment – on a local, regional, state, national and international level.

This role statement outlines the legislative and policy context in which the Vice-Chancellor is appointed, together with a role statement of general responsibilities.

## LEGISLATIVE FRAMEWORK

The powers, duties and accountabilities of the Vice-Chancellor are formally defined by Statute 3.1.3 – The Vice-Chancellor and the Victoria University of Technology Act 1990.

This legislation prescribes that the Vice-Chancellor:

- a) is appointed by the University Council which determines the conditions of appointment;
- b) is the Chief Executive Officer and Chief Academic Officer of the University;
- c) is responsible to Council for the strong and effective management of the University, and in particular:
  - I. academic, administrative, financial and other business of the University;
  - II. the supervision (directly or indirectly) of all persons employed or contracted by the University;
  - III. the welfare and discipline of staff and students of the University; and
  - IV. the maintenance of good order at the University.

- d) shall regularly report to Council on the operations of the University;
- e) may exercise any powers of Council (other than the power of Council to make Statutes and regulations not conferred or delegated to the Vice-Chancellor) which are of a routine or minor nature, or which by reason of an emergency require immediate action;
- f) will sign any agreement for and on behalf of the University within the limits and purposes of any delegation from the Council; and
- g) will commit the funds of the University within the limits and purposes expressed in the University budget.

## POLICY FRAMEWORK

The Vice-Chancellor, as a member of the University community, must comply with all the prescriptions and requirements of University policy.

In addition, the Vice-Chancellor is required to display leadership and direction in relation to the development and comprehensive nature of the University policy framework. This is a requirement inherent in the delegation from the University Council to the Vice-Chancellor to approve all new and amended University policies (except those determined by the University Council itself).

## KEY RESPONSIBILITIES OF THE VICE-CHANCELLOR

The Vice-Chancellor:

- a) is a role model to the University community and as such reflects the designated values of the University in daily interaction. The Vice-Chancellor engenders a positive, constructive, collegiate community among staff and students;
- b) is instrumental in assisting Council to articulate the clear strategic direction for the University and in leading the University to develop and implement the University Strategic Plan (*Making VU 2016: A Statement of Purpose*) and to achieve the specific goals and targets of the Plan;
- c) develops and provides leadership in relation to the core elements of engaged teaching, learning and research in the multi-sector institutional framework, and plays a major role in the University's compliance with, and enhancement of, the University Objects as outlined in the Victoria University of Technology Act 1990;
- d) ensures sound financial management and stewardship of resources, and is instrumental in providing leadership in relation to Council-approved financial sustainability targets and capital programs;
- e) maintains and develops appropriate quality assurance and risk management initiatives in all aspects of the University operations; and
- f) contributes to debates about higher and vocational education on a state and national level, and provides leadership to best position the University to respond to Federal and State Government educational initiatives.

## RELATIONSHIP WITH THE UNIVERSITY COUNCIL

The Vice-Chancellor:

- a) is an ex-officio member of the University Council and the Education and Research Board;
- b) reports to each meeting of the University Council on major strategic, educational and financial matters affecting the University and in respect to ongoing operational developments via the Report of the Vice-Chancellor;
- c) keeps Council fully informed of major external developments and significant issues facing the University;
- d) consults with the Chancellor, Deputy Chancellor and members of Council on a range of formal and informal matters; and
- e) is an ex-officio member of the following Council Standing Committees:
  - Council Chancellor's Committee;
  - Council Nominations Committee;
  - Council Resources Committee;
  - Council Strategy Committee; and
  - The VU Foundation.

## EXTERNAL RELATIONSHIPS

The Vice-Chancellor:

- a) represents and promotes the interests and ethos of the University at various meetings and functions in Australia and overseas, and less formally represents the interests of the University in the political, cultural and business life of the wider community and with key stakeholders;
- b) encourages effective relationships with stakeholders and plays an active and important role in fostering external relations, providing a high-level bridge to government, political, cultural and business life of the community at large; and
- c) represents the University at various relevant national educational bodies, such as Universities Australia.



# SELECTION CRITERIA

## SELECTION CRITERIA

1. A clear and compelling vision for the future of Victoria University which is aligned to its core values, mission and broad strategic direction.
2. Demonstrable high level financial, commercial and business acumen and success in an organisation similar in size to Victoria University.
3. An inclusive, accessible and open leadership style, with high quality interpersonal and communication skills.
4. Strong conceptual and strategic planning skills.
5. A strong record of excellence in educational leadership.
6. Strong stakeholder relationship-building skills.

