



Australian Government
**Department of Education,
 Skills and Employment**

2021-2023 MISSION BASED COMPACT BETWEEN THE COMMONWEALTH OF AUSTRALIA AND VICTORIA UNIVERSITY

PURPOSE

This compact is an agreement between the Commonwealth and the University. Entering into a compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a mission-based compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

MISSION

The new *Strategic Plan, 2022-2028* commits Victoria University (VU) to a vision *to be a global leader in dual sector learning and research by 2028*, providing distinctive, innovative and integrated education. There are 5 strategic drivers:

1. **Doing Dual Differently:** VU will build on the strong foundation of our renowned First Year College and VU Block Model. We will offer flexible, concurrent and complementary studies – bringing together offerings from the Polytechnic and higher education.
2. **Partnering with Principle:** VU will focus on creating positive change and growth through its ethical partnerships. Central to this will be our ‘flipped campus’ model, with at least one strong industry partner at the core of each campus to enhance ethical employability.
3. **Maximising Research with Impact:** Our research will benefit people, place and planet. This will mean building upon our existing strengths – our top 10 world ranking in sport research; our excellence in green and water engineering; our nationally recognised status in Indigenous oral history. Our expertise on economic modelling, and health and education policy research will be impactful.
4. **Protecting Country:** VU will build a global reputation for excellence of our Indigenous-led cultural, social and climate solutions, including protecting country and planetary health throughout our teaching, research, on our campuses and in our communities.
5. **A Thriving Place to Study and Work:** We want to remain proudly different and productively radical, this means an operating model that enables us to be agile and creative. VU pursues existing and new opportunities to grow revenue prudently. We want our students and staff to be proud to be associated with VU.

[Strategic Plan, 2022-2028: Start well, finish brilliantly](#)



Strategic Plan
 20212028_Final-versio

FREEDOM OF SPEECH AND ACADEMIC FREEDOM

Walker Review: Model Code

Victoria University's policies are *fully aligned* with the Model Code as confirmed by the Department of Education, Skills and Employment on 16 June 2021.

[Freedom of Expression Policy](#)



Freedom of Expression Policy.pdf

IMPROVING TEACHING AND LEARNING OUTCOMES FOR AUSTRALIAN STUDENTS

Admissions

VU is committed to admissions transparency, including policy principles with processes and decisions that are consistent and fair. We aim to simplify admissions. A range of [admissions strategies](#) exist (e.g. non-ATAR based admissions, [VU Guaranteed](#)) and student transition and success supports are in place, such as the [VU Block Model](#), [First Year College](#), [Learning Hubs and](#) regular early identification of students at risk and monitoring/reporting on academic progress.

Retention

The *Student Retention Strategy* aims to preserve recent gains in retention and continue to bridge the gap between VU and the sector average.

[Student Retention Strategy, 2021-2023](#)



StudentRetentionStrategy.pdf

Employability

The *Student Employability Strategy* aims to improve student employability and graduate career outcomes. The initiatives in this strategy prepare VU students to be competitive in current and future labour markets and seek to improve graduate transition to employment or further study.

[Student Employability Strategy, 2021-2023](#)



StudentEmployabilityStrategy.pdf

Industry Engagement

VU has a comprehensive program of industry engagement, including:

- an overarching focus on ethical partnerships
- development of industry aligned campus precincts

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- VU Polytechnic industry targeted and delivered short courses
- innovation hubs
- attracting industry funded research; and
- regional leadership through the [West of Melbourne Economic Development Alliance](#).

Our flipped campus model that aims to bring industry onto each campus to promote internships, employment and new business development, will be prioritised. VU has a target of at least one industry partner per campus.

Mental Health

The Student Mental Health Strategy enables VU to proactively invest in student mental health and wellbeing while supporting our students through and out of the COVID-19 pandemic.

[Refreshed Mental Health Strategy, 2018-2021](#)



student-mental-health-strategy.pdf

Return to campus

VU has a [COVIDSafe Return to Campus Plan](#), and a VU Operating Model that both guide a safe return to campus.

[Operating Model, April 2021](#)



VU Operating Model_Phase 2_26 Ap

RESEARCH OPPORTUNITIES AND PARTNERSHIPS IN THE NATIONAL INTEREST

We are committed to being global leaders in research through three key priorities:

1. Delivering world leading research and skills in key thematic areas:

- Sport, wellness and health
- First Nations knowledge
- New generation skills and workforce impact
- Green research translation
- New frontiers in policy, advocacy and justice

2. Developing and leveraging our talent to:

- Become a priority destination for Higher Degree by Research, offering opportunities for home-grown researchers to be nurtured and thrive.
- Foster two-way research linkages between VU and industry, including through researcher mobility of students and staff.

