

ACHIEVEMENTS

VU08

ANNUAL REPORT



**DIAMOND MODEL
SHINING OUT**

**CONSTRUCTION
UNDERWAY
AT FOOTSCRAY**

**INDIGENOUS
EMPLOYMENT**

**ENGAGING
WITH TIMOR**



VU ACHIEVEMENTS ANNUAL REPORT 2008



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ACKNOWLEDGEMENT 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, Taungorong 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 people's 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.

NOTE: Victoria University's *Achievements VU08 Annual Report* is a companion to Victoria University's *2008 Annual Report*. Together, these publications contain all disclosures within the State Government of Victoria's 2008 annual reporting compliance requirements.

MISSION AND VALUES

MISSION

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

We work collaboratively to develop the capabilities of individuals, enterprises and communities within the western Melbourne region and beyond to build sustainable futures for ourselves and our stakeholders.

VALUES

We value:

- 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; and
- the pursuit of excellence in everything that we do.



VICTORIA UNIVERSITY'S CHANCELLOR



The Hon. Justice
Frank Vincent
AO QC Chancellor

Victoria University Council is led by Chancellor the Hon. Justice Frank Vincent AO QC. In 2008, Council worked to reinforce the strategic and financial position of the University.

Key objectives reached by Council included:

- The decision to take firm action to safeguard the University's long-term financial security.
- Maintaining VU's commitment to improving facilities, with a new Information Communication Technology precinct established at the Footscray Nicholson Campus, the opening of a new Learning Commons at Werribee Campus, and completion of wireless network access for students and staff across all campuses.
- Continuing to make significant contributions to the infrastructure of Melbourne's western region through a series of investments in new facilities worth approximately \$80 million.
- The strengthening of external relationships with community, industry and professional groups both locally and abroad.

VICE-CHANCELLOR'S MESSAGE



Professor
Elizabeth Harman
Vice-Chancellor
and President

Victoria University is well advanced on a path to fulfil its mission as a distinctive multi-sectoral university centred in the western suburbs of Melbourne. In 2008, the University's direction was restated as a Statement of Purpose and the aims expressed around four stakeholders: Students, Staff, Local and Global Enterprises and Communities; and Governments and the Public. The University worked hard on a major project of five commitments designed to ensure the Statement of Purpose is realised with a dedicated project team for 'Making VU'.

The western region is undergoing rapid growth and gentrification. Peter Noonan Consulting was commissioned to forecast the yearly growth in tertiary student numbers until 2031. A key finding was that the University would need to plan for a student population of 65,000 by 2016.

Under the guidance of its Council, the University embarked on a series of studies, campus by campus, to ensure the University would have the facilities needed to accommodate this growth in the region, be able to provide a high quality student and staff experience, and provide facilities that would make the University competitive in the future as a place of first choice.

In another major step towards campus consolidation in the western region, the decision was taken to phase out nonviable courses at Melton and Sunbury Campuses with no new enrolments from 2010, and to bring forward plans to co-locate vocational education and higher education and research at the larger campuses in 2009, with each focusing on specialist areas. These changes will assist in the reallocation of resources for growth at the larger campuses.

Throughout 2008 the University also worked to make productivity improvements to address our underlying budget imbalance between rising staffing costs and revenue. When it became apparent in the second half of the year that these actions were not effective, a major sustainability initiative was launched in October to rationalise our courses.

By the close of year, 25 per cent of courses on our books had been discontinued with no apparent adverse impact on student numbers. This will continue into 2009, and significant staffing changes are expected across the University. The University will nonetheless continue to invest in areas of growth and new course development.

One of these major priorities was to build capability for skills and workforce development. Initiatives included the creation of a new Work-based Education Research Centre (WEREC) and the development of a comprehensive strategy to ensure that vocational education and further education are well placed to take advantage of the State Government's changes to make TAFE funding subject to contestability.

Victoria University worked on building partnerships, with evidence of this in:

- a new framework for external engagement adopted by Council
- the launch of the 'Diamond Model' for teaching and learning, with a focus on the interaction between students, staff and partners, such as in Learning in the Workplace and Community (LiWC)
- partnerships for education and research, such as Linfox, Kangan Batman TAFE, and for sustainability, such as City West Water

The University's Key Performance Indicators confirm the continuing strength of teaching and the developmental stage of partnerships building, and the attention being given to Making VU and our strategic purpose.

The refurbishment of the Fabrication Workshop at the Sunshine Campus is a fine example of our success. Federal Education Minister Julia Gillard opened the workshop, which is the best equipped of its kind in Australia and is part of VU's commitment to be a leader in engineering and manufacturing with strong links to industry.

The University further strengthened its industry relationships with the rollout of VU's 12 industry and community roundtables, part of VU's far-reaching Making VU a New School of Thought program. The roundtables – made up of industry and community leaders – are having a direct say in the redesign of VU's courses.

Staff across the University were also recognised for their work with external partners, reinforcing VU's considerable reputation for community engagement and industry partnerships. VU's Community Engagement Co-ordinator, Elleni Bereded-Samuel, was appointed to the Federal Government's new Australian Social Inclusion Board, established to help the country's most economically and socially disadvantaged.

We continue to excel in teaching expertise. This year's outstanding success at the Australian Learning and Teaching Council citations, in which we won five awards – our best performance – is testament to the investment we have made in teaching excellence.

VU's strong higher education research capacity was demonstrated by major research grant successes, including three ARC Linkage Grants, two ARC Discovery Grants and one NHMRC Grant.

2008 saw the University strengthen its relationships abroad. VU held its first graduation ceremony in China, demonstrating the University's strong links with that country. This was the first graduation ceremony held in China for a Melbourne-based university. In September I delivered keynote speeches at the 60-year celebrations of Liaoning University and at the Chinese – Foreign Universities Presidents Forum, and in November delivered a lecture as part of the Tan Sri Jeffrey Cheah's Distinguished Speakers Series at our partner Sunway University College in Kuala Lumpur.

VU proudly awarded two honorary degrees in 2008: to Terry Bracks, founder of Western Chances; and to Fiona Myer, former Chair of the National Gallery of Victoria Contemporary Advisory Committee and a Member of the National Gallery of Victoria Foundation Board. Their achievements embody our values of integrity and community engagement.

In 2008 Victoria University gave credence to its positioning as a New School of Thought by furthering its pursuit of industry and community engagement, and innovative teaching and learning initiatives. I look forward to working with staff, students, industry, community and members of the University Council to carry out our vision for next year and beyond.

PROFESSOR ELIZABETH HARMAN
VICE-CHANCELLOR AND PRESIDENT



OVERVIEW OF UNIVERSITY STRUCTURE

ORIGINS

Victoria University of Technology was established by legislation of the Victorian Parliament, the Victoria University of Technology Act 1990. Victoria University's predecessor institutions date from 1916.

Today, Victoria University is one of the largest of the five Australian universities that combine higher education with vocational and further education.

The relevant minister for the period covered by VU's 2008 Annual Report is the Minister for Skills and Workforce Participation, The Hon. Jacinta Allan.

COUNCIL

The Council is the governing authority of the University and has responsibility for the direction and superintendence of the University. The Council has established a number of standing committees to assist it in its work. They are:

- Chancellor's Committee (the Chancellor's Committee has two sub-committees to assist specific activity: the Nominations Committee and the Remuneration Committee)
- Audit and Risk Committee
- Resources Committee
- Strategy Committee

Membership of these standing committees consists primarily of members of Council.

During the calendar year 2008, Council met six times. In addition, it held two weekend retreats. The standing committees generally met on a monthly or bimonthly basis.

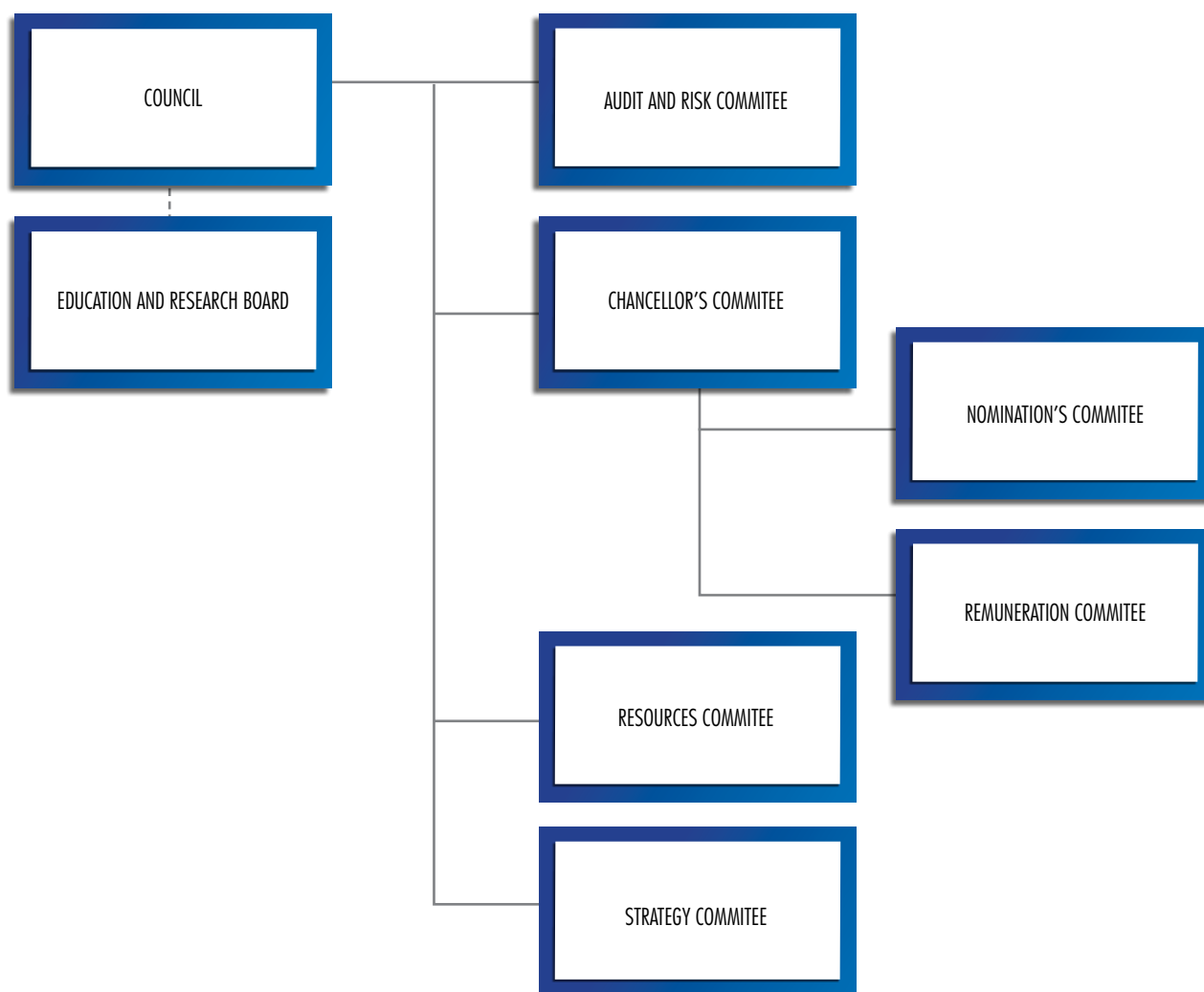
There is one University statutory Board, the Education and Research Board, that is required by the Act or subordinate legislation to provide advice to Council on academic matters. The Education and Research Board met on 16 occasions.