## PROFESSIONAL AND PERSONAL ATTRIBUTES

The successful candidate should be able to demonstrate most or all of the following attributes:

- a) a detailed current knowledge of the Australian and international tertiary education environments;
- b) innovation and flexibility in response to a changing education scene;
- c) a strong record of strategic leadership in the management of human and financial resources in a large and complex organisation;
- d) academic credibility and excellence, including a distinguished record of scholarship;
- e) successful leadership and change management in teaching, learning and research;
- f) a knowledge of, and commitment to, the vocational, further education and higher education sectors;
- g) the ability to build strong long-term external relationships with all levels of government, industry and community, and to play a lead role in fundraising and developing strategic partnerships;
- h) experience in representing a large organisation as its public face, together with an understanding of marketing, media and branding in education, and extensive networks in industry, the professions, government and education;
- i) a sound understanding of governance, management and the ethics of leadership;
- j) the ability to develop the University for the benefit of its local and international students, staff, local and global enterprises, communities with which the University interacts, and the governments and public to which it is accountable;
- k) be a strong and articulate advocate for VU's agenda for social inclusion, serving diverse communities in the west of Melbourne and beyond to broaden their lives and employment opportunities;
- l) have the ability to inspire colleagues, to harness the commitment of VU's staff, and to work collaboratively to develop the ability of individuals, enterprises and communities to build sustainable futures;
- m) achieve results by realising the potential of support staff, students, enterprises and communities to develop and grow, and take the initiatives and risks necessary to move the University forward in its mission to transform lives;
- n) the ability to win respect and credibility by embodying University values and acting with integrity, respect and openness in personal, collaborative and institutional action;
- o) have a commitment to the values and mission of VU as outlined in *Making VU 2016: A Statement of Purpose*; and
- p) have the capacity to engender respect, provide leadership to the executive and the University generally, and to inspire teamwork and foster co-operation across the institution.



# SELECTION COMMITTEE

**MR GEORGE PAPPAS**

Chancellor

**COMMISSIONER DIANNE FOGGO**

Deputy Chancellor

**MR BEN FOSKETT**

Councillor and Chair – Strategy Committee

**DR IAN GILMOUR**

Councillor and Chair – Audit and Risk Committee

**MR JOHN O'ROURKE**

Councillor and Chair – Resources Committee

**MR YUAN FANG**

Councillor – Student Representative

**PROFESSOR BERNADINE VAN GRAMBERG**

Councillor and Chair – Education and Research Board

**MR MARK O'ROURKE**

Councillor and Deputy Chair – Education and Research Board



# VICTORIA UNIVERSITY VICE-CHANCELLOR

Victoria University is seeking a Vice-Chancellor of intellectual distinction, professional standing and exemplary qualities of educational leadership to succeed Professor Elizabeth Harman, who is planning to retire at the end of 2010.

VU is one of Australia's largest and most culturally diverse educational institutions. As one of only five multi-sector universities, it seeks to positively transform lives through the power of further, vocational and higher education, and research. It has around 47,000 students and almost 3,500 research, teaching and general staff. Learning pathways enable students to move from certificate courses through to advanced diplomas, degrees and postgraduate qualifications.

VU is the primary university in Melbourne's western region, now one of the fastest growing areas of Australia with great potential for increased participation in education. The University delivers locally relevant and globally significant programs at campuses in the west and city centre, as well as through partners in Asia, the USA and Europe. Partnerships are a key feature of VU's engaged form of teaching, learning and research, with high profile local partners including the Western Bulldogs AFL club for sports, The University of Melbourne and the Western Health system.

The Vice-Chancellor is the Chief Executive Officer and Chief Academic Officer of the University, and is responsible to the Council for the strategic direction and operational leadership of the University.

In making the appointment, the Council wishes to appoint an educational leader who can maintain Victoria University's current energy and momentum, and continue its growth, strategic direction and financial sustainability.

Candidates should be able to demonstrate:

- a clear vision for Victoria University and its distinctive place in Australian education;
- a strong commitment to social inclusion, diversity and VU's mission of transforming the lives of those in Melbourne's western suburbs and beyond;
- academic distinction, a strong record of scholarship and the professional standing to lead opinion on tertiary education and public policy issues;
- commercial acumen and a record of achievement in the strategic management of financial and human resources in a large and complex educational or research institution;
- exceptional communication and relationship-building skills; and
- exemplary personal qualities of integrity, presence and good judgment.

