

**VICTORIA  
UNIVERSITY**

THE NEW WAY TO DO UNI

STRATEGIC PLAN 2022–2028

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**START WELL  
FINISH BRILLIANTLY**

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## ACKNOWLEDGEMENT OF COUNTRY

Victoria University acknowledges, recognises and respects the Ancestors, Elders and families of the Boonwurrung, Wadawurrung and Wurundjeri of the Kulin, who are the Traditional Owners of university land in Victoria, and the Gadigal and Guring-gai of the Eora Nation who are the Traditional Owners of university land in Sydney.

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**“ WE ARE ALL PROUD  
OF WHERE VU HAS  
BEEN. WE ARE EVEN  
MORE PROUD OF  
WHERE IT IS HEADED.”**

**PROFESSOR ADAM SHOEMAKER  
VICE-CHANCELLOR AND PRESIDENT**



Many universities claim to serve their communities. Victoria University has clearly done so over the past thirty years and for the preceding century of its antecedent institutions in the west of Melbourne.

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# VICE- CHANCELLOR'S OVERVIEW

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But there is much more. Victoria University – or VU – has boldly innovated a new pedagogic and curriculum approach: the VU Block Model. While other universities typically teach in semesters with multiple subjects at a time, at VU students balance their study lives and work by doing just one subject at a time – intensively and in small student groups – over a four-week period.

This has become – along with the VU First Year College which was the progenitor of the VU Block Model – the signal teaching and learning achievement of the university over the past decade.

And it has been stunningly successful, so much so that Victoria University is now rated the best Australian higher education institution in the nation for employability skills.

At the same time, there are no laurels to rest on during a pandemic. The global crisis which began in 2020, has birthed a different, regenerative strategy for the university.

It is here and now. It is adventurous. It brings together the bold aspiration to become the best applied dual sector university in the world with a profound commitment to inclusivity and to planetary health. It is connected to the lived experience of our students. It brings together the university's potent history as a vocational institution via its Polytechnic, as one of the

top ten sports science universities in world with its more recent, yet equally profound, achievements in health sciences; immunology; green engineering; the circular economy; and Indigenous history.

Any list is partial. No summary is complete. But we are all proud of Victoria University – whether it is known by that name or by its colloquial versions – Vic Uni or VU.

We are even more proud of where it is headed. There are three key elements to this:

- the renowned and renewed VU Block Model and First Year College;
- a 'Flipped Campus' approach bringing complementary industries onto and into the core of each campus to enhance ethical employability; and
- the integrative underpinning of Protecting Country and planetary health throughout the research and operations of the University.

All three – taken together – define the VU of the next strategic period. The time is now. Join us for the career journey that is Victoria University.