OBJECTS

The objects of the University as provided by the University Act 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 of 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 persons living or working in the western metropolitan region of Melbourne
- provision of programs and services in ways that reflect principles of equity and social justice
- 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 the foregoing within Victoria and elsewhere
- promotion of critical inquiry within the University and general community.

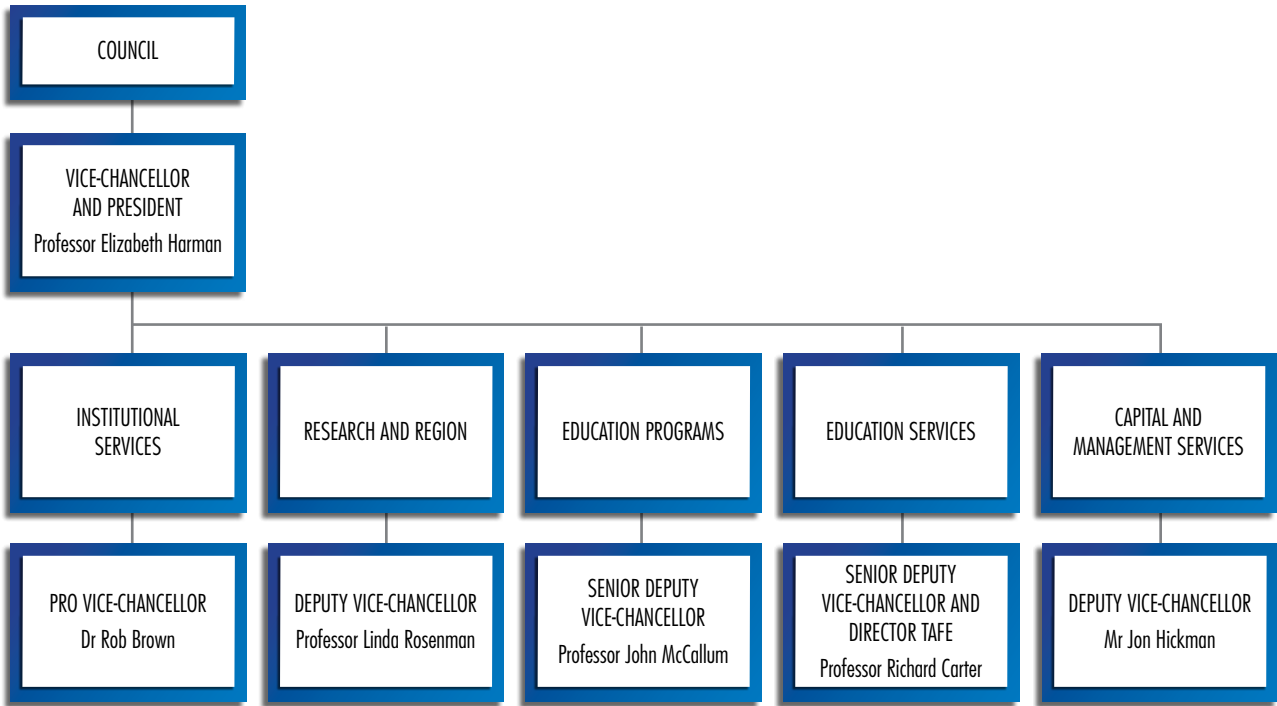
COUNCIL STRUCTURE AND MEMBERS



COUNCIL MEMBERS

PERSONAL DETAILS	CATEGORY OF MEMBERSHIP	PROFESSION/MEMBER OF OTHER BOARDS	FIRST APPOINTED TO COUNCIL	MOST RECENT APPOINTMENT
The Hon. Mr Justice Frank Vincent, AO QC	Chancellor	Supreme Court Judge, Court of Appeal, Supreme Court of Victoria	01.01.01	01.01.07
Commissioner Dianne Foggo DipTching, DipPhysEd, GradDipMulticulturalEdMelb	Appointed by Council	Deputy Chancellor, Commissioner, Australian Industrial Relations Commission	01.01.99	01.01.08
Professor Elizabeth Harman BA, MA Auckland, PhD McM, FIPAA, FAIM	Ex Officio	Vice-Chancellor, President, Victoria University	01.10.03	25.06.07
Ms Trish McCluskey BAEd Auckland	Ex Officio	Chair, Education and Research Board	01.12.05	13.12.06
Associate Professor Bernadine Van Gramberg LLB, GradDipEd&TmgVicMelb, BSc(Hons), GDiplR, GradDipDispRes&JudAdmin, MScMelb, PhD Monash	Ex Officio	Chair, Education and Research Board	10.12.08	10.12.08
Associate Professor Michael Hamel-Green BAMelb, MAMelb, PhD La Trobe	Ex Officio	Deputy Chair, Education and Research Board	01.12.05	13.12.06
Mr Mark O'Rourke AdvDipArtsSwinburne, BSc(Hons)Melb, GradCertTertEd, GradCertMgmt, MEdVU, 2000 ISS Institute/TAFE Fellowship, 2007 Fulbright Professional Scholar	Ex Officio	Deputy Chair, Education and Research Board	10.12.08	10.12.08
Mr Michael Zaar	Elected by staff (general)	Student Administration	01.01.06	01.01.06
Mr Kevin Baker BScMelb, DipEdMelbStateColl, GradDipEdTech, GradDipComStudMelb	Elected by staff (TAFE)	Information Technology Department	26.10.06	26.10.06
Dr James Doughney BBus(Econ) GIAE, PhD VicMelb	Elected by staff (Higher Education)	Senior Lecturer, Applied Economics Member of the following boards: Editorial board Australian Universities' Review Editorial board International Gambling Studies Editorial board International Journal of Criminology and Sociological Theory Editorial board Seeing Red Editorial board Journal of Business Systems, Governance and Ethics Review board International Journal of Mental Health and Addiction National Executive/Council National Tertiary Education Union Victorian Division Executive/Council National Tertiary Education Union Victoria University Executive National Tertiary Education Union Executive Centre for Alternative Economic Policy Research	01.01.06	01.01.06
Mr Mohit Masand	Elected by HE students	Student, Victoria University	01.01.08	01.01.08
Mr Thomas D'Souza	Elected by HE students	Student, Victoria University	30.10.08	31.12.08
Ms Lauren Fernando	Elected by TAFE students	Student, Victoria University	01.01.08	31.12.08
Ms Andrea Hassett BBusRMIT	Governor-in-Council	Partner, Deloitte	06.03.07	06.03.07
Mrs Afshan Mantoo	Governor-in-Council	Legal Executive, Victorian State Manager, Muslim Aid Australia	18.04.06	06.03.07
Mr John O'Rourke BCommMelb GradDipFinRMIT	Governor-in-Council	Principal of Plenary Group	16.02.05	17.06.08
Dr Ian Gilmour BscBirmingham, PhD Birmingham	Governor-in-Council	Senior company executive, Orica	01.01.05	13.05.08
Ms Prue Willsford LLB QUT	Governor-in-Council	General Manager Corporate Operations, State Trustees	17.06.08	17.06.08
Ms Meg Hansen BA, MA Otago U, DipTching Auckland TC	Governor-in-Council	Principal, Lauriston Girls School	13.05.08	13.05.08
Mr Ben Foskett BBusRMIT	Appointed by Minister	CEO, Invest Victoria	18.02.08	18.02.08
Mr Ken Latta BSc(Hons)Melb, GradDipEdAdmin Deakin, DipAgnSc Longernon, MBA	Appointed by Council	CEO, Metropolitan Fire Brigade	02.03.98	01.01.08
Dr Richard Gould DipTechMgmtUTS, MBAAGSM, PhD RMIT, QPMR, FAMI, FAICD	Appointed by Council	Executive Director, International Market Selection Non-Executive Director, Scope Ltd	09.11.04	01.01.06
Professor Richard Teese BAMonash, PhD Monash	Appointed by Council	Director, Centre for Post-Compulsory Education and Lifelong Learning, University of Melbourne	24.04.06	24.04.06
Mr George Buckland DipAppGeol, GradDipMgmt, MBARMIT	Appointed by Council	Associate, AirQuant	06.03.95	01.01.07
Mr Ken Loughnan AO DipAccRMIT, FCPA, FAIM, FAICD	Appointed by Council	Chairman, the Skilled Group	04.08.03	01.01.07

OPERATIONAL STRUCTURE



Director
Governance, Policy
and Planning Services
Ms Robyn Harris

Director
Compliance Services
Ms Natalina Velardi

General Manager
Governance and Policy Branch
Ms Leitha Nilsen

Council Secretary
Ms Leitha Nilsen

Acting Manager
Legal Services Branch
Mr Laurence McDonald

Manager Corporate Events
Ms Sharon Orbell

Program Director Making VU
Professor Brian King

Institutional Strategist
Mr Conor King

Pro Vice-Chancellor
Industry and Community
Professor Peter Creamer

Director
Development
Ms Ros Casey

Director
Office for Research
Dr Gayle Morris

Director
Office for Postgraduate Research
Associate Professor
Helen Borland

Director
Institute for Logistics and
Supply Chain Management
Dr Pieter Nagel

Director
Institute for Sustainability
and Innovation
Professor Stephen Gray

Director
Institute for Community
Ethnicity and Policy Alternatives
Associate Professor Danny
Ben-Moshe

Pro Vice-Chancellor
Students
Mr Stephen Weller

Director
Student Connections
Ms Lyn Bayly

Director
Student Engagement
Mr Colin Macdonald

Pro Vice-Chancellor
Teaching and Learning
Professor Gregory Baxter

Dean
VU College
Ms Susan Young

Executive Dean
Faculty of Arts, Education
and Human Development
Associate Professor
Michael Hamel-Green

Executive Dean
Faculty of Business and Law
Professor Colin Clark

Executive Dean
Faculty of Health, Engineering
and Science
Professor Ian Rouse

Vice-President
International
Mr Andrew Holloway

Pro Vice-Chancellor
Vocational Education
Dr Anne Jones

Executive Director
Faculty of Workforce
Development
Ms Louise King

Executive Director
Faculty of Technical
and Trades Innovation
Ms Coralie Morrissey

University Librarian
Mr Phillip Kent

Director
Information Technology Services
Mr Philip County

Acting Director
Marketing and Communications
Ms Christine White

Director
Finance
Mr Stan Oblubek

Director
Facilities
Mr Gary Carter

Director
Human Resources
Ms Karen Fitzpatrick

Director
Workforce Planning
Mr Lionel Newman

University General Counsel
Dr Steven Stem

VICTORIA UNIVERSITY ATA GLANCE

OUR HISTORY

- founded in 1916 as Footscray Technical School
- became Footscray Institute of Technology in 1968
- Victoria University of Technology established by an act of State Parliament in 1990
- Victoria University of Technology commenced operation in 1992 following the amalgamation of the Footscray Institute of Technology and Western Institute
- in 1998, VU amalgamated with the Western Melbourne Institute of TAFE (a former amalgamation of Footscray, Newport and Flagstaff Colleges of TAFE)
- renamed as Victoria University in 2005

OUR STUDENTS AND STAFF

- 49,459 local and international students studying vocational and further education, and higher education courses
- 7859 offshore international student enrolments
- 3920 onshore international student enrolments
- 44.2% of enrolments by Melbourne western metropolitan residents
- 39.4% of students from a non-English-speaking background
- students and staff of more than 90 nationalities
- 834 TAFE teaching staff (ongoing, fixed-term and sessional)
- 839 higher education teaching staff (ongoing, fixed-term and sessional)
- 1647 general staff (ongoing, fixed-term and casual)
- 27 senior management staff (ongoing and fixed-term)
- 2854 full-time equivalent staff

INSTITUTES

- Institute for Community Ethnicity and Policy Alternatives (ICEPA)
- Institute for Logistics and Supply Chain Management (ILSCM)
- Institute for Sustainability and Innovation (ISI)

FACULTIES

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

WHERE WE SERVE

- 11 campuses and sites – City Flinders, City King, City Queen (site), Footscray Nicholson, Footscray Park, Melton, Newport, St Albans, Sunbury, Sunshine and Werribee
- offshore programs in vocational and higher education with institutional partners in countries that include the People's Republic of China, Singapore, Malaysia, Hong Kong, Vietnam, Thailand and Germany, expanding research and engagement activity and more than 70 agreements with international partners for student Study Abroad and exchange
- 21 VET in School (VETiS) programs with 2185 secondary school students enrolled at 80 secondary schools across Melbourne

RESEARCH CENTRES

- 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)

GENERAL ENQUIRIES

Phone +61 3 9919 4000

POSTAL ADDRESS

Victoria University

PO Box 14428 Melbourne VIC 8001

WEB ADDRESS

WWW.VU.EDU.AU



LOCATION

VICTORIA UNIVERSITY IS LOCATED IN MELBOURNE, VICTORIA, AUSTRALIA.
VICTORIA IS AUSTRALIA'S SECOND MOST POPULOUS STATE



Melbourne is regarded as the cultural capital of Australia and is consistently voted one of the best places to live in the world. It is one of the world's most cosmopolitan cities, with much to offer in history, culture, sights, parklands, sport and entertainment. Melbourne is a multicultural city with around a quarter of Victorians speaking a language other than English at home.

