

**VICTORIA  
UNIVERSITY**

**STRATEGIC PLAN 2022-2030**

**START WELL  
FINISH BRILLIANTLY**



**UPDATE**





## ACKNOWLEDGEMENT OF COUNTRY

**Country is alive.**  
Country is here and now and not some relic of the past.

We acknowledge and pay our deep respect to the Ancestors, Elders, and families of the Traditional Owners on all of our campuses.

At Victoria University (VU) we honour Indigenous cultures. Everything we do and every decision we make is underpinned by a commitment to Protecting Country.

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.



# CONTENTS

Vice-Chancellor's Overview	03
Strategic Plan Principles	04
Our Purpose	07
Our Vision	08
What does Impact-Driven mean?	09
One VU Model	10
<b>Strategic Drivers</b>	<b>11</b>
Learner-Centred for Life	12
Partnering with Principle	13
Maximising Research with Impact	14
Protecting Country	15
A Thriving Place to Study and Work	16
<b>Strategic Plan on a page</b>	<b>17</b>

# VICE-CHANCELLOR'S OVERVIEW



**Since its launch in 2022, the Victoria University Strategic Plan: Start well, finish brilliantly has proven to be strong, focused and forward-thinking. Developed in collaboration with staff, students, and partners, the strategy has guided VU through challenging times, and into a period where we can embrace a far more ambitious future.**

While much of the Plan remains relevant and impactful, a long-term strategy must include stage-gate reviews to keep it dynamic, responsive, and aligned with evolving priorities. This need is also driven by broader shifts in the tertiary education landscape. Since 2022, VU has undergone a remarkable transformation and words on paper have become reality:

- We have reached record student enrolments – a dramatic increase since the start of the Strategic Plan period. Notably, our higher education student numbers are the highest they have ever been – a testament to the appeal and impact of the VU Block Model®.
- We have strengthened our position as a national leader in participation and success for students from equity backgrounds – a distinction proudly upheld alongside our overall growth.

- International student numbers have not only rebounded but now exceed pre-pandemic levels. We opened a campus in Brisbane, alongside our other interstate campus, VU Sydney.
- Our partnerships have grown exponentially, exceeding ambitious targets. Our Flipped Campus model sees an industry partner co-locating on every single VU campus.
- We have maintained our top 10 global ranking in sport science (Academic Ranking of World Universities – Shanghai Ranking) and have cemented our position in the Top 100 in the Times Higher Education Young Universities Rankings.

This is more than progress; it is momentum – signalling VU's rising reputation, growing influence, and enduring appeal.

This update honours the Plan's foundational objectives and enhances them to meet future ambitions. This is evident through our revised vision statement. Where we proudly declared our aim to be the leading dual-sector university in the world, we now aspire to go further. Our vision is to be one of the

leading impact-driven universities in the world – measuring our success not by looking inward, but by the difference we are making.

When we first launched the Strategic Plan, I stated that I was proud of where VU had been, and even more proud of where it was headed. I say the same now – with the knowledge that what has been achieved has surpassed expectations.

The journey so far has been extraordinary, and we still have so much great work to do. The time is now.

**Professor Adam Shoemaker**



*Our vision is to be one of the leading impact-driven universities in the world...*

# STRATEGIC PLAN PRINCIPLES



Our Strategic Plan has eight core principles to guide our way forward.

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 University we commit to being.

- 1 We are a partnering institution – we cannot do it alone.
- 2 We honour First Nations knowledges and our roots in Melbourne's west.
- 3 We are the university of equity, opportunity and success – enriching both lives and careers.
- 4 We are revolutionising tertiary education through the VU Block Model<sup>®</sup> and using the power of our dual-sector capabilities.
- 5 We are focused, creative, adaptive and excellent in all of our learning, teaching and research.
- 6 We are digital learning leaders, and harness smart technology to drive continuous enterprise-wide transformation.
- 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, both of which influence our practice.

# OUR PURPOSE

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**WE ARE OF MELBOURNE'S WEST AND OF THE WORLD –  
CHAMPIONING PROGRESSIVE AND EXCELLENT  
EDUCATION, RESEARCH, SERVICE AND A DEEP  
COMMITMENT TO PROTECTING COUNTRY.**

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# OUR VISION

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**TO BE ONE OF THE LEADING IMPACT-DRIVEN  
UNIVERSITIES IN THE WORLD BY 2030**

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# WHAT DOES IMPACT-DRIVEN MEAN?