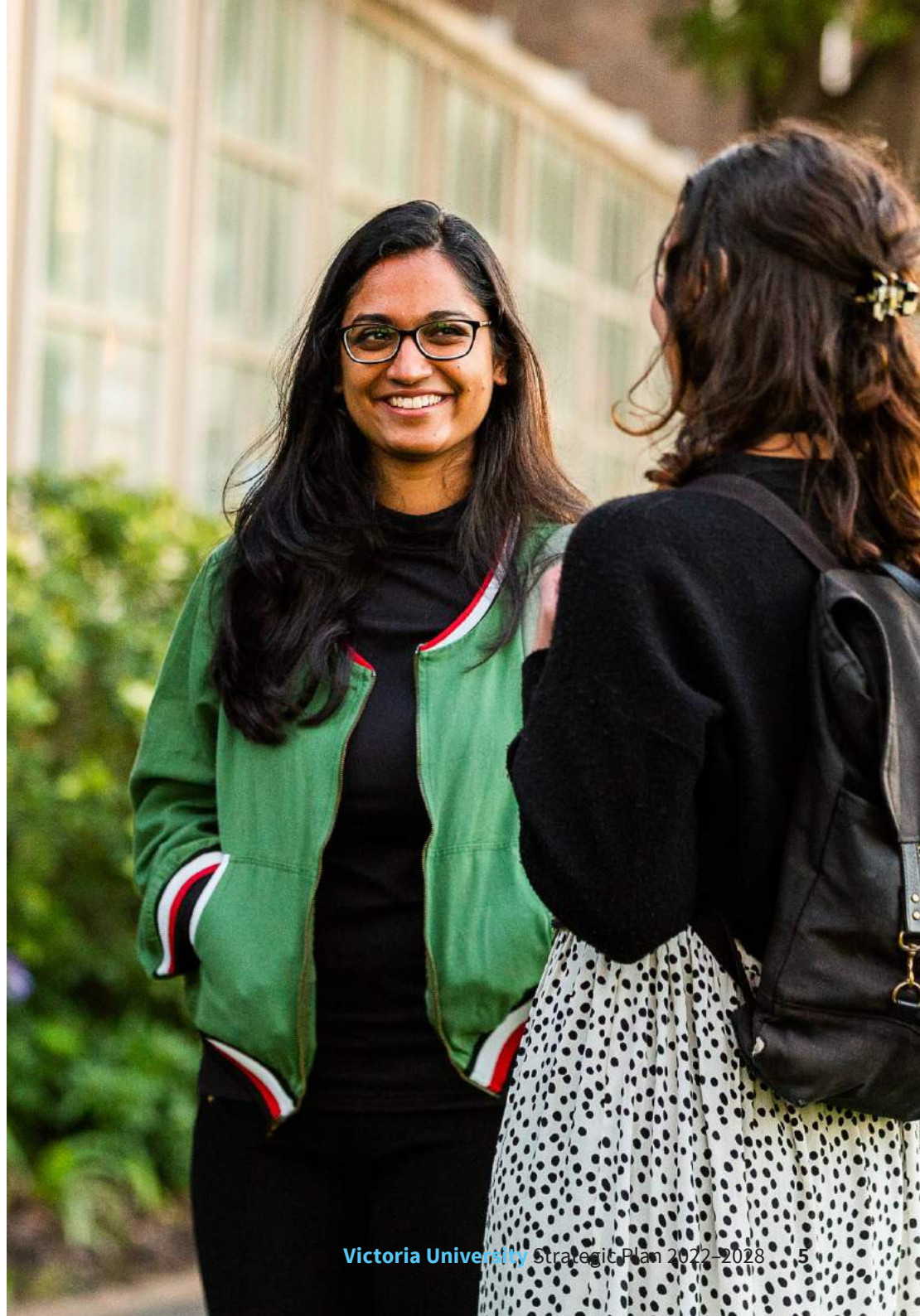
Our Strategic Plan has eight core principles to guide our trajectory.

Each one is powerful and particular. Each one has a strong sense of pride and purpose. And each one is 'very VU'; describing the type of institution which we are proud to call our own.

- 1 We are a partnering institution – we cannot do it alone.
- 2 We honour Indigenous cultures and our roots in Greater Western Melbourne.
- 3 We are the university of inclusion, opportunity and success – enriching both lives and careers.
- 4 We are revolutionising tertiary education through the VU Block Model and using the power of our dual sector capabilities.
- 5 We are resourceful, creative, adaptive and excellent in all of our learning and teaching and research.
- 6 We are digital learning leaders.
- 7 We commit ourselves to working for the health and sustainability of our planet.
- 8 We are proudly progressive. We care – and we act.

Our strategy is also underpinned by our values – to be Always Welcoming, Ethical, Shaping the Future, Together. These important values go beyond vocabulary, they are a reflection of our beliefs and our ethics which in turn influences our practice.

Watch video



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# OUR PURPOSE

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**VICTORIA UNIVERSITY  
EMBOLDENS ITS PEOPLE TO  
DESIGN THEIR FUTURE AND  
HAS A DEEP COMMITMENT  
TO PROTECTING COUNTRY.**

Our purpose is the heartbeat of this Strategic Plan – it is about why we do what we do, the impact we have on people’s lives and why we insist on excellence.

Victoria University emboldens and supports its students, colleagues, allies, partners, alumni and friends to shape not only their own futures but also the wider world in which they live – through learning, research, career opportunities and community and industry development. We are of the west and of the world.\*

Protecting Country is about people, place and planet. It embraces the seasons, stories and creation spirits and connects First Nation peoples to place. Country is both a place of belonging and a way of believing, as well as contributing to the conservation of critical environmental and diverse cultural assets. It is a community-driven movement towards long-term social, cultural, physical and economic prosperity and sustainability. We honour this commitment.

\* The VU Act of 2010 includes as one of its objects “... to foster participation in post-secondary education for persons living or working in the Western Metropolitan Region of Melbourne”.

# ONE VU

While we recognise our strength as a dual sector university, the key is to not be dual in mindset.

One VU encompasses our poles of singularity and difference, and our poles of complementarity and equality.

Outside of the triangle is what makes us distinctive – our ethical model, our curriculum model and our operating model. This is what is reflected to the outside world, and how we are positioned.