An understanding of multi-sector educational environments is desirable.

**Initial enquiries, including requests for further information and selection criteria, may be directed in confidence to Rob Southey on +61 3 9620 2800, or by email at [vu@amrop.com.au](mailto:vu@amrop.com.au)**

**General information on Victoria University can be accessed through its website [www.vu.edu.au](http://www.vu.edu.au)**

**Applications should be marked Confidential, addressed to the Chancellor, and forwarded to Amrop Cordiner King, Level 44 Rialto, 525 Collins Street, Melbourne, Victoria 3000 to arrive by Friday 7th May 2010.**

CRICOS Provider No. 00124K



**VICTORIA  
UNIVERSITY**

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THOUGHT.**

# CONDITIONS OF APPOINTMENT

## TERMS OF APPOINTMENT

The initial appointment shall be for a period of five years. A further appointment may be offered by the University Council, following a review at least one year before the end of the initial term.

## REMUNERATION

Remuneration and conditions of employment, including salary, superannuation, motor vehicle and other benefits will be determined by the Council. Remuneration will include a performance component based on achievement of the University's strategic objectives as measured by key performance indicators to be agreed between the Council and the Vice-Chancellor. Performance will be appraised and remuneration reviewed annually.

## SUPERANNUATION

The appointee will be required to join an approved superannuation scheme.

## MOTOR VEHICLE

The University will provide a fully maintained motor vehicle for unrestricted use.

## EXPENSES OF OFFICE

The University will meet all reasonable expenses incurred in the course of official business.

## LEAVE

Recreation, long service and other leave is available consistent with normal University standards.

## RELOCATION EXPENSES

The University will meet reasonable expenses incurred in relocating.

## TITLE

The Vice-Chancellor will be offered the title of Professor.

# HOW TO APPLY AND CONTACT DETAILS

The Council is being assisted by the executive search consultants Amrop Cordiner King, who can advise on application requirements.

Initial enquiries, including requests for information and selection criteria, may be directed in confidence to Rob Southey on + 61 3 9620 2800, or by email at [vu@amrop.com.au](mailto:vu@amrop.com.au)

Applications should include a full curriculum vitae, a covering letter addressing the applicant's credentials for the appointment, and a statement relating the applicant's vision for VU to the University's strategic objectives outlined in *Making VU 2016: A Statement of Purpose*.

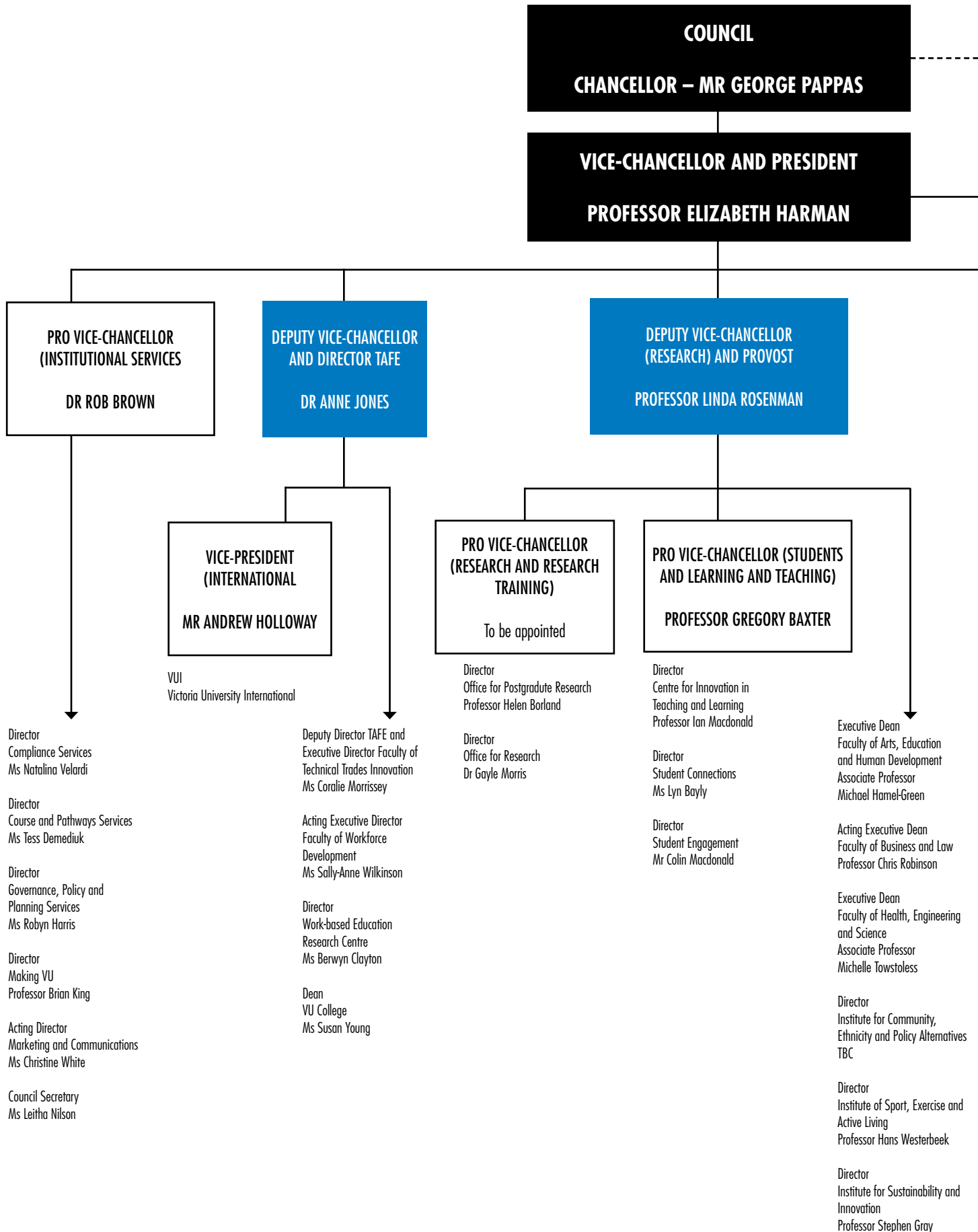
Applicants should provide the names and contact details of at least three potential referees. These referees need not be contacted in advance as they will not be approached without the prior consent of the applicant.