## Victoria University (VU) stands apart and always will.

Throughout its long and distinctive history, VU has remained steadfast in its commitment to the people of Melbourne's west and to the broader region – proudly, purposefully, and powerfully.

When VU succeeds, it is not just the University that rises up: it is the diverse and ambitious students we empower; it is colleagues, partners and communities who thrive; it is research which tackles urgent, global challenges head-on.

In 2018, VU revolutionised higher education with the VU Block Model® – breaking away from decades-old conventions to put the student at the centre. This redefined the Victoria University experience, closed equity gaps, and set a powerful new benchmark for success.

Our strategy harnesses this momentum.

1

### Equity for excellence, and excellence in equity:

Our greatest strength is the exceptional number of students we serve from equity backgrounds – among the highest in the nation – achieving outstanding success. These driven students come to us for our unique model, graduate with confidence, and become catalysts for systemic change.

2

### Dual-sector for more opportunities:

Offering education from Certificates all the way through to PhDs, VU is uniquely positioned to meet people where they are – at every stage of life, at every career point. This not only benefits individuals but also creates powerful opportunities for industry partnerships to drive workforce development, spark innovation, and address critical skills needs.

3

### From the west to the world:

VU is for, by and of Melbourne's west. But through our partnerships, our educational model, our sites and our research – VU's impact transcends borders, reaching people and communities around the world.

# ONE VU

The One VU Model stands as our most powerful cultural and structural transformation. It guides our decisions, drives our actions, and defines our character.

## ETHICAL MODEL

Protecting Country,  
Sustainability,  
Progressive inclusivity

# ONE VU

TEACHING ↔ RESEARCH

VOCATIONAL EDUCATION ↔ HIGHER EDUCATION

PROFESSIONAL ↔ ACADEMIC

FIRST NATIONS ↔ NON-FIRST NATIONS

## CURRICULUM MODEL

First Year College,  
VU Block Model,  
TAFE and skills

## OPERATING MODEL

Employment and careers,  
Flipped Campus,  
Smart Tech-enabled

# STRATEGIC DRIVERS

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



**Learner-centred  
for life**



**Partnering with  
principle**



**Maximising  
research with  
impact**



**Protecting  
Country**



**A thriving place  
to study and  
work**

# LEARNER-CENTRED FOR LIFE

## IMPACT OBJECTIVE

By 2030, we will be successful if we harness our dual-sector and equity strengths, the VU Block Model® and smart technology – so our students can start well and finish brilliantly.

## IMPACT MEASUREMENT

- Leading student equity participation and success rates
- Increased student employment

## PERFORMANCE MEASUREMENT

- Student commencement and completion rates in TAFE and Higher Education, mapped to workforce needs.



## HOW WILL WE DO THIS?

### Learning matched to lives

Create unique-in-the-sector offers in areas of discipline strength, to address workforce needs (eg early childhood education, paramedicine, cybersecurity, electrotechnology)

Design personalised learning at scale through a dual-sector approach, to cater to individual needs and careers at every stage.

Evolve VU Online and its connection to the broader VU learning suite, both domestically and overseas.

Diversify and strengthen our international offer (online, Block, VET) to meet the needs of global communities.

### Digital and AI

Become a global innovator and pioneer in fully online programs and hybrid courses that are flexible, accessible and interactive.

Leverage AI to deliver a personalised, responsive and supportive University experience.

### VU Block Model® 2.0

Establish global leadership in Block learning, teaching, and research – to extend the transformative impact of this unique model to students around the world.

### Opportunity and success

Sustain and grow our leadership in progressive educational excellence that advances equity participation and success.

Design everything we do to ensure our students graduates attain meaningful jobs and careers, ready to succeed and lead in a rapidly evolving workforce.

# PARTNERING WITH PRINCIPLE

## IMPACT OBJECTIVE

**By 2030, we will be successful if** we cultivate an outstanding network of ethical alliances and partnerships, with enduring outcomes for every student.