OUR CAMPUSES AND SITES

Victoria University has 11 campuses and sites across Melbourne's western region and central business district. It also conducts offshore programs for students at sites in Malaysia, Bangladesh, the People's Republic of China, Hong Kong, Singapore, Thailand, Vietnam and Germany.

Footscray Park Campus, Melbourne, is VU's largest campus and almost a third of students are enrolled there. Overlooking the Maribyrnong River valley, it is the hub for higher education. Currently under construction on the campus is a \$54 million world-class exercise, science and sport precinct, which will place VU at the forefront of sports science.

City Flinders Campus is opposite Melbourne's historic Flinders Street Station and offers a range of business degrees and art, design and multimedia programs. Our City Queen site houses the Law School in the heart of Melbourne's legal district.

The greatest number of vocational education (TAFE) students are enrolled at Footscray Nicholson Campus. Vocational education programs in health and beauty are offered at City King Campus and a range of trade programs at Newport and Sunshine campuses.



Footscray Park Campus,
situated in Melbourne's
western suburbs.

Our other campuses offer programs in both vocational education and higher education, including sports administration, music, nursing and performance studies at Sunbury Campus; public relations, languages and multimedia at St Alban Campus; biotechnology, nutrition, food science and logistics at Werribee Campus; and early childhood education, physical education and outdoor education at Melton Campus.

Further education programs offered by the multi-campus VU College prepare students for entry to vocational education and higher education, as well as enabling their full participation in the workplace and community. These include general education, English as a Second Language, and foundation and transition courses.

A NEW SCHOOL OF THOUGHT

In February 2008, the University's Council endorsed *Making VU 2016: A Statement of Purpose*. This confirmation of the University's long-term vision has placed VU's Making VU program within a wider strategic context. The distinction between strategic vision and the role of the Making VU program has been crucial in strengthening the communication of the Making VU message across the University.

Many significant Making VU achievements were accomplished in 2008. Below are some of those achievements for each of our four stakeholder groups.

STUDENTS

Much progress was made in identifying and analysing our main student groupings and their learning experiences, a complex task in view of the diversity of course offerings at VU. Two major 2008 reports were *The Diversity and Performance of the Student Population: A Preliminary Analysis, June 2008* and *Strategies for Success: Definitions*.

A VU student experience strategy is under development. It focuses on supporting informed student decision making; building student engagement; improving learning pathways; student-centred learning; customising learning, language and numeracy support; and strengthening student leadership and development across the entire VU educational journey.

STAFF

The Learning in the Workplace and Community (LiWC) policy was endorsed by the Education and Research Board in November 2008. Inputs and contributions by VU staff have shaped the mechanisms and co-ordinating infrastructures that are needed to both deliver a positive LiWC experience for students, and create a professional development strategy for University-wide implementation of LiWC.

The Work-based Education Research Centre (WERC) was established to research the emerging trends in workplace education that require the development and adoption of innovative teaching practices. WERC has enjoyed early successes for national grants; one of which will fund the development of research capacity among vocational education teaching staff, which should lead to the support of cross-sectoral activities.

LOCAL AND GLOBAL ENTERPRISES AND COMMUNITIES

Industry and community roundtables have been completed for the following clusters:

Education and Transition

Sport and Recreation

Tourism and Hospitality

Transport and Logistics

Participants in the roundtable process included senior industry and community leaders. Such engagement activities will deliver long-term, mutually beneficial outcomes for VU's stakeholders, and demonstrate that VU's approach to collaboration and partnerships is being well-received by enterprises and communities.

A number of pilot projects for enhancing youth access to post-compulsory education are now in place, with an underlying focus on engaging students in schools. Intensive work is being carried out to develop sustainable partnerships for projects that focus on enriching learning environments in the secondary education sector.

GOVERNMENTS AND THE PUBLIC

The Making VU program is subject to rigorous reporting requirements. An external audit conducted during 2008 highlighted the program's effective and innovative project management practices. The reports submitted to the Department of Education, Employment and Workplace Relations were well received.

An extensive review of project management and communication structures will be crucial to the further development and implementation of broad engagement strategies across the University through 2009.

VICTORIA
UNIVERSITY

Bookshop



HISTORY

VICTORIA UNIVERSITY FIRST OPENED ITS DOORS IN 1916 AS THE FOOTSCRAY TECHNICAL SCHOOL. IT WAS ESTABLISHED TO SERVE THE COMMUNITY OF MELBOURNE'S WESTERN REGION, EQUIPPING ITS INDUSTRIAL WORKFORCE WITH PRACTICAL, JOB-FOCUSED SKILLS AND KNOWLEDGE



At the time, there was a real need for local education and training. Like today, Australia then suffered a skills shortage and was prone to import the skilled workers it needed.

Over the next 50 years, Footscray Technical School grew rapidly, and it quickly became one of Australia's leading providers of tertiary education, being renamed Footscray Institute of Technology (FIT) in 1968.

In 1990, Victoria University of Technology was established, formed out of an amalgamation of FIT and the Western Institute. In 1998, the Western Melbourne Institute of TAFE amalgamated with Victoria University of Technology.

Renamed Victoria University in 2005, it has become one of Australia's largest universities, and is one of only five dual-sector universities offering both higher education and vocational education (TAFE) courses. VU, including its predecessor institutions, has now been providing education, research and training for over 90 years.

In 1990, there were 16,000 students enrolled at VU. Today, more than 49,450 enrolled students and 3500 staff across 11 local campuses and international sites make up what is one of the greatest international mixes at an Australian university.

The University has more than 11,700 international students currently studying both onshore and offshore, from countries including India, Pakistan, Germany, Singapore, Malaysia, Bangladesh, Hong Kong, the People's Republic of China, Vietnam, Korea, New Zealand and Thailand.

Teaching and learning is delivered by three higher education faculties (Arts, Education and Human Development; Business and Law; and Health, Engineering and Science), two vocational education faculties (Technical and Trades Innovation; and Workforce Development) and a college of further education (VU College).

Building on their past, these faculties and VU College maintain strong links with business and the local communities in which they operate, helping to ensure that VU provides meaningful and relevant courses to its students.

More than 100 international partners share in the spirit of ambition that imbues all that we do. Our up-to-the-minute courses, technology, equipment and other facilities keep us at the leading edge of tertiary education.

OUR STUDENT PROFILE

VU conduct offshore programs at sites in Malaysia, Bangladesh, the People's Republic of China and Hong Kong.

STUDENT POPULATION

Total number of enrolled students	49,459
Vocational Education / Further Education (TAFE)	28,587
Higher education	20,872
Local student population (Australia)	37,680
International	11,779

ENROLMENT PERCENTAGES BY COURSE LEVEL – VOCATIONAL, FURTHER AND HIGHER EDUCATION

QUALIFICATION	%
HIGHER DEGREE – RESEARCH	1.2%
HIGHER DEGREE – COURSEWORK	4.5%
OTHER POSTGRADUATE	1.7%
GRADUATE CERTIFICATE	0.4%
BACHELOR/UNDERGRADUATE	29.2%
ADVANCED DIPLOMA	2.5%
DIPLOMA	12.8%
CERTIFICATE IV	8.3%
CERTIFICATE III	22.6%
CERTIFICATE II	7.8%
CERTIFICATE I	2.7%
OTHER NON AWARD COURSES	3.3%
ENABLING/NON AWARD	1.2%
STATEMENT OF ATTAINMENT	1.8%
TOTAL COURSE ENROLMENTS	100.0%

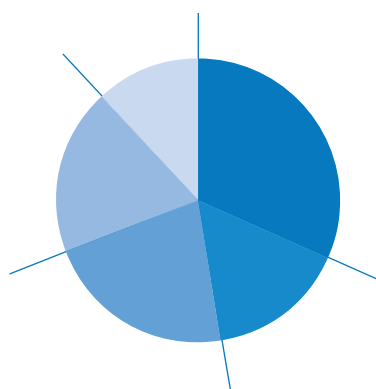
Note: This analysis is based on ALL Reportable Course Enrolments

This document measures the number of course enrolments. Measuring the number of course enrolments means that any student enrolled in two courses is counted twice, any student enrolled in three courses is counted three times and so on.

INCOME SOURCES AND OPERATING RESULTS

INCOME SOURCES FOR THE PERIOD 2004–2008

Commonwealth Government funding (including HECS Help) continued to be the main source of funding for the University, closely followed by Victorian Government Grants, and Fees and Charges as illustrated below:

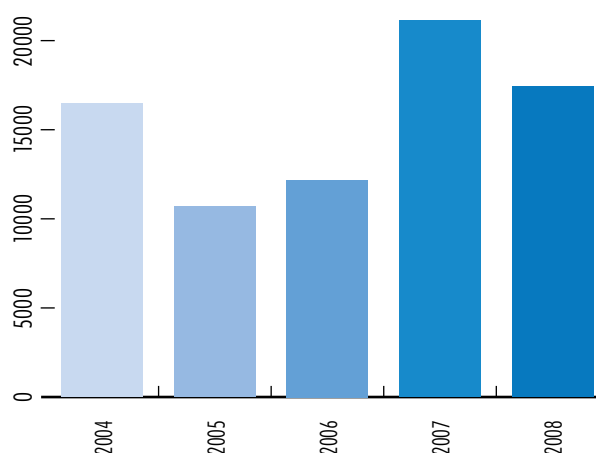


SOURCES OF INCOME \$'000

- COMMONWEALTH GOVERNMENT GRANTS 32%
- HECS-HELP AND FEE-HELP 16%
- VICTORIAN GOVERNMENT GRANTS 22%
- FEES AND CHARGES 19%
- OTHER 12%

Note: 'Other Income' is comprised of investment, consultancies and contract research (non DEEWR), HECS-Help up-front student payments, sale of goods, property leases, childcare fees, deferred government superannuation fees and other miscellaneous income.