3. Growing our scale:

- Target investment in our core areas and improve return on investment.

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- Grow our research impact through focused, deep partnerships at a local, national and global level.
- Increase commercialisation and translation capability.

We track and measure our performance through:

- research income
- contribution to the UN Sustainable Development Goals;
- timely HDR Completions;
- world standard and above ratings for our Priority Fields of Research;
- the value of our research partnerships which address the priorities and challenges of industry, community and government.

Our research ecosystem encourages innovation and prioritises our areas of research strength, supported with structures and services in compliance with the regulations and laws that govern research and its operation in a global environment. To this end, we manage Foreign Interference and Cybersecurity as enterprise risks, seek Defence Industry Security Program membership, and ensure that our Cybersecurity strategy is fit-for-purpose aligned with industry best practice and the Australian Government's Cybersecurity vision for Universities.

As a partnering institution we increase our commercialisation and translation capability in an applied setting through collaborative relationships with our partners who have the knowledge and resources that are essential to successful research translation. Key mechanisms that facilitate connectivity include mobility programs that enable two-way exchange for our staff and students. For students a PhD Internship program and for our staff the VU Research Fellowship Industry scheme. The University's [VU RISE](#) initiative launched in 2021 has an architecture that activates commercialisation and translation opportunities through partnership development, accelerator and incubator programs to develop innovation and entrepreneurial capabilities in VU staff, students and community partner organisations.

Research & Foreign Relations

Foreign Arrangements	 Victoria University VU Research Model_Fore
Factsheet – Foreign Interference	 Factsheet - VU - Foreign Influence ar
Foreign Interference Protocols	 VU-Foreign-Interfer ence-Protocols v.1.p

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Cybersecurity (IT Security standards - links can be found in the IT security policy below).

Information & Asset Classification Framework	 Information Asset Classification Framework
IT Security Policy	 Information Security Policy.pdf

IMPROVING STUDENT EQUALITY AND OUTCOMES

VU has a deep commitment to student equity. Our *HEPP* activity plan indicates activities that we undertake including mentoring, advisory services, targeted interventions, collaboration with catchment schools, outreach and career support services.

HEPP Activity Plan	 Victoria University 2021 HEPPP Activity PI
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Equity Strategies for Students

We continue to provide targeted and integrated programs that support students from equity backgrounds with academic and career support, employability and skills development in and outside of formal learning. VU's *Retention and Employment Strategies* are inclusive of equity groups, noting that 25% of VU students are Low SES.

Protecting Country

VU prides itself on its commitment to protecting country in all its dimensions. Through its *Bathelimum Yalingwa (BY) Strategy*, VU seeks to grow the number of Aboriginal and Torres Strait Islanders participating in tertiary education and assuring their success; shares Aboriginal knowledge, history and culture; and connects Aboriginal culture to people and places. A refresh of the current strategy is being undertaken.

The refreshed BY will be completed in Q1 2022, now that the new Strategic Plan, 2022-2028 has been released. This new plan has put a high priority on Protecting Country so it is essential to understand what that means for our whole approach. A wider approach to a refreshed BY is envisaged this time encompassing more fully economic, social and environmental domains.

Bathelimum Yalingwa Strategy 2017-2020	 indigenous-strategy. pdf
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Student Accessibility

Our belief is that *if you get it right for students with disability, you get it right for all.*

Our plan recognises VU'S commitment to making equity and diversity values authentic for students and staff with disability and reflects the philosophy of cultural competence and the acceptance of and respect for difference. Concrete goals are set for each action area.

[Student Accessibility Action Plan \(2021-2023\)](#)



student-accessibility-
action-plan.pdf

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SIGNED for and on behalf of
THE COMMONWEALTH OF AUSTRALIA

In the presence of:

by

Dom English

Ryan Kinder

Full name (please print)

Witness (please print)

First Assistant Secretary

A/g Director

Position

Position or profession of witness (please print)

of the Department of Education, Skills and
Employment as delegate of the Minister for
Education and Youth

Signature

Signature

28/12/2021

Date

SIGNED for and on behalf of
VICTORIA UNIVERSITY

In the presence of:

by

Professor Adam Shoemaker

Tara Schuurmans

Full name (please print)

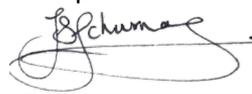
Witness (please print)

Vice-Chancellor and President

Chief of Staff

Position

Position or profession of witness (please print)



Signature

Signature