Inside the triangle is how we work together to optimise the internal structures of the university; specifically in terms of mutual respect. We call this parity of esteem, which values both sides equally.

Together they both create One VU.

## ETHICAL MODEL

Protecting Country,  
planetary health,  
sustainability

ONE  
VU

TEACHING ↔ RESEARCH

VOCATIONAL EDUCATION ↔ HIGHER EDUCATION

PROFESSIONAL ↔ ACADEMIC

INDIGENOUS ↔ NON-INDIGENOUS

## CURRICULUM MODEL

First Year College,  
VU Block Model,  
doing dual differently

## OPERATING MODEL

Flipped campus,  
industry, employability

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# OUR VISION

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**TO BE A GLOBAL LEADER  
IN DUAL SECTOR LEARNING  
AND RESEARCH BY 2028**



# WHAT ARE THE FEATURES OF OUTSTANDING DUAL SECTOR UNIVERSITIES?

They bring together the finest and most relevant skills and marry them with the best possible career-focussed degrees. They embrace research which is strongly aligned to industry and society. And they are not restricted to the traditional designs of vocational or higher education.

Victoria University will define this field.

We will offer dual track education in a new, concurrent way. We will have an unrelenting student focus and an embrace of the workforce needs of the post pandemic world. We will underpin this with powerful digital enablement. Students will be able to accelerate when they want to, to slow down if they need to, and to balance their lives and study.

We have the capability and grit to do better, differently.

At the same time, we have a deep and unwavering commitment to inclusion, to respectful relationships and diversity. We will be a place where people will love to study and work, and are supported to realise their potential and aspirations.

There is a new category of university emerging. At Victoria University, it has already begun



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# STRATEGIC DRIVERS

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To achieve our vision, we have identified five strategic drivers. **Our vision is big and ambitious. It is also achievable.**



**DOING DUAL  
DIFFERENTLY**

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**ENABLING STUDENTS  
AROUND THE WORLD  
TO 'START WELL,  
FINISH BRILLIANTLY.'**

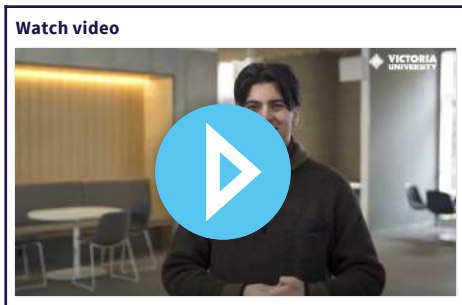
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## DOING DUAL DIFFERENTLY

Victoria University is going to build on the strong foundations of our First Year College and VU Block Model, so that students around the world can ‘start well and finish brilliantly’.



In 2018, we became the first university in Australia to launch the VU Block Model. This has been incredibly successful, and extended to full undergraduate and postgraduate degrees.

We will extend the VU Block Model into schools to create seamless pathways into tertiary education at VU.

Research will be aligned to learning and teaching, to support students, industry and community.

We are uniquely positioned to offer flexible, concurrent and complementary studies – bringing together offerings from the Polytechnic and Higher Education in the same space and time.

This enables ‘earn while you learn’, and we will continue to build on this strength as the number one university in Australia for employability skills.

Along with tailored digital learning and online design, our students will experience personalised learning at scale

## High-Level Objective

By 2028, Victoria University will be a global leader in industry-engaged education and careers.

## How will we do this?

### Learning matched to lives

Create concurrent Higher Education and Polytechnic courses in areas of clear workforce need, with practical and contemporary learning experiences.

Provide sector-leading personalised learning at scale, including co-designed offerings, which cater to individual learning journeys.

Leverage the Polytechnic’s award winning blended learning model into other learning environments.

### First Year College and VU Block Model

Establish a global reputation and footprint for the First Year College and VU Block Model.

### Dual sector research

Develop Polytechnic research capability aligned to industry needs, including in Greater Western Melbourne.

### Tailored digital learning

Become a global innovator and pioneer in tailored digital offerings.

Maximise VU Online as a provider with sector-leading outcomes in progression, success and employability – nationally and globally.

### Opportunity and success

Develop policy, systems, infrastructure and technologies to ensure accessibility and equity for our students.

Recover and grow a diverse VU international student body.