The Council reserves the right to fill the position by invitation at any time.

Applications should be marked Confidential, addressed to the Chancellor, and forwarded to Amrop Cordiner King, Level 44 Rialto, 525 Collins Street, Melbourne, Victoria 3000 to arrive by Friday, 7th May 2010.



# VU STRUCTURE



**EDUCATION AND RESEARCH BOARD**

**DIRECTOR GOVERNMENT LIAISON UNIT**

**MR LIONEL NEWMAN**

**DEPUTY VICE-CHANCELLOR  
(CAPITAL AND MANAGEMENT SERVICES)**

**MR JON HICKMAN**

**PRO VICE-CHANCELLOR  
(INDUSTRY AND COMMUNITY)  
AND CIO**

**PROFESSOR PETER CREAMER**

Director  
Facilities  
Mr Gary Carter

Director  
Finance  
Mr David Colliver

Director  
Human Resources  
Ms Karen Fitzpatrick

University General Counsel  
Dr Steven Stern

Director  
Development  
Ms Ros Casey

Director  
Information Technology  
Services  
Mr Phil County

Director\*  
Institute for Logistics and  
Supply Management  
Dr Pieter Nagel

Director  
Office for Innovation and  
Commercial Development  
Ms Tina Rankovic

Director  
Student Futures  
Ms Lisa Mitchell

Associate Director  
Engagement and Partnerships  
Sharon Orbell

University Librarian  
Mr Ralph Keil

\* Date of reporting line transfer is subject to further advice current as at 22 January 2010.





# FURTHER INFORMATION

Candidates can refer to the following website [www.vu.edu.au/about-vu/publications](http://www.vu.edu.au/about-vu/publications) for further information, or can request hard copies from VU's Governance and Policy Branch by telephoning + 61 3 9919 4606.

The website provides links to the following documents and webpages:

*Making VU 2016: A Statement of Purpose*

*Interim Compact*

*Annual Report 2008*

*Achievements 2008*

*The Role of the Chancellor*

*VU Foundation*

*Connections*

*2011 Course Guide*

*Arts, Education and Human Development Handbook*

*Business and Law Handbook*

*Health, Engineering and Science Handbook*

*VU College Handbook*

*Technical Trades and Innovation Handbook*

*Workforce Development Handbook*

*Research, Development and Investment Strategy*

*Introducing Victoria University*

*International Profile*

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Ms Ursula Weidenmuller of the Marketing and  
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