INCOME RESULTS FOR THE PERIOD 2004–2008



GROUP OPERATING RESULT \$'000

- 2004 16,479
- 2005 10,715
- 2006 12,180
- 2007 21,112
- 2008 17,417

OPERATIONAL AND BUDGET OBJECTIVES 2008

BUDGETARY OBJECTIVE	OUTCOME
Reinvesting in the future – the University aimed for the generation of an annual operating surplus of 5% of revenue by 2010. This will ensure the establishment of adequate reserves to fund future capital upgrades.	The University delivered an operating surplus of \$17.4m in 2008. This equates to an operating surplus of 4.5%.
Living within our means – an overarching objective of the 2008 budget was that all operating activities were to be funded from current year's operating revenue.	The University delivered and underlying operational deficit after allowing for capital contributions of \$141k in 2008.
Differentiating our University – enable collaboration with local and global enterprises and foster the dynamism of the University's Communities to enhance the social, cultural, environmental and economic capacity of the Western Region of Melbourne and beyond.	The University provided \$2.1 m towards this objective for the purpose of funding the Making VU project in 2008.
Education and Research support – that adequate financial support be provided to support momentum gained in building VU teaching, learning and research capacity.	The University provided support for education priorities amounting to \$8m and \$8.1m for research over the next 4 years. It also provided (\$21.7m over 3 years). These projects will deliver significant benefits to the education sector.
Capital and Other Strategic Infrastructure – the budget provide additional support to ensure VU is able to invest in much need capital upgrades and maintenance and to ensure VU is able to support strategic initiatives aligned to our strategic plan.	The University has continued to invest in strategic capital infrastructure, allocating \$52.2m in funding from reserves in 2008.

LEARNING AND TEACHING STATISTICS

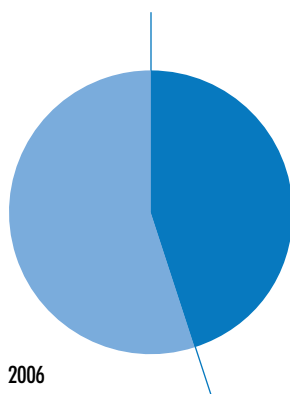
STUDENT ENROLMENTS 2006 – 08

STUDY YEAR	TOTAL	HIGHER ED		VE/FE (TAFE)	
2006	45,705	20,612	45.1%	25,093	54.9%
2007	47,130	20,940	44.4%	26,190	55.6%
2008	49,459	20,872	42.2%	28,587	57.8%

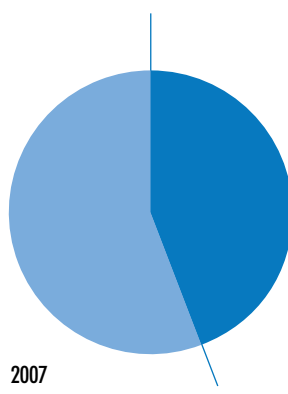
TAFE Students increased by 8.4%, Higher Education student numbers decreased marginally by 0.3%

STUDENT ENROLMENTS 2006–08

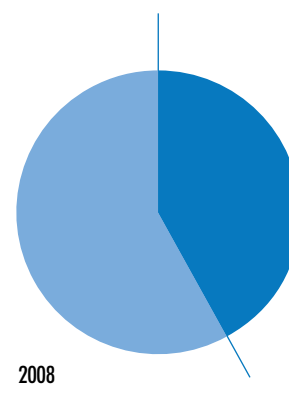
BASED ON ALL REPORTABLE STUDENTS



● HIGHER ED 45.1%
● TAFE 54.9%



● HIGHER ED 44.4%
● TAFE 55.6%



● HIGHER ED 42.2%
● TAFE 57.8%

STUDENT LOAD (EFTSL / SCH)

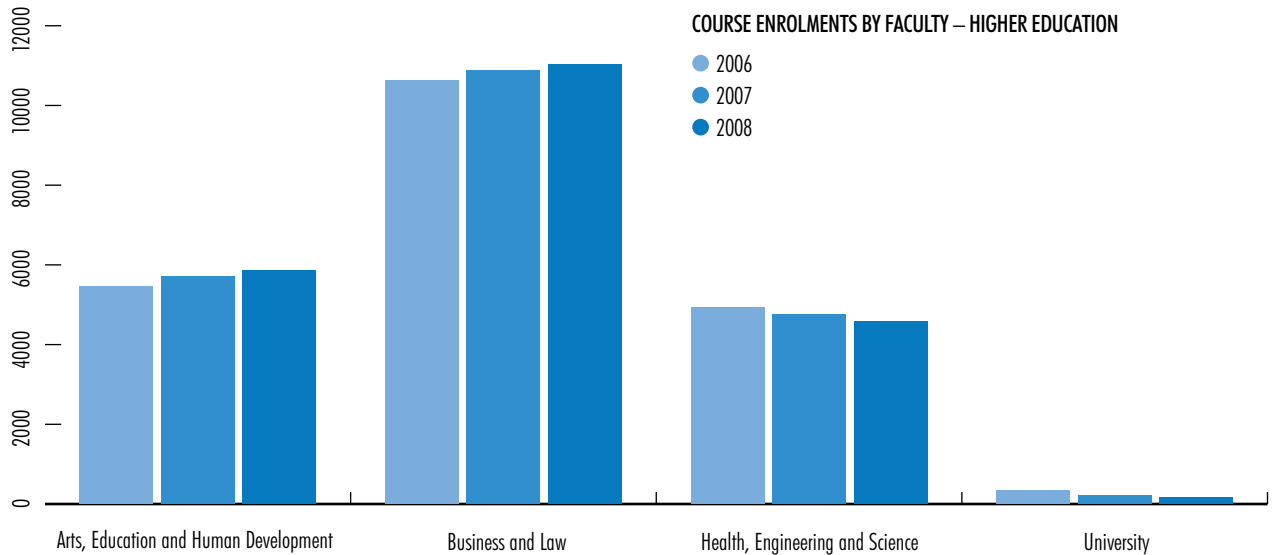
SECTOR	2007			2008			% Difference
	No. Of Reportable Students	Reportable SCH	Reportable EFTSL	No. Of Reportable Students	Reportable SCH	Reportable EFTSL	
VE/FE (TAFE)	26,190	9,566,182	13,666.0	28,587	10,467,593	14,953.7	8.6%
HIGHER ED	20,940		15,054.7	20,872		15,164.5	0.7%
TOTAL	47,130	9,566,182	28,720.7	49,459	10,467,593	30,118.2	4.6%

Higher Education delivery increased by 0.7% TAFE delivery increased by 8.6%
(Figures used to calculate variation were Student Contact Hours for TAFE and Equivalent Full Time Student Load for HE.)

Statement: student contact hours (SCH) associated with Vocational & Further Education unit of study enrolments converted to EFTSL by the agreed DEEWR and VU Senior Management agreed formulae
700 SCH = 1 EFTSL.

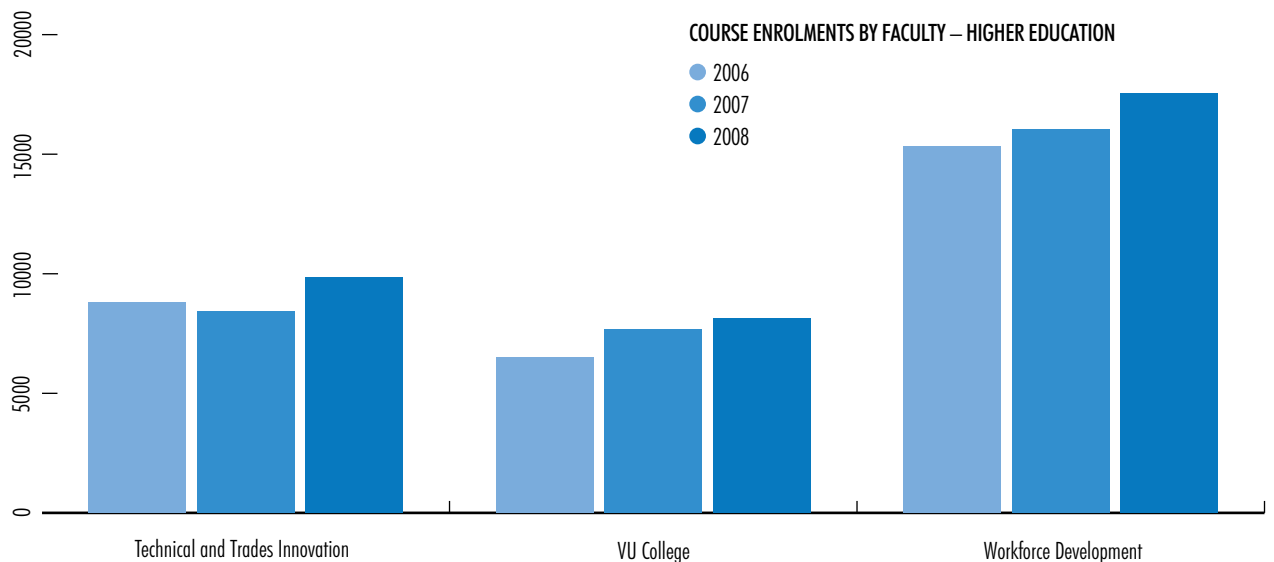
COURSE ENROLMENTS BY FACULTY – HIGHER EDUCATION NUMBER OF REPORTABLE COURSE ENROLMENTS 2006 – 08

FACULTY	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
ARTS, EDUCATION AND HUMAN DEVELOPMENT	5,459	25.5%	5,697	26.5%	5,850	27.0%
BUSINESS AND LAW	10,631	49.7%	10,885	50.5%	11,040	51.0%
HEALTH, ENGINEERING AND SCIENCE	4,933	23.1%	4,745	22.0%	4,576	21.1%
UNIVERSITY	348	1.6%	209	1.0%	174	0.8%
TOTAL COURSE ENROLMENTS	21,371	100.0%	21,536	100.0%	21,640	100.0%



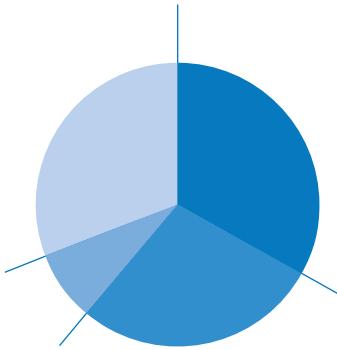
COURSE ENROLMENTS BY FACULTY – VE / FE (TAFE) NUMBER OF REPORTABLE COURSE ENROLMENTS BY FACULTY 2006 – 08

FACULTY	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
TECHNICAL AND TRADES INNOVATION	8,820	28.8%	8,432	26.2%	9,833	27.7%
VU COLLEGE	6,501	21.2%	7,691	23.9%	8,135	22.9%
WORKFORCE DEVELOPMENT	15,321	50.0%	16,019	49.8%	17,549	49.4%
TOTAL COURSE ENROLMENTS	30,642	100.0%	32,142	100.0%	35,517	100.0%



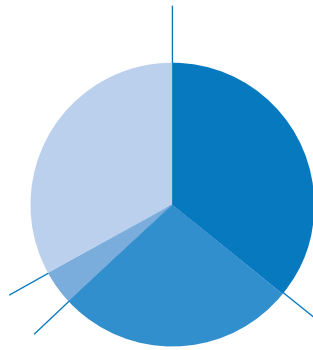
HOME RESIDENCE – HIGHER EDUCATION COURSE ENROLMENTS BY WESTERN MELBOURNE REGION INDICATOR 2006 – 08

FACULTY	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
OTHER REGIONS	7,164	33.3%	7,771	35.9%	7,544	34.7%
OVERSEAS	5,979	27.8%	5,933	27.4%	5,959	27.4%
UNKNOWN	1,783	8.3%	834	3.9%	1,114	5.1%
WESTERN REGION OF MELBOURNE	6,572	30.6%	7,108	32.8%	7,139	32.8%
TOTAL COURSE ENROLMENTS	21,498	100.0%	21,646	100.0%	21,756	100.0%



