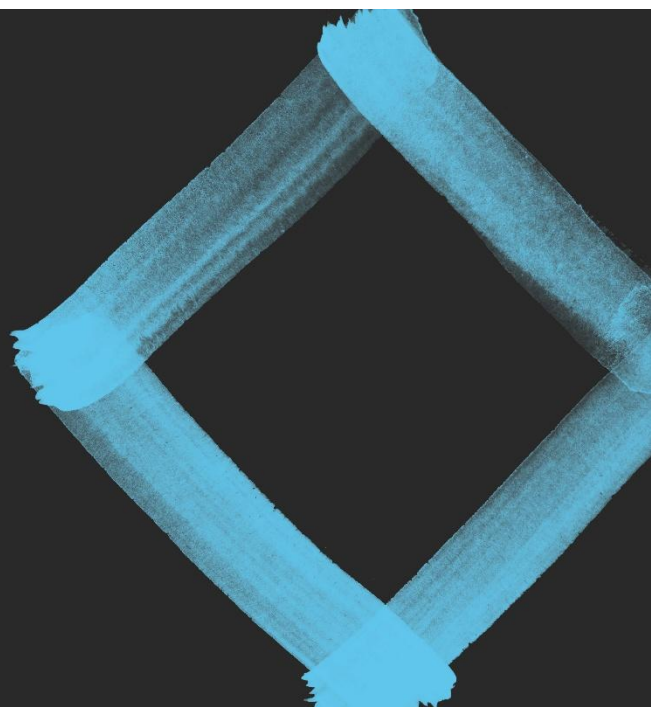


GOVERNING BODY REPORT OF OUTCOMES



COU/2026 #305 – Tuesday, 24 March 2026

The Council meeting (**#305**) was held on **Tuesday, 24 March 2026** at **VU Footscray Park Campus**, 70–104 Ballarat Road, Footscray.

Victoria University (VU) is established under the VU Act 2010. VU's moral purpose is to transform the lives and communities it serves through the delivery of education and research with real-world impact, undertaken in partnership with industry and the community.

VU Council is the University's peak governing body, and is responsible for overseeing the University's operations, strategy, performance and risk, and for ensuring the proper management and control of the University in the public interest.

STRATEGIC FOCUS

STRATEGIC DIRECTION, PERFORMANCE AND SUSTAINABILITY

Council considered the University's strategic direction in the context of a complex policy, regulatory and operating environment, with particular focus on how strategy, performance reporting and assurance are integrated to support informed oversight. Council discussed the alignment between the refreshed Strategic Plan, the Strategic Scorecard and risk reporting, and emphasised the importance of clear trend data, forward-looking indicators.

STRATEGIC CAMPUS FRAMEWORK

Council considered the progress in the development of the Strategic Campus Framework. Council noted that the Framework is intended to provide a consolidated, evidence-based view across campuses to inform strategic decision-making, with particular focus on education delivery, asset utilisation and long-term sustainability. Council emphasised the importance of a holistic approach to campus planning that supports strategic prioritisation, reflects cultural context and protecting Country, considers community use of institutional assets, and incorporates emerging factors such as changing demographics and evolving delivery models.

KEY MATTERS

FINANCIAL SUSTAINABILITY

Council reviewed the University's 2025 year-end financial results and early 2026 outlook, noting enrolment volatility in some disciplines, investment market fluctuations and ongoing cost pressures. Council considered management's response to these challenges, including forecasting, mitigation activities and capital prioritisation, and emphasised the importance of multi-year financial planning to support resilience, affordability and strategic investment while protecting the University's financial position.

EDUCATIONAL STANDARDS

Council discussed student experience, employability and academic quality, with particular focus on work integrated learning, placements and timetabling. Council recognised the critical role of placements in accreditation and graduate outcomes, discussed the risks associated with inconsistent coordination, and supported initiatives to strengthen oversight, quality assurance and regulatory readiness.

RESEARCH STANDARDS

Council considered the alignment between research activity, infrastructure planning and national policy expectations. Council discussed initiatives to strengthen the teaching–research nexus and support impact-driven research, noting the importance of governance, resourcing and infrastructure decisions that enable sustainable research performance.

UNIVERSITY CULTURE

Council reinforced its oversight of organisational culture, safety and inclusion. Council approved the Gender Equality Action Plan and Progressive Inclusivity Framework and reviewed health, safety and wellbeing performance, including psychosocial risk. Council emphasised prevention, early intervention and staff and student wellbeing as critical enablers of institutional performance and sustainability.

