

Appointment of
Vice-Chancellor and President





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	Federation University Australia acknowledges the Traditional Custodians of the lands and waters where our campuses, centres and field stations are located and we pay our respects to Elders past and present. We extend this respect to all Aboriginal and Torres Strait Islander and First Nations Peoples.
	The Aboriginal Traditional Custodians of the lands and waters where our campuses, centres and field stations are located include:
Wimmera	Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk
Ballarat	Wadawurrung
Berwick	Boon Wurrung and Wurundjeri
Gippsland	Gunai Kurnai
Nanya Station	Mutthi Mutthi and Barkindji
Brisbane	Turrbal and Jagera

Make your mark at Federation University

The desire to transform lives and enhance communities informs everything we do. From supporting our students to succeed, to research that is helping people live better lives in Australia and around the world – we make a difference.

We became Federation University in 2014 – a new entity bringing together almost 150 years of history from our predecessor institutions.

The past three years have been a period of significant transformation.

The university has moved to a strong financial position and we are ready to embark on a major capital works program to modernise our campuses.

With six new Schools, a major renewal of our programs, a new research strategy and a revitalised academic and research leadership – there is strong momentum for change and a strategy that is well advanced.

The results can already be seen with improved national rankings for teaching quality and learning, growth in international student enrolments, and stronger connections with industry and our communities.

The next Vice-Chancellor and President needs to lead our university into the next phase of growth.

You will be someone who understands local but thinks global. As Victoria's only regional university, Federation has a strong connection to our regional communities that provides unique opportunities for industry, research and community partnerships.

The new Vice-Chancellor and President needs the vision, leadership and strategic direction to not only grow our local connections, but to build connections with local communities; around the world and position Federation University as a global university.

If you are that person, we look forward to hearing your ideas and how you will make your mark.



MR TERRY MORAN, AC
CHANCELLOR

Transforming lives and enhancing communities

At Federation University, we are driven to make a real difference. To the lives of every student who walks through our doors, and to the communities we help build and are proud to be part of.

We are one of Australia's oldest universities, known today for our modern approach to teaching and learning. For almost 150 years we have been reaching out to new communities, steadily building a generation of independent thinkers united in the knowledge that they are greater together.

Be part of our diverse community

Today, we are proud to have more than 23,000 domestic and international students and 110,000 alumni across Australia and the world. Into our supportive, inclusive and thriving community, we welcome people from all backgrounds and cultures.

Across our university and TAFE campuses in Ballarat, Berwick, Brisbane, Gippsland and the Wimmera, we deliver world-class education and facilities. We have a network of onshore partner providers for international students in Melbourne, Sydney and Adelaide, as well as offshore partners in Malaysia, Hong Kong and China.

With the largest network of campuses across Victoria, as well as a growing Brisbane base, we are uniquely positioned to provide pathways from vocational education and skills training at Federation TAFE through to higher education programs at Federation University.

Our priorities

Lifelong Learning. We provide future-focused, high-quality lifelong learning opportunities for students of all backgrounds.

Global Citizens. We empower students with the knowledge, skills and ambition they need to pursue further study, thrive at work and become global citizens ready to make a difference.

Partnerships. We use our network of campuses and strong partnerships to deliver our courses and programs.

Research to Impact. We carry out innovative research that has a measurable impact on the communities we are part of and the wider society.

Sustainability. We are committed to ensuring long-term financial sustainability.

Our strategy

We are guided by five key strategic elements:

1. Become a popular student destination
2. Offer a high-quality student experience
3. Make a positive impact
4. Become a university workplace of choice
5. Build an efficient organisation





Learning and teaching

At Federation University, we offer innovative and industry-relevant programs that meet the demands of a changing workforce – both in Australia and around the world. For this reason, we have a strong focus on work-integrated learning across our six Schools.

At Federation TAFE, we work alongside industry to develop exceptional vocational education and training programs that meet current and future skill shortages.

- Our Schools include**
- School of Arts
 - School of Education
 - School of Health and Life Sciences
 - School of Nursing and Healthcare Professions
 - School of Science, Engineering and Information Technology
 - Federation Business School
 - Federation TAFE

Our top higher education course by campus

TOP 5 PROGRAMS – BALLARAT 2019
PROGRAM NAME
Bachelor of Nursing
Master of Technology
Bachelor of Commerce
Master of Social Work (Qualifying)
Master of Engineering Technology

TOP 5 PROGRAMS – BERWICK 2019
PROGRAM NAME
Bachelor of Nursing
Master of Social Work (Qualifying)
Bachelor of Information Technology
Bachelor of Business
Bachelor of Education Studies

TOP 5 PROGRAMS – GIPPSLAND 2019
PROGRAM NAME
Bachelor of Nursing
Bachelor of Education (Primary)
Bachelor of Community and Human Services
Bachelor of Psychological Science
Foundation Access Studies (FAST) Program