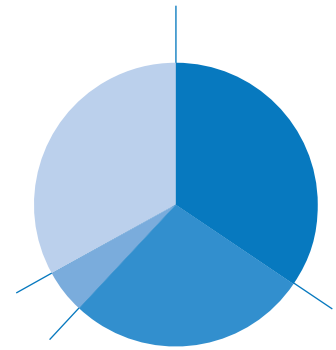
2006

- OTHER REGIONS 33.3%
- OVERSEAS 27.8%
- UNKNOWN 8.3%
- WESTERN REGION OF MELB 30.6%



2007

- OTHER REGIONS 35.9%
- OVERSEAS 27.4%
- UNKNOWN 3.9%
- WESTERN REGION OF MELB 32.8%

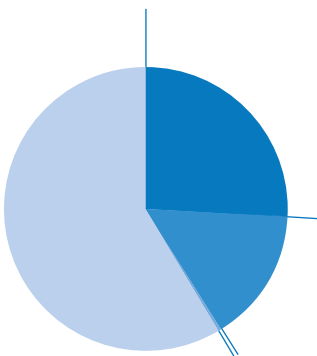


2008

- OTHER REGIONS 34.7%
- OVERSEAS 27.4%
- UNKNOWN 5.1%
- WESTERN REGION OF MELB 32.8%

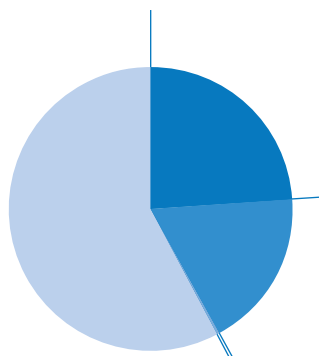
HOME RESIDENCE – VE / FE (TAFE) COURSE ENROLMENTS BY WESTERN MELBOURNE REGION INDICATOR 2006 – 08

FACULTY	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
OTHER REGIONS	7,947	25.9%	7,700	24.0%	9,012	25.4%
OVERSEAS	4,691	15.3%	5,825	18.1%	7,644	21.5%
UNKNOWN	79	0.3%	65	0.2%	43	0.1%
WESTERN REGION OF MELBOURNE	17,925	58.5%	18,506	57.7%	18,815	53.0%
TOTAL COURSE ENROLMENTS	30,642	100.0%	32,096	100.0%	35,514	100.0%



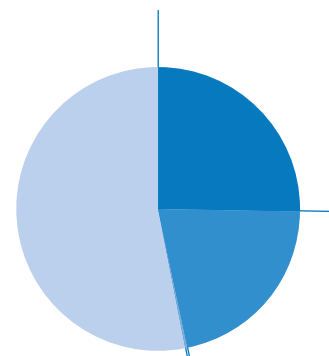
2006

- OTHER REGIONS 25.9%
- OVERSEAS 15.3%
- UNKNOWN 0.3%
- WESTERN REGION OF MELB 58.5%



2007

- OTHER REGIONS 24.0%
- OVERSEAS 18.1%
- UNKNOWN 0.2%
- WESTERN REGION OF MELB 57.7%

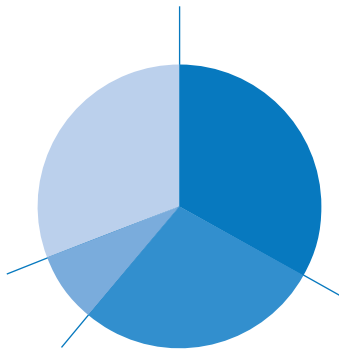


2008

- OTHER REGIONS 25.4%
- OVERSEAS 21.5%
- UNKNOWN 0.1%
- WESTERN REGION OF MELB 53.0%

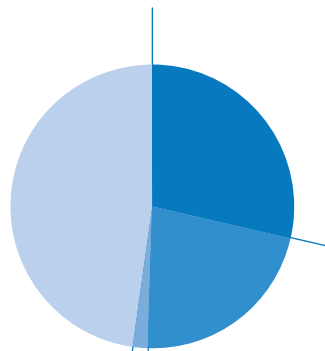
HOME RESIDENCE – TOTAL VU COURSE ENROLMENTS BY WESTERN MELBOURNE REGION INDICATOR 2006 – 08

WESTERN MELBOURNE REGION INDICATOR	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
OTHER REGIONS	15,111	29.0%	15,471	28.8%	16,556	28.9%
OVERSEAS	10,670	20.5%	11,758	21.9%	13,603	23.8%
UNKNOWN	1,862	3.6%	899	1.7%	1,157	2.0%
WESTERN REGION OF MELBOURNE	24,497	47.0%	25,614	47.7%	25,954	45.3%
TOTAL COURSE ENROLMENTS	52,140	100.0%	53,742	100.0%	57,270	100.0%



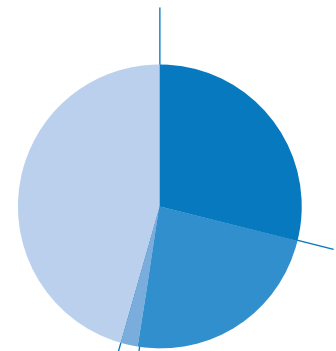
2006

- OTHER REGIONS 29.0%
- OVERSEAS 20.5%
- UNKNOWN 3.6%
- WESTERN REGION OF MELB 47.0%



2007

- OTHER REGIONS 28.8%
- OVERSEAS 21.9%
- UNKNOWN 1.7%
- WESTERN REGION OF MELB 47.7%

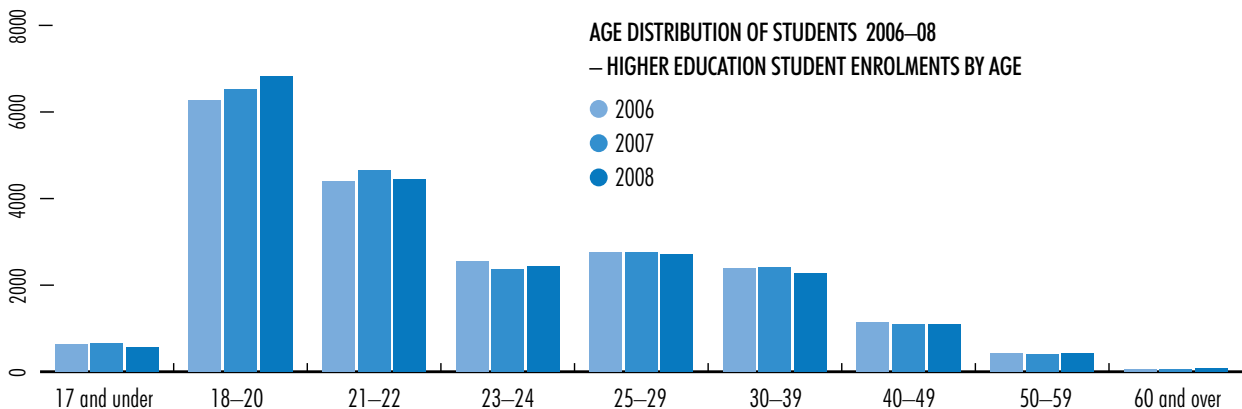


2008

- OTHER REGIONS 28.9%
- OVERSEAS 23.8%
- UNKNOWN 2.0%
- WESTERN REGION OF MELB 45.3%

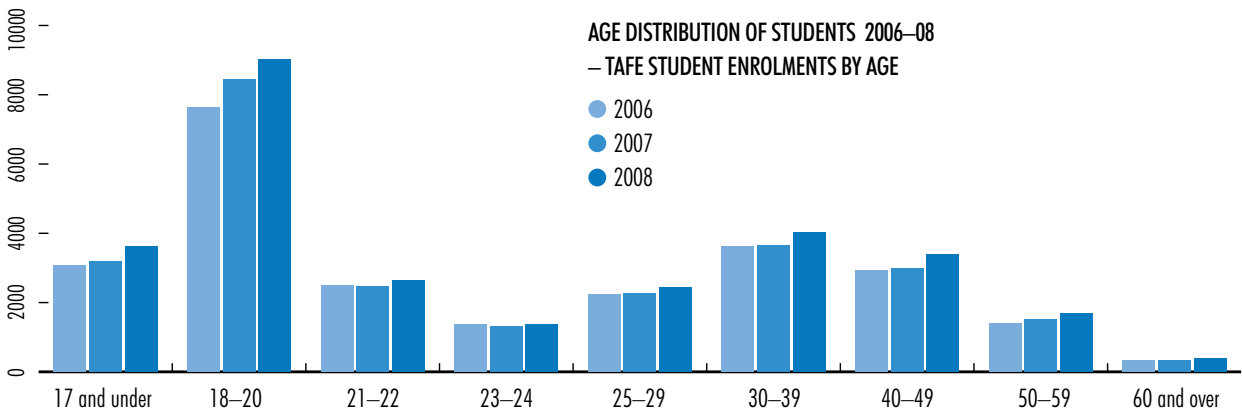
AGE DISTRIBUTION OF STUDENTS 2006–08 – HIGHER EDUCATION STUDENT ENROLMENTS BY AGE

AGE GROUPS	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
17 AND UNDER	629	3.1%	651	3.1%	564	2.7%
18–20	6,278	30.5%	6,519	31.1%	6,818	32.7%
21–22	4,400	21.3%	4,655	22.2%	4,455	21.3%
23–24	2,544	12.3%	2,372	11.3%	2,437	11.7%
25–29	2,763	13.4%	2,749	13.1%	2,712	13.0%
30–39	2,388	11.6%	2,418	11.5%	2,285	10.9%
40–49	1,138	5.5%	1,102	5.3%	1,094	5.2%
50–59	424	2.1%	411	2.0%	433	2.1%
60 AND OVER	48	0.2%	63	0.3%	74	0.4%
TOTAL REPORTABLE STUDENTS	20,612	100.0%	20,940	100.0%	20,872	100.0%



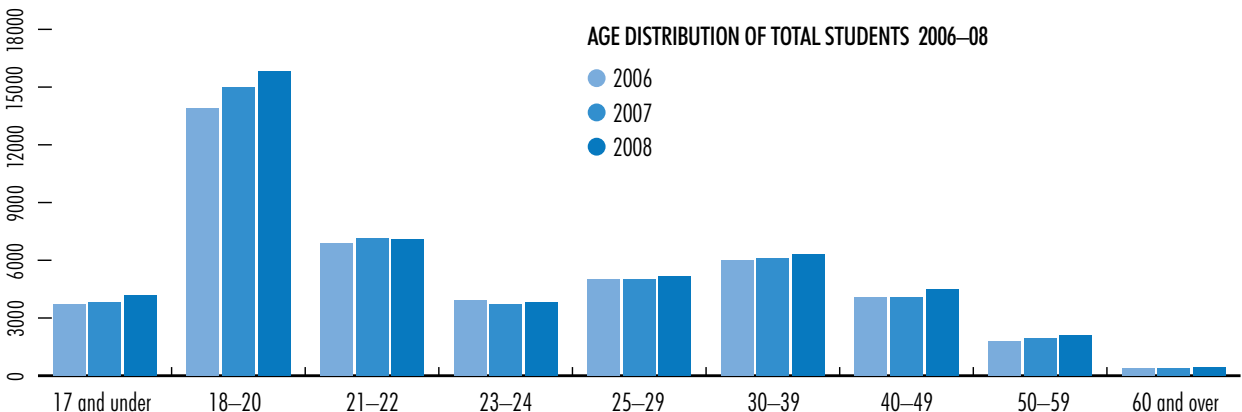
AGE DISTRIBUTION OF STUDENTS 2006 – 08 – TAFE STUDENT ENROLMENTS BY AGE