STAKEHOLDER EXPECTATIONS AND ENGAGEMENT

Council considered engagement with government, peak bodies and international partners, including national policy developments and regulatory inquiries. Council approved Victoria University's participation as a founding member of a new national university alliance to strengthen collaboration, advocacy and policy influence in areas including equity, access and cost-of-living pressures.

WORKFORCE STRATEGY

Council discussed workforce capability, wellbeing and regulatory demands, recognising increased pressure on compliance, reporting and operating complexity. Council emphasised the importance of workforce planning, leadership capability, safety and wellbeing frameworks to support delivery of the University's strategy.

COUNCIL MATTERS & PERFORMANCE

COUNCIL MEMBERSHIP

Council considered appointments and reappointments to Council and committees' membership. Council approved a recommendation to be submitted to the State Government to support the reappointment of Greg Tucker to the VU Council as a Government Appointment

EXTERNAL REPORTING

Council oversaw key external reporting and assurance activities, including annual reporting, regulatory compliance submissions and introduced public reporting through the Governing Body Report of Outcomes, supporting transparency and accountability to the University community and stakeholders.

REVIEW & EVALUATION

Council approved the introduction of a three-year external review cycle to strengthen evaluation of Council performance, continuous improvement and alignment with the Expert Council on University Governance principles.

STAKEHOLDER ENGAGEMENT (STAFF, STUDENT & COMMUNITY)

Council considered staff, student and community engagement matters, including student affordability pressures, safety, wellbeing and employability.

OTHER MATTERS

Council noted reports from its standing committees, confirmed previous meeting minutes and approved the 2026 Corporate Governance Professional Development and Induction Plan. Council emphasised the importance of ongoing development to support effective, informed and contemporary governance.

DISCLAIMER

The Governing Body Report of Outcomes is provided for transparency and information purposes only. It summarises governing body oversight activities and outcomes during the reporting period and does not constitute a complete record of Council deliberations. It does not cover all matters discussed or the full detail of decisions or discussions. The Expert Council's Principles recognise that, while the communication of the work and the decisions of the Governing Body is crucial, there are legal and commercial reasons for maintaining confidentiality.

COUNCIL MEMBERSHIP

THE HONOURABLE DR. STEVE BRACKS AC, *Chancellor*

KATE ROFFEY AM, *Deputy Chancellor*

PROFESSOR ADAM SHOEMAKER, *Vice-Chancellor*

PROFESSOR ZORA VRCELJ, *Chair of Academic Board*

PRUE DIGBY, *Ministerial Appointment*

SUNNY GOMBOSO, *Student Elected*

PROFESSOR THE HONORABLE JILL HENNESSY, *Government Appointment*

EMERITUS PROFESSOR LIZ JOHNSON, *Council Appointment*

PROFESSOR ALEX PARKER, *Staff Elected*

ADRIAN POZZO, *Council Appointment*

FIONA SCHUTT, *Council Appointment*

JOSH SMITH, *Government Appointment*

JEN STOCKWELL, *Council Appointment*

FELICITY TOPP, *Council Appointment*

GREG TUCKER, *Government Appointment*

FURTHER INFORMATION

COUNCIL

[VU Act 2010](#)
[VU Governance](#)

OTHER USEFUL LINKS

[Council Regulations 2021](#)
[Council Terms of Reference](#)

COUNCIL COMMITTEES

[Audit and Risk Committee](#)
[Finance and Investment Committee](#)
[Infrastructure Planning Committee](#)
[Nominations Committee](#)
[Remuneration Committee](#)

ACADEMIC GOVERNANCE

[Academic Board](#)
[Academic Board Executive Committee](#)
[Courses Committee](#)
[Learning & Teaching Quality Committee](#)
[Research & Research Training Committee](#)

2026 COUNCIL MEETINGS

Council Meetings	Meeting Times	Location
Tuesday, 2 June	8.30am – 1.00pm	Footscray Park Campus, 70–104 Ballarat Road, Footscray
Tuesday, 18 August	8:30am – 1.00pm	Footscray Park Campus, 70–104 Ballarat Road, Footscray
Tuesday, 13 October	8.30am – 1.00pm	Footscray Park Campus, 70–104 Ballarat Road, Footscray
Tuesday, 1 December	8.30am – 1.00pm	Footscray Park Campus, 70–104 Ballarat Road, Footscray

Table 1: 2026 Council Meeting Schedule