TOP 5 PROGRAMS – BRISBANE 2019
PROGRAM NAME
Master of Technology
Bachelor of Information Technology
Master of Business Administration
Master of Professional Accounting
Bachelor of Commerce

Our top TAFE courses by campus

TOP 5 PROGRAMS – BALLARAT 2019
PROGRAM NAME
Certificate III in Plumbing
Certificate III in Electrotechnology Electrician
Certificate III in Carpentry
Literacy and Numeracy Support
Certificate II in Building and Construction Pre-apprenticeship

TOP 5 PROGRAMS – WIMMERA 2019
PROGRAM NAME
Diploma of Nursing
Certificate III in Electrotechnology Electrician
Certificate III in Individual Support
Certificate II in Salon Assistant
Certificate III in Plumbing

Research that changes lives



Driven by industry partnerships

From preventing injuries in Australian football, to using our genetic codes to tailor treatments for high blood pressure and heart disease – the research we undertake at Federation University makes a genuine difference in the world.

Our research is ranked well above world standard and we have achieved the highest possible five-out-of-five rating in seven research areas under the Australian Government research evaluation framework, Excellence in Research Australia (ERA).

We collaborate with research bodies, industries and other leading universities in Australia and overseas. Our research is focused on regional matters that have significant national and international outcomes.

New strategy. Greater outcomes.

Our new *Research and Innovation Strategic Plan 2019-2023* is designed to build on our outstanding ERA results – prioritising multi-disciplinary research in new and emerging areas where we can make a significant impact.

We will be announcing new research centres to support these areas in 2020.

Our research priority areas

- Health and wellbeing
- Society and the environment
- Virtual, digital and computational environments

Our emerging research areas

- Education
- Engineering
- History and archaeology
- Commerce, management, tourism and services

WELL ABOVE WORLD STANDARD

- Environmental science and management
- Nursing
- Human movement and sports science
- Applied mathematics
- Civil engineering
- Environmental sciences
- Clinical sciences

ABOVE WORLD STANDARD

- Medical and health sciences
- Artificial intelligence and image processing

AT WORLD STANDARD

- Mathematical sciences
- Pure mathematics
- Information and computing sciences
- Education systems
- Studies in human society
- Sociology
- Psychology and cognitive sciences
- Psychology
- Historical studies

Thanks to strong relationships with industry partners and organisations, we can provide our students with the kind of work-integrated learning opportunities they wouldn't get anywhere else. Not only does this help develop their careers, it also creates opportunities for research collaborations in Australia and overseas.

IBM

25 years and counting. Our partnership with IBM has seen around 360 domestic and international students complete a 1,600-hour internship as part of our Bachelor of IT (Professional Practice) – with many going on to work for the company after graduation.

Based at our Ballarat Technology Park, our long-standing partnership continues to provide opportunities for research collaborations at the very cutting-edge of technology.

CT4

A cyber security specialist in the Asia Pacific region, CT4 established its Australian headquarters at our Ballarat Technology Park in 2019.

The partnership includes professional placements and work opportunities for both higher education and TAFE students. There is also the potential for higher education students to engage in research collaborations.

SERCO

SERCO Australia established itself at our Ballarat Technology Park in 2019. Employing around 300 people, the global government services company provides 24-hour call centre and web-based support to Victoria Police, as well as work and development opportunities in the region.

World Academy of Sport

The World Academy of Sport delivers programs for athletes, officials, coaches and people working in high performance-level sport around the world. As their chosen global university partner, we will be rolling out a Bachelor of International Sport Management online in Australasia, the Asia-Pacific, UK, Europe and India.

Secondary school students from around the world also have the opportunity to undertake a pathway program through the International Baccalaureate.