AGE GROUPS	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
17 AND UNDER	3,062	12.2%	3,190	12.2%	3,611	12.6%
18–20	7,623	30.4%	8,450	32.3%	9,020	31.6%
21–22	2,511	10.0%	2,465	9.4%	2,650	9.3%
23–24	1,381	5.5%	1,324	5.1%	1,362	4.8%
25–29	2,250	9.0%	2,277	8.7%	2,434	8.5%
30–39	3,614	14.4%	3,663	14.0%	4,037	14.1%
40–49	2,944	11.7%	2,974	11.4%	3,391	11.9%
50–59	1,387	5.5%	1,529	5.8%	1,696	5.9%
60 AND OVER	321	1.3%	318	1.2%	386	1.4%
TOTAL REPORTABLE STUDENTS	25,093	100.0%	26,190	100.0%	28,587	100.0%



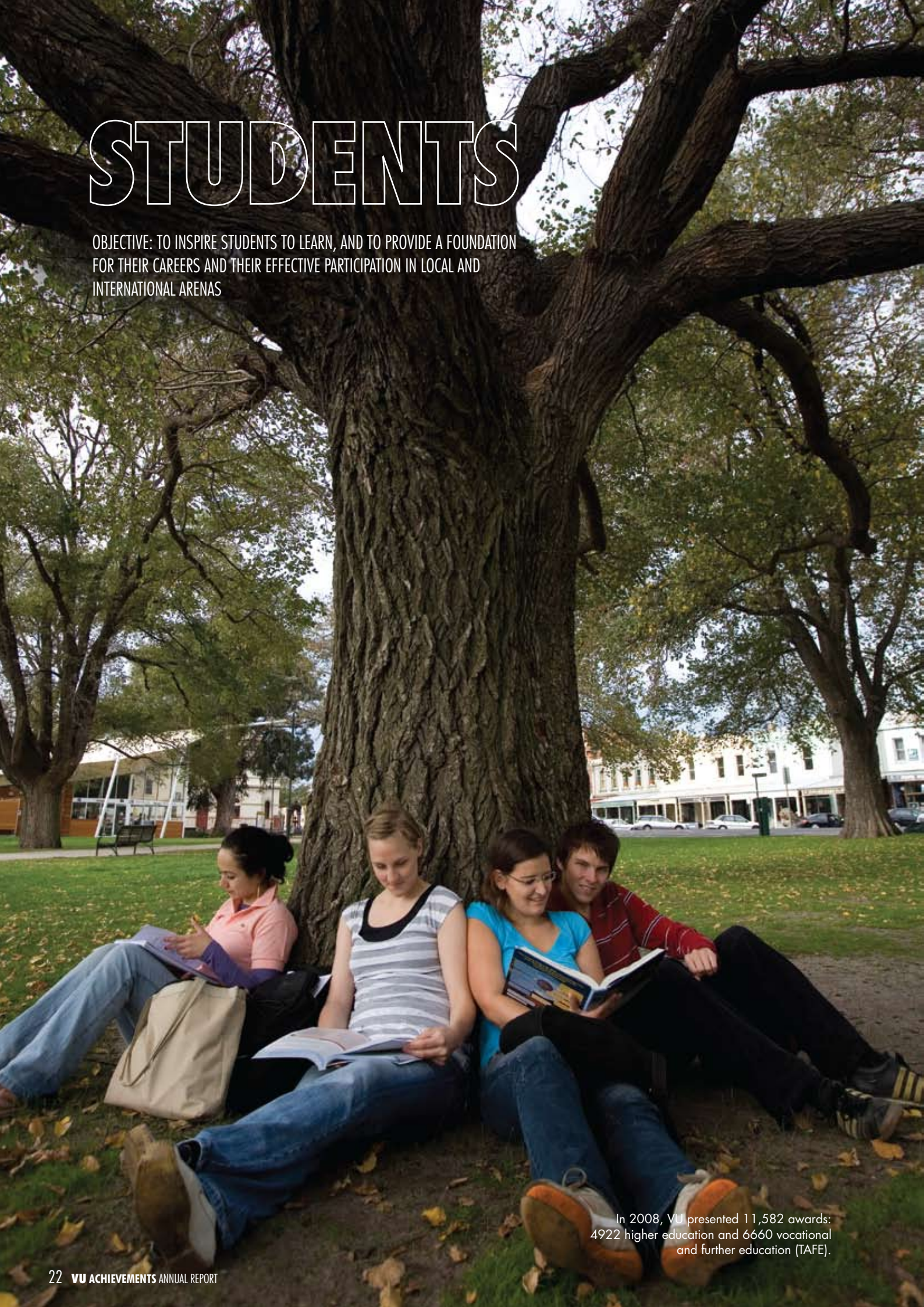
AGE DISTRIBUTION OF STUDENTS 2006 – 08 – TOTAL STUDENT ENROLMENTS BY AGE

AGE GROUPS	2006		2007		2008	
	NO.	%	NO.	%	NO.	%
17 AND UNDER	3,691	8.1%	3,841	8.1%	4,175	8.4%
18–20	13,901	30.4%	14,969	31.8%	15,838	32.0%
21–22	6,911	15.1%	7,120	15.1%	7,105	14.4%
23–24	3,925	8.6%	3,696	7.8%	3,799	7.7%
25–29	5,013	11.0%	5,026	10.7%	5,146	10.4%
30–39	6,002	13.1%	6,081	12.9%	6,322	12.8%
40–49	4,082	8.9%	4,076	8.6%	4,485	9.1%
50–59	1,811	4.0%	1,940	4.1%	2,129	4.3%
60 AND OVER	369	0.8%	381	0.8%	460	0.9%
TOTAL REPORTABLE STUDENTS	45,705	100.0%	47,130	100.0%	49,459	100.0%



STUDENTS

OBJECTIVE: TO INSPIRE STUDENTS TO LEARN, AND TO PROVIDE A FOUNDATION FOR THEIR CAREERS AND THEIR EFFECTIVE PARTICIPATION IN LOCAL AND INTERNATIONAL ARENAS



In 2008, VU presented 11,582 awards: 4922 higher education and 6660 vocational and further education (TAFE).

Ensuring our students get the most from their courses dominates our thinking about teaching and learning, and it seems we are getting it right. VU students continued to excel in 2008.

QUALITY TEACHING

Exemplary teaching practice is part of enabling our students to succeed in their studies and a number of innovative programs deserve specific mention for 2008.

VU youth support officer, Kelley Doyle, received the inaugural VU College award for Outstanding Contribution to Student Learning in recognition of her design and delivery of a welfare support program that is strongly anchored in the teaching and learning framework of English as a Second Language courses for migrant and refugee youth. The program focuses on the individual, providing intensive personal and welfare support to students until their family, housing, health, immigration, income support or legal issues are resolved.

In 2008 the Faculty of Business and Law also introduced groundbreaking Units of Professional Development. Studied over the three years of all business degrees, the PD units build professional skills and personal attributes and help students discover, develop and demonstrate those skills and attributes desired by business through a combination of activities, classes and projects.

Contracts for products and services were signed in June 2008 for the new Student Management System, Callista. The new system will provide new online functionality for student self service, improve data quality and integrity, and provide a common platform for all University student processes and services. A project office has been established and staff are being recruited to deliver the project in April 2010.

STUDENT SURVEYS

VU undertook an inaugural university-wide benchmarking survey in October using the online Student Barometer. It will measure the student experience over the next three years from application through to graduation, across the dimensions of learning, living and support at VU. More than 5500 students are participating and the results will be benchmarked against national and international universities.

2008 saw the completion of the Student Segmentation Study, which examined the diversity of the student body over 2003–2007 and how that diversity and other factors influence student outcomes as measured by progression rates. The study identifies four groups of students, including Australian undergraduates, second generation Australians, full-time workers and international students. While the study outcomes will inform service design and delivery to improve student chances of success, it may provide insights for national policy and other education providers facing similar complex educational challenges as VU.

REWARDING STUDENT EXPERIENCE

We encouraged our students to seek out opportunities where they can gain practical experience in their fields of study.

It was in this spirit that VU students, Kristy Hainiq and Katalina Toth, represented VU among 205 universities from 50 countries at the Vienna moot court. VU was the most successful Australian university competing at the event, making it to the final eight (tying with Harvard University) before succumbing to Vienna University in the quarter final. Thanks to their oratory skill and to preparation from the Faculty of Business and Law's associate professor, Bruno Zeller, VU is now known as a force to be reckoned with on the international moot court circuit.

AWARD WINNING

Industry professionals again identified our beauty services students as among the best when five VU students received top honours at the annual hairdressing and Beauty Industry Association awards.

The Australian Council for Health, Physical Education, and Recreation annual awards saw eight VU students receive or nominated for awards in recognition of their great contribution to physical education, health education, recreation, sport, fitness, and/or movement sciences. Six VU students were recipients of the 2007 Award for the Most Outstanding Graduating Student with two VU students nominated for the Student Awards of Distinction.

Sue Mate, a PhD student in the University's School of Management, won the prize for the Best Postgraduate Student Paper at the 12th International Colloquium of Asia-Pacific Researchers in Organisation Studies (APROS 12) for her paper 'The local and the professional', which drew on her research into the narratives people use to describe their experience while developing as a professional.

International student, Anni Aryani, an Indonesian PhD candidate in the University's Faculty of Business and Law, won the Australian Federation of University Women International Scholarship for her doctoral research on The Effect of Fairness Perception of Performance Measurement in the Balanced Scorecard Environment.

For the second year in a row students undertaking the Victorian Certificate of Applied Learning (VCAL) Automotive Technology program won the RACV Radio Transmission Competition. RACV Transmission is secondary school road safety program culminating in a state-wide competition.

Two Indigenous VU students were awarded major scholarships which help members of Australia's Aboriginal community pursue a university education.

OUTSTANDING STUDENTS

Five current VU students represented Australia at the 2008 Olympic Games in Beijing, and another competed in the Paralympics. This was one of the largest contingents from any Australian university.

VU co-hosted the 2008 Australian University Games, which attracted nearly 6000 participants from 42 universities to Melbourne from across Australia and neighbouring countries. VU finished 7th overall – our best result to date.

Professional Writing and Editing student, Demet, was short listed for the prestigious Vogel Award for her novel Orayt, a credit certain to get her noticed by publishers looking for talented new fiction writers. She was one of 6 authors short-listed for the award. The Australian/Vogel Literary Award is Australia's richest and most prestigious award for an unpublished manuscript by a writer under the age of thirty-five.

FACTS AND FIGURES

In 2008, VU presented 11,582 awards: 4922 higher education, including Melba Conservatorium of Music, and 6660 vocational and further education (TAFE). A total of 88 students received doctorates, with 67 at PhD level. Eight students received their master degree by research. VU also awarded two honorary degrees, honoris causa.

STAFF

OBJECTIVE: TO ENGAGE STAFF IN A CREATIVE AND REWARDING LEARNING COMMUNITY FOR THE BENEFIT OF STUDENTS, STAFF AND OTHER STAKEHOLDERS



Professor Stephen Bigger won a prestigious 2008 Australian Learning and Teaching Council citation for teaching excellence.

VU is a major employer in Melbourne with approximately 3500 staff, including full-time, casual and sessional employees. Fifty-seven per cent of VU staff is female.

BETTER WAYS OF DOING

In December, VU launched the Diamond Model for innovation in teaching and learning to support the Making VU a New School of Thought project. The Model will assist the development of a common perspective on teaching and learning that will apply throughout the University.