## IMPACT MEASUREMENT

- Partnership advocacy, with measurable gains in reputation, trust, and perceived value

## PERFORMANCE MEASUREMENT

- Number of major alliances and flipped campus partners that are aligned to our discipline- strengths and deliver strategic value



## HOW WILL WE DO THIS?

### Industry at the core

Maintain and grow the Flipped Campus model – co-locating with industry partners on every campus (including online).

Pursue major alliances and partnerships that are aligned to our values and strategic goals, and support regional, state, and national priorities.

### Melbourne's west and beyond

Turbocharge productivity and social enablement in Melbourne's west through deep engagement with government, industry, and community.

Nurture a culture of excellence through collaboration and engagement with best-practice models at every level, ensuring scalability for sustained impact.

### International linkages

Deepen our engagement with the Indo-Pacific, leveraging our unique, applied research and teaching in each nation.

Continue to extend our long-standing collaboration in teaching, research and service with Timor-Leste.

### Philanthropy

Grow a thriving culture of philanthropy by showcasing outstanding students, research achievements and our unique One VU story.

Achieve philanthropy targets to enable increased investment in the student experience and success.

# MAXIMISING RESEARCH WITH IMPACT

## IMPACT OBJECTIVE

**By 2030, we will be successful if** we deliver measurable, creative solutions that are adopted by governments, industries, and communities – locally and globally.

## IMPACT MEASUREMENT

- Continued improvement in Times Higher Education Impact Rankings

## PERFORMANCE MEASUREMENT

- Increased research income in our key thematic areas and 'for purpose' grants



## HOW WILL WE DO THIS?

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

By being world-leading in six key thematic areas:

1. Innovating education and future-proofing Australia's workforce
2. Sport that inspires elite performance, community participation and healthy living
3. Health and wellbeing solutions
4. Transforming communities through policy, practice and governance
5. Smart, sustainable and liveable cities
6. 'By community, for community' First Nations Knowledge.

Establish thematic-led structures, systems and processes to bridge disciplines and foster an enhanced collaborative, research-driven environment.

### Develop and leverage our talent

Establish VU as a destination of choice by amplifying our research profile and cultivating a vibrant research culture.

Foster two-way research linkages between VU and industry, including through researcher mobility and engagement.

### Grow our scale

Target a multi-disciplinary and collaborative approach for funding opportunities and successful large-scale bids.

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

## IMPACT OBJECTIVE

By 2030, we will be successful if we are a truly progressive, First Nations-led and inspired institution.

## IMPACT MEASUREMENT

- Sustain and strengthen external accreditation for core social and equality benchmarks (eg Commonwealth Workplace Gender Equality Agency, Australian Workplace Equality Index, and Australian Network on Disability's Access and Inclusion Index)

## PERFORMANCE MEASUREMENT

- First Nations careers and success
- Environmental sustainability performance



## HOW WILL WE DO

### An unwavering commitment to progressive inclusivity

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

Continuously reinforce our activities to prevent and respond to gender-based violence.

Demonstrate and celebrate values-led leadership.

### First Nations achievement

Deliver on our a whole-of-university commitment to advance positive outcomes for First Nations students and staff and through action, targets and clear accountability.

Work in tandem with communities, government and First Nations organisations to support and extend the Treaty and Truth process throughout Victoria.

Understand and uphold sovereignty and self-determination

### Student-centric values

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

### Environmental sustainability

Embed sustainability across our operations, teaching, research, and partnerships – championing climate action, advancing environmental and social justice, and preparing graduates to lead in a sustainable future.

# A THRIVING PLACE TO STUDY AND WORK

## IMPACT OBJECTIVE

**By 2030, we will be successful if** we are excellent, focused and brave – a destination University for emerging leaders and diverse talent.

## IMPACT MEASUREMENT

- Leading student experience across TAFE and HE

## PERFORMANCE MEASUREMENT

- Overall student numbers growth (domestic and international)
- Grow market share in Melbourne's west
- Positive Staff Engagement Survey results



## HOW WILL WE DO THIS

### Culture of purpose, pride, and momentum

Create a culture of belonging and recognition - where people feel seen, supported and inspired to do their best work.