**PARTNERING  
WITH PRINCIPLE**

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**THE 'FLIPPED  
CAMPUS' IS  
THE CAMPUS  
OF THE FUTURE.**

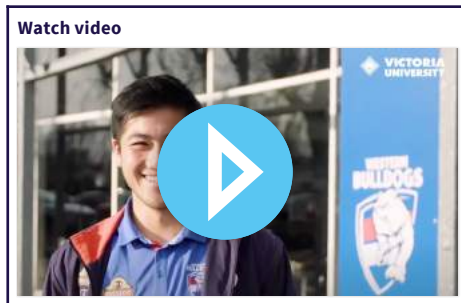
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## PARTNERING WITH PRINCIPLE

There is a Latin term ‘sine qua non’; translated literally, it means ‘without, which not’. In other words, without a diverse range of strong partners, Victoria University will not achieve its full potential.



VU is going to re-develop understanding of the role of a university with the ‘flipped campus’ model.

By 2028, every VU campus will house at least one strong industry partner onsite, with a comprehensive and deep alliance that aligns logically and ethically.

By doing this, we will provide opportunities for students and staff in education, internships and research – offering outstanding synergies that would not otherwise be possible.

This is the campus of the future.

We honour our roots in Greater Western Melbourne and will work collaboratively to benefit the region and the communities which we serve.

Our scope extends beyond Greater Western Melbourne and Australia – our alliances, our reach and our impact will be global.

### High-Level Objective

By 2028, Victoria University will have at least one deep alliance with like-minded industry partners in every campus – including online.

### How will we do this?

<b>Flipped campuses</b>	Ensure industry will be located at the core of each campus – establishing comprehensive, ethical and deep alliances.
<b>Greater Western Melbourne</b>	Identify and pursue priorities for progressive change through collaboration with all levels of government, industry and community.  Nurture a culture of excellence through external collaboration and engagement with models of best practice, recognition and reward that values such behaviour and celebrates achievements.
<b>International linkages</b>	Deepen our engagement with the Indo-Pacific, and leverage government programs.  Continue to extend our long-standing collaboration in teaching, research and service with Timor-Leste.  Build and lead a global Block Model network.



**MAXIMISING  
RESEARCH  
WITH IMPACT**

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**WE WORK TO HAVE  
OUTCOMES THAT  
BENEFIT PEOPLE,  
PLACE AND PLANET.**

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## MAXIMISING RESEARCH WITH IMPACT

We have a clear mandate to undertake research with impact, ensuring that its outcomes benefit people, place and planet. There is no doubt that in research we are strong, both thematically and pragmatically.

Watch video



What does this mean? It means that we will further accentuate our existing areas of strength – our top 10 world ranking in sport research; our excellence in green and water engineering; our nationally-recognised status in Indigenous oral history – to meet and exceed the challenges we face.

At the same time, we will celebrate our very deep levels of expertise in economic modelling and policy research – in leading entities such as the Mitchell Institute and the Centre of Policy Studies – our developing strengths in nursing and allied health research and our growing eminence in immunology and virology.

As a university that proudly wears the name of the state of Victoria, we celebrate our research which advances understanding of diversity, inclusion and education.

We are also proud to pursue research that protects Country and extends our commitment to planetary health at every opportunity.

### High-Level Objective

By 2028, Victoria University will be a global leader in research which enhances planetary health.

### How will we do this?

#### World leading research and skills in key thematic areas

By being world-leading in five key thematic areas:

1. Sport, wellness and health
2. First Nations knowledge
3. New generation skills and workforce impact
4. Green research translation
5. New frontiers in policy, advocacy and justice

#### Develop and leverage our talent

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.

#### Grow our scale

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

Grow our research impact in relation to community outcomes through focused, deep partnerships at a local, national and global level.

Increase commercialisation and translation capability.





**PROTECTING  
COUNTRY**

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**WE HONOUR OUR  
DEEP DIVERSITY AS  
A FOUNDATION FOR  
COLLABORATION AND  
SOCIAL PROGRESS.**

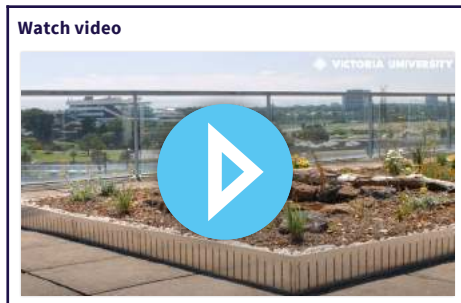
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## PROTECTING COUNTRY

Aboriginal and Torres Strait Islander peoples, the First peoples of this land, have cared for Country for generations. Country is the land, water, sky and all the living things that occupy those spaces and exist between them.



We have a responsibility, in all that we do – our research, our teaching, on our campuses and in our communities – to improve the health and wellbeing of our local and global communities, and the planet that we share.