The change program, Building Staff Capability and Organisational Alignment, relating to teaching and learning, course and pathways management, and staff and organisational development will operate from 1 January 2009. It will include the Centre for Innovation in Learning and Teaching, which will focus on developing a pedagogical framework and resources for the key elements of Making VU, such as flexible learning, teaching, learning spaces, staff capacity building, and innovative policies for vocational, further and higher education.

The creation of a Courses and Pathways Services Unit will also become operational in January 2009. It will oversee the development and maintenance of course pathways for existing awards and the development of new linked awards.

In 2008 the quality of learning and teaching was addressed by VU's Staff College through an extensive range of programs, such as policy reviews addressing the quality of student assessment and teacher induction; the ongoing development of an integrated University-wide recognition and reward system; and the ongoing development of a University-wide teaching qualification framework.

Staff members from the School of Construction Industries participated in the Offshore Skills Assessment program for those wanting to immigrate to Australia. Staff viewed alternative delivery models in bricklaying, plumbing, carpentry and joinery in the United Kingdom, South Africa, India, Sri Lanka and The Philippines.

WORK, LIFE, LEARNING AND WELLNESS

In 2008, VU built on its Work, Life, Learning initiatives, including improved flexible working arrangements and learning opportunities, such as secondments and higher duties arrangements.

As part of its Wellness Program, VU entered into an agreement with Diabetes Australia – Victoria to be a leader in the area of diabetes health promotion in Melbourne's western region community. A Type 2 Diabetes Prevention Program for all VU staff was launched in April.

IN THE WORKPLACE

A number of projects commenced during 2008 under the Workplace Productivity Program. These projects aim to strengthen organisational capabilities and escalate strategies which build a high performing workforce. Initiatives under the program include leadership development programs for all levels of staff, resource tools for managers and supervisors, recruitment and retention strategies and enhanced induction programs and strategies for new and existing staff.

In 2008, VU made considerable advances towards building the leadership capability of all staff. An inaugural General Staff Leadership Development program included 75 participants.

RECRUITMENT, INDUCTION, INTEGRATION

VU's Yanneit (Indigenous) employment strategy target for 2008 was exceeded with a current Indigenous population of 23 staff (0.94% of the staff population) compared with 6 staff two years ago. The long-term target is for 2% of staff to be of Indigenous background.

Considerable work was undertaken to re-invigorate the new staff induction process, including a revamp of the one-day orientation workshop and online induction resources. Induction is just one part of a broader Employee Engagement Strategy being developed by VU.

A major project to enhance the integration, and employment processes and practices of sessional staff operated throughout 2008. Contract and pay processing was streamlined, an online resources hub was developed and professional development

opportunities are being reviewed. A large number of sessional staff were involved in surveys and focus groups, which informed priority development areas for 2009.

CENSUS

A staff census was carried out for the first time collecting and verifying information on qualifications, equity and diversity data. A 90 per cent participation rate enabled VU to report more comprehensively to various external bodies and assist the development of support services and other initiatives.

VOICE IT

Almost 50% of staff responded to the third biannual Voice It staff climate survey. The highest scoring responses were teamwork, customer satisfaction, job satisfaction, organisational commitment, equity and diversity, and the leadership of supervisors and managers. Passion/engagement increased considerably since the 2006 survey, as had confidence in the leadership of managers and the promotions process.

The 2008 Library Client Survey delivered the best-ever score of 80% for overall customer satisfaction, with significant performance improvements in opening hours and wireless internet coverage.

AGREEMENT

In 2008, a new TAFE Teaching Staff Multi-Business Agreement on behalf of TAFE institutions and the Australian Education Union was delegated to the Victorian TAFE Association. It is anticipated that a new Agreement will be finalised by the end of the first quarter of 2009.

Negotiations for a new Higher Education Agreement commenced in September. VU proposes that the Agreement provide sustainable salary increases and a range of contemporary workplace flexibility initiatives and employment conditions.

AWARDS

VU's outstanding success at the 2008 Australian Learning and Teaching Council citations with five teaching staff each winning an award – our best-ever performance – is testament to the investment we have made in teaching excellence.

Professor Anona Armstrong of the Faculty of Business and Law was awarded an Honours award as a Member of the Order of Australia for her services to research and education, to professional organisations and to the community. Jill Astbury, Professor of Psychology, was made a member of the Victorian Honour Roll of Women.

A record number of Faculty of Technical and Trades Innovation staff were nominated for industry skills training awards and the Vice-Chancellor Awards. The increase in number is due to improved processes within the faculty and better support to potential applicants.


IN THE MEDIA

The media unit continued to promote VU staff as experts in 2008, resulting in a notable increase in the volume of media coverage. VU research in areas of public interest was the main focus of media promotion. Two research projects that received extensive media coverage included:

- Psychology Professor Dorothy Bruck's Wake the Kids project, which included a national online survey to determine if household smoke alarms could wake children aged five to 15 years.
- Dr Michael Mathai's research team found that mice lacking angiotensin converting enzyme (ACE) weighed 20 per cent less and had about half the body fat of normal mice. The findings may lead to a non-invasive treatment to help diabetes sufferers achieve weight loss.

VALE

In 2008, VU lost three members of its extended community: the University's foundation Chancellor, Creighton Burns; long serving former Director of Finance, David Nicholson; and promising Research Fellow, Dr Zhongjun Cao. Their lives enriched ours and helped make VU a university we can all be proud of.



Doctoral student Itamar Levinger's diabetes research was nominated for best paper award at meetings both nationally and internationally.

LOCAL AND GLOBAL ENTERPRISES AND COMMUNITIES

OBJECTIVE: TO COLLABORATE WITH LOCAL AND GLOBAL ENTERPRISES AND EMBRACE THE DIVERSITY AND DYNAMISM OF THE UNIVERSITY'S COMMUNITIES TO ENHANCE THE SOCIAL, CULTURAL, ENVIRONMENTAL AND ECONOMIC CAPACITY OF THE WESTERN REGION OF MELBOURNE AND BEYOND

VU is committed to strengthening its strategic and research collaborations with industry partners in the western region of Melbourne. Further alignment with targeted national partners has secured the University's international reputation for quality and innovation in research, and the provision of education solutions for industry professionals.

COLLABORATION

As part of its Making VU a New School of Thought program, in 2008 the University initiated 12 industry and community roundtables – made up of industry and community leaders – that are having a direct say in the redesign of all VU courses.

Premier John Brumby announced a \$150,000 study grant for VU's Institute for Logistics and Supply Chain Management (ILSCM) to develop a plan for a Logistics City in Melbourne's west. The feasibility study is being led by Institute director, Professor Pieter Nagel, and will help the Victorian Government plan future industrial zones and manufacturing hubs.

The School of Hospitality, Tourism and Marketing strengthened its ties with Hotel Sofitel, part of the world's largest hotel group, Accor. Beginning in 2009, the School will run the hotel group's prestigious Academy Sofitel, which is Victoria's only hospitality training academy within a five-star hotel.

With an enviable reputation for research that informs progressive policies on diversity and community integration, the Institute for Community Ethnicity and Policy Alternatives (ICEPA) continued to extend its international focus, such as through its work with the Fiji Ministry of Health to improve management and team work performance.

LOGISTICS

Under the Targeting Skills Needs in Regions program – an initiative of the Council of Australian Governments – ILSCM has been awarded a \$300,000 Commonwealth Government contract. The focus is to establish a program that assists in the development of a 'lean' culture in the Logistics Services sector and throughout the supply chains of other industries, as well as the provision of higher-level technical and management training in Lean Logistics.

ILSCM's impact on industry was further demonstrated with the signing of an agreement with Linfox Australia for the Institute to provide logistics and supply chain management education and associated research. This collaboration gives Linfox access to logistics education from vocational level through to master's degree level, and both organisations will work together on future research projects.

Also during 2008, ILSCM in partnership with computer technology corporation IBM, established a Laboratory for Logistics Innovation, which will provide the infrastructure for research into Supply Chain Business Processes. With software provided and supported by IBM, and support from Skills Victoria, the laboratory will also calculate the Supply Chain's Carbon Footprint, which is part of a partnership project with Linfox, IBM, PricewaterhouseCoopers and Origin Energy to present a high-profile workshop on Carbon Emissions in the Logistics Industry.

NETWORKING

The University hosted six events in support of small business as part of the state-wide Energise Business Enterprise 08, an annual Victorian Government initiative aimed at increasing support from the private and public sectors for small businesses. A recruitment session and a mathematics in business seminar were among the events created for the festival-style initiative, which proved a rewarding opportunity for University staff to work alongside industry and community partners from across the western region.

SUSTAINABILITY

The Victorian Government's Department of Sustainability and Innovation awarded \$1.0 million in funding over five years to VU's Institute for Sustainability and Innovation to establish its Werribee Centre for Sustainable Water Use. The University committed a further \$3.6 million to the project. The Centre will

look at the water needs of industry operating within the Werribee irrigation district and look for re-use and recycling solutions that respond to the water sustainability issues affecting the region. The Centre will also collaborate with local industry to improve water management practices, including fit-for-purpose recycling.

In partnership with City West Water, the University designed an Officer Development Program for new recruits to the technical streams of the water industry. Commencing in 2009, courses will include Certificate II in Water, Certificate III in Technology, and a Diploma in Engineering.

RESEARCH MATTERS

Individual and team successes were highlights of a year in which VU researchers continued to produce meaningful and positive outcomes for industry and the broader community.

VU Deputy Vice-Chancellor (Research and Region), Professor Linda Rosenman, was appointed president for the Council of Humanities, Arts and Social Sciences. CHASS plays a key promotional and advocacy role for the humanities, arts and social sciences, serving as a co-ordinating forum for academics, students, business, practitioners and the broader community. It represents those working in research, education and practice.

Psychology Professor Dorothy Bruck's Wake the Kids project included a national online survey to determine if household smoke alarms could wake children aged five to 15 years. The survey achieved extensive media coverage, which highlighted the relevance and impact of the University's broad program of fire safety research, of which this study was a part.

Dr Michael Mathai led a research team of experts from VU, the Howard Florey Institute, La Trobe University, University of Melbourne, Deakin University and the Baker Institute, who found that mice lacking angiotensin converting enzyme (ACE) weighed 20 per cent less and had about half the body fat of normal mice. The findings may lead to a non-invasive treatment to help diabetes sufferers achieve weight loss.

Online education is a growth area for Australian universities but VU researcher Dr Iwona Miliszewska has found that overseas students undertaking Australian degree courses in Hong Kong, Malaysia, Singapore and Vietnam prefer a hybrid model of education that includes a mix of online and face-to-face teaching. The study was reported in the Higher Education Supplement of the *Australian* newspaper.

Dr Clare MacMahon, a lecturer in the School of Sport and Exercise Science, made an important contribution to improving the on-field decision-making skills of the Australian Football League's Western Bulldogs team. By studying players' decision-making under stress, Dr MacMahon helped coaches design enhanced training regimes.

Doctoral student Itamar Levinger completed a series of clinical trials on the benefits of strength training for individuals at high risk for developing diabetes. Levinger's work was nominated for best paper awards at national and international meetings, and his work has been published in four prestigious international journals, including *Diabetes Care*.

FUNDING SUPPORT

School of Computer Science Professor Yanchun Zhang was nominated to serve on the Australian Research Council (ARC) College of Experts. In partnership with his colleague, Dr Xun Yi, Professor Zhang was successful in obtaining a \$165,708 ARC Discovery grant to research Mathematics Privacy Protection in Distributed Data Mining.