Champion bold thinking by enabling people to think differently and take initiative with confidence.

### 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 fast, creative and are able to adjust quickly to disruption and shocks.

### The right infrastructure

Design smart, seamless and inclusive digital and physical environments – and look to continuously unlock new possibilities.

Foster vibrant, inclusive spaces that prioritise wellbeing, spark connection, and honour people, place and Country.

### An exceptional reputation

Tell our story and tell it well – demonstrating excellence through grit, integrity, and action.

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

# STRATEGIC PLAN



## PURPOSE

We are of Melbourne's west and of the world – championing progressive and excellent education, research, service and a deep commitment to Protecting Country.



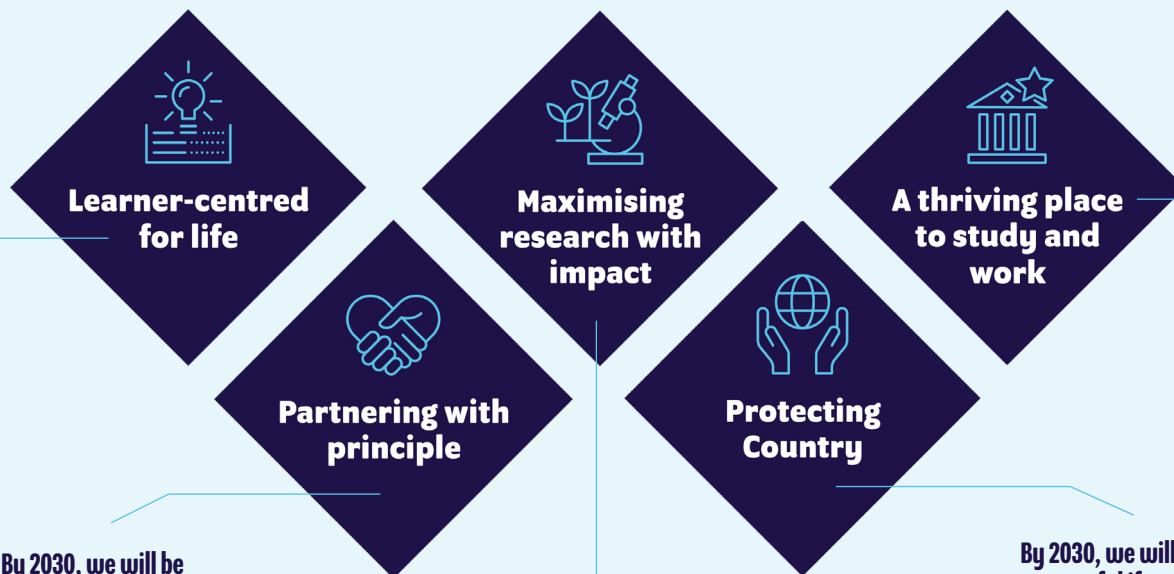
## VISION

To be one of the leading impact-driven universities in the world by 2030



## VALUES

Always welcoming, ethical, shaping the future, together



### By 2030, we will be successful if...

- We harness our dual-sector and equity strengths, VU Block Model® and smart technology so our students can start well and finish brilliantly.

### Impact Measures

- Leading equity participation and success rates
- Increased graduate employment

### By 2030, we will be successful if...

- We cultivate an outstanding network of ethical alliances and partnerships, with enduring outcomes for every student.

### Impact Measures

- Partnership advocacy, with measurable gains in reputation, trust, and perceived value.

### By 2030, we will be successful if...

- We deliver measurable, creative solutions that are adopted by governments, industries, and communities – locally and globally.

### Impact Measures

- Continued improvement in Times Higher Education Impact Rankings and 'for-purpose' grants

### By 2030, we will be successful if...

- We are excellent, focused and brave – a destination University for emerging leaders and diverse talent

### Impact Measures

- Leading student experience across TAFE and Higher Education

### By 2030, we will be successful if...

- We are a truly progressive, First Nations-led and inspired institution.

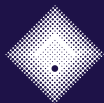
### Impact Measures

- Sustain and strengthen external accreditation for core social and equality benchmarks

**FOR FURTHER INFORMATION,  
PLEASE CONTACT**

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