It is our responsibility to respect and listen to Indigenous voices and standpoints, upholding and privileging self-determination, sovereignty and authority.

Victoria University honours its deep diversity as a foundation for collaboration and social progress.

And, at every opportunity, we will address the United Nation's Sustainable Development Goals.

### High-Level Objective

By 2028, Victoria University will be respected globally for the excellence of its Indigenous-led cultural, social and climate solutions.

### How will we do this?

#### An unwavering commitment to progressive inclusivity

Ensure every facet of the institution reflects our commitment to diversity, inclusivity and intersectionality.

Demonstrate and celebrate values-led leadership.

#### Indigenous achievement

Work in tandem with communities, government and Indigenous organisations to support and challenge the Treaty and Truth process throughout Victoria.

#### Student-centric values

Make decisions with students, for students, and informed by students.

#### Philanthropy goals

Grow a thriving culture of philanthropy across staff, individual donors, social and corporate partners.

Adopt an ambitious goal to considerably extend philanthropic support of our courses, offers and research enterprises.

#### Sustainability practice

Ensure the results of our decisions are in favour of planetary health at every opportunity.



**A THRIVING PLACE  
TO STUDY AND WORK**

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**A PLACE WHERE  
PEOPLE LOVE TO  
BELONG, AND FEEL  
IMMENSE PRIDE.**

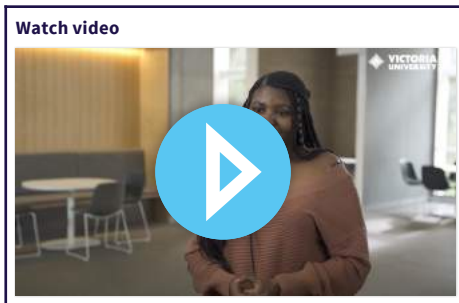
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## A THRIVING PLACE TO STUDY AND WORK

In a world where education has been static and even slightly rigid, Victoria University has taken bold moves to be proudly different and productively radical. The staff and students who make this happen need to be celebrated, valued and rewarded.



We will be a place where people love to belong, and where people feel immense pride. We will support and empower students from all backgrounds to thrive, as the university of inclusion, opportunity and success.

In order to achieve this, we need to grow. We need more students to benefit from VU education experiences and more communities to benefit from our research.

We are up against the most challenging of times, but we are up for that challenge.

We must sustain the courage and integrity to be a different university in a progressive way. To become a new generation destination university, re-defining the role and value of a university.

## High-Level Objective

By 2028, Victoria University will be a new generation university of first choice.

## How will we do this?

### Positive workplace culture and morale

Establish a culture of reward, gratitude and giving – a place where people love to work.

Be widely recognised as a bold and progressive institution and a career destination choice for emerging leaders in the university sector.

### Organisational and financial sustainability

Pursue existing and new opportunities to grow revenue, to enhance our positive impact.

Be prudent with our resources so we can re-invest for the future.

Optimise the university operating model to ensure we are agile and creative and able to adjust quickly to disruption and shocks.

### The right infrastructure

Provide flexible, modern, user-experience focused physical and virtual infrastructure, systems and processes.

### An exceptional reputation

Demonstrate with grit, integrity and action that we are a university of first choice for students and staff.

Remain strongly connected with our alumni, ensuring graduates are proud life-members of VU.

Have a globally-recognised brand and reputation held in esteem by key stakeholders.

# MEASURING SUCCESS

We realise that with bold ideas you need creative ways to measure them – we start with the below indicators as a base, but will also find unique ways to prove our success.



## DOING DUAL DIFFERENTLY

- Graduate employment
- Employer satisfaction
- Concurrent and complementary offerings



## PARTNERING WITH PRINCIPLE

- Ethical and like-minded allies on each campus
  - including online
- Premium strategic partnerships (alliances)
  - locally and globally



## MAXIMISING RESEARCH WITH IMPACT

- Global rankings
- Timely HDR completions
- Income from research



## PROTECTING COUNTRY

- Access, participation, attrition, retention for students from diverse backgrounds
- Workplace diversity, equality and inclusion
- Impact on UN Sustainable Development Goals
- Negative net emissions



## A THRIVING PLACE TO STUDY AND WORK

- Staff engagement
- Financial sustainability
- Revenue diversification
- Brand awareness and reputation

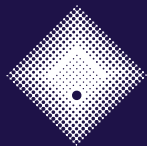
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**VICTORIA  
UNIVERSITY**

THE NEW WAY TO DO UNI