VU continued its success in attracting major competitive research grants with researchers receiving three ARC Linkage Grants; two ARC Discovery Grants; and one National Health and Medical Research Council (NHMRC) Grant.

KNOWLEDGE TRANSFER

Early in 2008, VU's Office for Research sought to encourage collaboration and research excellence by announcing the appointment of 13 Postdoctoral Research Fellows.

INDIGENOUS SUPPORT

VU's Community Engagement Co-ordinator Elleni Bereded-Samuel attended the National Equal Opportunity and Human Rights Commission on 13 February as part of the formal apology for past state and territory policies of forced removal of indigenous children on the basis of race.

In July, VU's Office for Industry and Community Engagement (OICE) hosted the 2008 National Aborigines and Islanders Day Observance Committee ball to celebrate history, culture and achievements of Aboriginal and Torres Strait Islander people.

OICE also hosted the official opening of the Australian-Vietnamese Women's Association 25th Anniversary celebration at Parliament House in Melbourne. The celebration was opened by the Premier of Victoria, John Brumby.

STORIES ON A PLATE

VU continued to play a key role in bringing together the established local community and the 'newly arrived' communities. The Department of Immigration and Citizenship gave VU \$43,000 to support the Stories on a Plate story-telling project, which explores the settlement experiences of refugees and migrants from Vietnam and the Horn of Africa through a series of informal workshops.

TIMOR ENGAGEMENT

International projects Co-ordinator Brian Fairman is on secondment to the Minister of Education (VU graduate Dr Joao Cancio Freitas) organising community consultations on plans for vocational education within the country.

Dr Helen Hill visited Timor-Leste to conduct a short course on Teaching and Learning in higher education for academics at the National University of Timor Loro Sa'e in Dili, and to begin discussions for a conference in 2009, to be called Bringing Together Peace, Human Rights and Sustainable Development in Timor-Leste.

Deputy Vice-Chancellor Professor Richard Carter and Peter Cook from the School of Business visited Timor-Leste to launch the first Diploma course in Training and Assessment, which is being delivered by VU.

ADULT LEARNERS WEEK

VU in partnership with the Horn of Africa Communities Network and Centacare Catholic Family Services celebrated 2008 Adult Learners Week in September with the launch of a careers resource booklet and DVD in five languages for the Horn of Africa Communities. The resource was the first in kind in Australia.

2020 SUMMIT

In April, VU's Vice-Chancellor Elizabeth Harman, Business and Law Associate Professor Santina Bertone and Community Engagement Co-ordinator Elleni Bereded-Samuel were invited to the Australia 2020 Summit in Canberra, which was convened to map out a strategy for Australia's long-term future.

Elleni Bereded-Samuel was also appointed to the Federal Government's new Australian Social Inclusion Board, established to help the country's most economically and socially disadvantaged.

FIJI HEALTH

VU's Institute for Community, Ethnicity and Policy Alternatives won AusAID Project funding to undertake a capacity building project for JTA International and the Fiji Ministry of Health. The project will assist managers in the Ministry of Health to improve their management and teamwork performance.

CHINA CONNECTION

VU held its first graduation ceremony in China in June, demonstrating the University's strong links with that country. This was the first graduation ceremony held in China for a Melbourne-based university.

SCHOLARSHIPS

The total spent on VU scholarships in 2008 was \$3,436,964.00. The number of students who received scholarships:

- 975 new scholarships
- 1278 renewed scholarships

VU offers the highest number of Access and Equity scholarships of any Victorian, possibly Australian university. The majority are funded by the Federal Government and by VU. A small number are funded from donations made through the Victoria University Foundation.

2008 was the first year that the Western Chances VU Success Scholarships program was offered to students. The scholarships offer up to twelve fee-waiver undergraduate places to high-achieving secondary school students with a demonstrated need for financial assistance from Melbourne's western region over the next four years. The total value of the scholarships is over \$300,000.

POLICE AWARD

In April, VU's Community Engagement Co-ordinator Elleni Bereded-Samuel received the Victoria Police Award for her outstanding contribution in linking the Victoria Police, Victoria University, and western Melbourne's culturally and linguistically diverse communities.

HONORARY DEGREES

Terry Bracks, founder and chair of Western Chances, and Fiona Myer, chair of NGV (National Gallery of Victoria) Contemporary, were admitted to the degree of Doctor of the University, *honoris causa*.

WESTERN BULLDOGS

VU's community partnership with the Western Bulldogs continued to draw on the complementary strengths of both organisations by offering new pathways in education and new opportunities for working with local schools and local communities. The Whitten Oval redevelopment is well underway, and on completion will be a centre for sporting excellence and include state-of-the-art facilities for training, teaching and learning for VU students, Bulldogs players and the surrounding community.

WORK-BASED EDUCATION RESEARCH

In May, VU launched its Work-based Education Research Centre (WERC), which will focus its research on improving trades education and determining how skills are best taught in the workplace. The research will help address skills shortages and the large dropout rate from apprenticeship courses.

GROUNDBREAKING MOU

A groundbreaking MOU was signed with the University of Melbourne to jointly deliver new education, health and community services to Melbourne's rapidly growing west. The agreement will offer new pathways for students into postgraduate education at both universities and will be supported by new scholarships offered by both universities.

STUDENTS IN THE COMMUNITY

In 2008 the School of Accounting and Finance in the Faculty of Business and Law supported the development of a financial literacy project run by students to assist local African business people in the western region. The project won a national award from the Students in Free Enterprise organisation.

VU continued to play a major partnership role in the Education Support Program, which involves VU School of Education pre-Service teachers helping to minimise the education difficulties experienced by many young Horn of Africa refugees. The program is run in partnership with Centrecare Catholic Family Services, Western English Language School and the Horn of African Communities Network.

VU's community partnership with the Western Bulldogs continued to draw on the complementary strengths of both organisations.



In June, Minister for Education Julia Gillard opened VU's new Fabrication Workshop, the best equipped of its type in Australia.

GOVERNMENTS AND THE PUBLIC

OBJECTIVE: TO MEET THE UNIVERSITY'S PUBLIC ACCOUNTABILITIES THROUGH EXEMPLARY GOVERNANCE, EFFECTIVE MANAGEMENT AND LEADERSHIP

MAKING VU 2016: A STATEMENT OF PURPOSE

Council endorsed the update of the University Strategic Plan, Making VU 2016: A Statement of Purpose, in 2008. This document, while maintaining the same broad direction of the VU Strategic Plan 2004–2008, includes a number of positive changes:

- it is more clearly based around the core mission of the University in terms of engaged teaching and learning, and engaged research
- it clearly incorporates the commitments from the Making VU initiative
- it heralds a more streamlined planning framework
- it includes an additional core value around environmental stewardship
- it presents a reporting framework that clearly linked objectives, outcomes, KPIs and management performance measures.

The Statement of Purpose is now the key document around which the University's strategic planning occurs.

COURSE RATIONALISATION

As part of its responsible stewardship of the University's financial future, Council initiated a program of course rationalization, involving targeted and voluntary redundancies across the University. The program addresses courses that are failing to attract students and are less relevant for today's workforce. The program will enable VU to invest in new facilities and services to meet the growth demands of the western region of Melbourne.

ERB REVIEW

The University's Education and Research Board (ERB) established a working group in February 2008 to develop responses to the 21 recommendations made in the ERB report, The Board Identity.

Responses to more than half of the report's recommendations were implemented. These included the development of policies and guidance material to better support ERB members, procedures to improve communication between ERB and its stakeholders, and joint meeting arrangements with Council.

The working group also produced a consultation paper regarding the composition, structure and membership of the ERB and its eight committees. This is likely to result in revised membership categories for the ERB and a streamlining of its committee structure in the first half of 2009.

PARTNERSHIPS

In 2008, the University endorsed and adopted A VU Framework for Partnerships and Engagement with External Organisations. The Framework outlines 12 recommendations that are designed to encourage and guide the University's engagement and its more formal partnership activities. The strategy:

- adopts a tiered delegations and approvals process for partnerships
- develops and strengthens support mechanisms and resources
- creates reporting requirements to the Council and the Vice-Chancellor
- requires that each partnership be assigned a relationship manager
- develops procedures for commencing and terminating partnerships.

In May, VU signed an agreement with Western Health and the University of Melbourne to develop and operate a teaching, training and research facility at Sunshine Hospital. VU will be the major contributor to nursing, paramedic and exercise rehabilitation education and research at the new facility.

RESEARCH STRATEGIES

The VU Research Development and Investment Strategy, endorsed by Council in October 2008, identifies the overarching strategy and operational plans to develop, focus and consolidate research at VU over the next five years. The strategy comprises:

- Research development strategy: for all academic staff with a particular focus on developing and supporting new staff and early career researchers.
- Research recognition strategy: for the development, management, funding and review of research centres and institutes

- Research investment strategy: building on a long-standing strategy of identifying research capabilities, VU will invest in a limited number of key areas in which it has achieved, or can achieve, sustained national and international recognition
- Postgraduate research strategy: VU will aim to build on its reputation for strong postgraduate research outcomes by further developing postgraduate research innovation.

FACILITIES ENHANCEMENT

The federal Minister of Education, Julia Gillard, opened the Fabrication Workshop at Sunshine Campus in June. The workshop is the best equipped of its type in Australia and is part of VU's commitment to be a leader in construction and manufacturing with strong links to industry.

During 2008 the final stages of the Problem Based Learning studios for engineering students at Footscray Park Campus were completed. The works comprised a major transformation of old teaching spaces into new collaborative learning studios.

Construction works commenced on the \$68.5 million Learning Commons and exercise science and sport project at Footscray Park campus. This project will create a significant new Learning Commons facility that will deliver major improvements in amenity and student learning opportunities. The project will also include a new teaching and research space for the School of Sport and Exercise Science.

Construction also commenced on new collaborative teaching spaces for the Faculty of Business and Law at City Flinders and Footscray Park campuses.

Projects currently under design include a new sports facility and gymnasium at St Albans Campus, a Marine Education Centre at the Williamstown Heritage Port, fit-out works at the Whitten Oval in Footscray, and a teaching, training and research centre at Sunshine Hospital.

A portrait gallery was opened at the Chancellery offices at City Flinders Campus in September. The gallery includes portraits of many of the key figures that shaped the history of VU and its predecessor institutions. Its most recently painted portrait is of Emeritus Professor Eric Lund AM, the foundation director of the Western Institute, now part of VU, and a former VU deputy vice-chancellor. The Lund portrait was unveiled in February 2008.

COURSE APPROVAL AND MANAGEMENT

In May 2008, a Course Approval and Management System (CAMS) was endorsed for deployment across all sectors of the University. The system addresses an audit and risk requirement to enhance the quality of VU course approval processes. The system is now fully functional and will deliver robust and disciplined functionality to:

- ensure adherence to the higher education course approval processes and vocational education and further education qualification, governance and registration guidelines as endorsed by VU's Education Review Board
- manage all VU award course information within a single authoritative repository.

COUNCIL REVIEW

In 2008, the University Council initiated a major review of its processes and structures. The aim was to identify good practice and practice that needed improvement. In October 2008, an external consultancy delivered a draft review report containing a series of recommendations. It will be presented to the first meeting of Council in 2009.

CAMPUS FUTURES

During 2008 the University undertook a comprehensive campus planning study with the assistance of experts in demography, education and property. As a result, Council decided to cease taking new enrolments at Melton and Sunbury campuses from 2010. VU will work with other educational institutions to identifying long-term educational uses for the two campuses.

NOTE: Victoria University's *Achievements VU08 Annual Report* is a companion to Victoria University's *2008 Annual Report*. Together, these publications contain all disclosures within the State Government of Victoria's 2008 annual reporting compliance requirements.



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