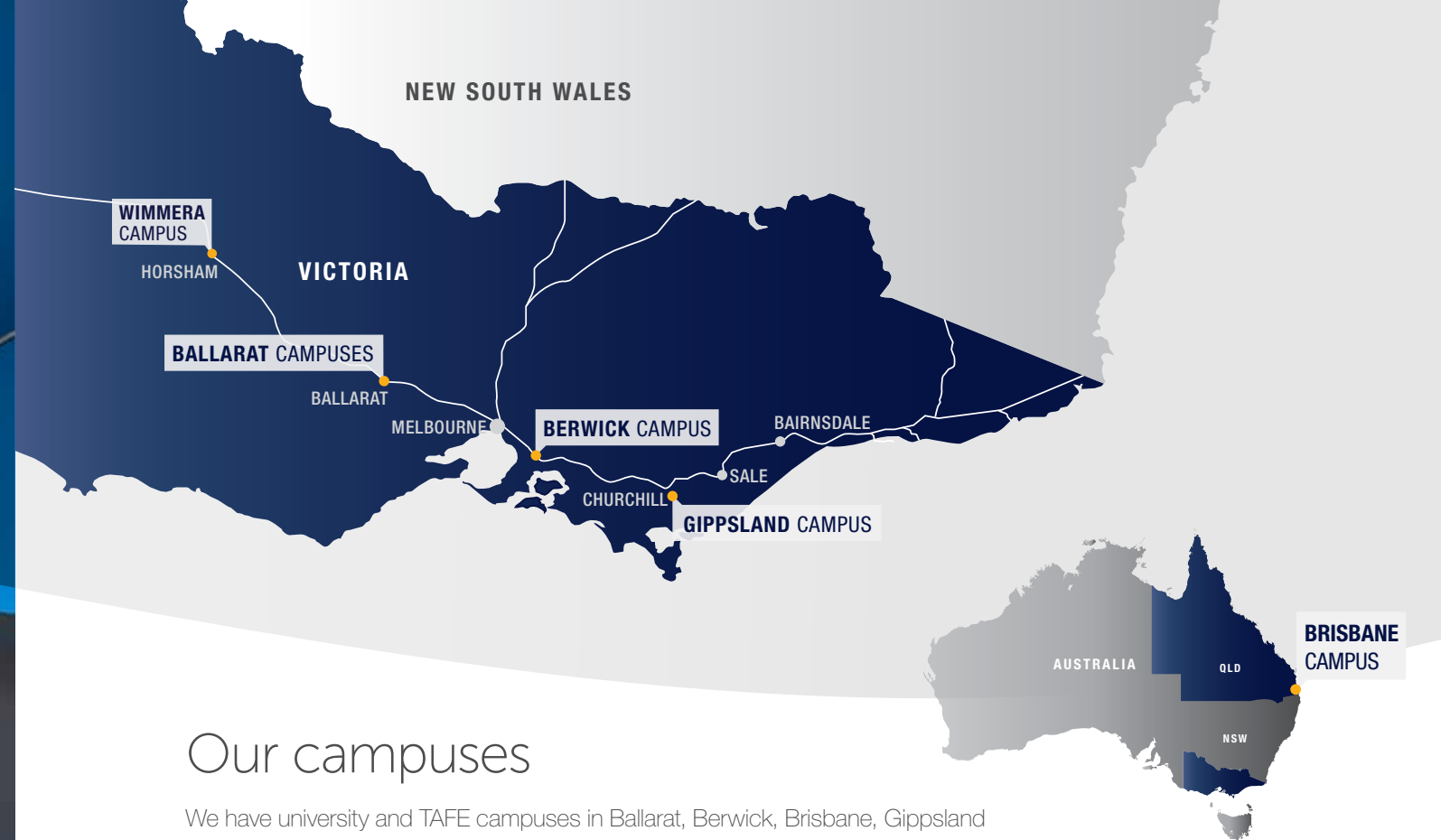
Federation Technology Parks

Our partnerships are underpinned by our network of technology parks (Tech Parks) – innovation precincts that foster collaborations, employment placements and research opportunities.

Established in 1995, our Ballarat CBD, Mt Helen and Gippsland Tech Parks now combine to make the largest regional technology park in Australia.

Tenants can partner with us in three core ways:

- ongoing workforce development of staff through access to our dual-sector university
- vocational placement programs
- long-term research partnerships.



Our campuses

We have university and TAFE campuses in Ballarat, Berwick, Brisbane, Gippsland and the Wimmera. We also have a network of onshore partner providers for international students in Melbourne, Sydney and Adelaide, as well as offshore partners in Malaysia, Hong Kong and China.

2019 – a year of big investments

We are always looking for ways to improve our learning, teaching and research spaces. Recent upgrades have included:

- the reopening of our Health and Sports Precinct after a \$16.5 million transformation. Stage 1 of works on this state-of-the-art sports science facility are complete. This precinct has been designed to increase engagement and partnership with community and industry.
- a new \$1.56 million Baking Training Centre for baking and pastry apprentices at our SMB Campus.
- new \$940,000 cyber security labs to deliver our Certificate IV in Cyber Security.
- the \$2.5 million development of new nursing clinical learning environments at Berwick. These simulate the real conditions of the clinical environment, and have been complemented by the construction of additional teaching spaces.
- improved nursing, teaching and horticulture facilities at Wimmera.
- the establishment of new psychology labs at Ballarat.
- a new street frontage for our newest campus in Brisbane.
- the development of new allied health teaching and lab facilities at Gippsland.

And we are not about to slow down

As technology continues to revolutionise learning, we are upgrading facilities across all our campuses. Starting at Ballarat, we will be investing in virtual classrooms so we can adapt to meet local needs and broaden our programs beyond our walls.

We are also substantially expanding our Brisbane campus. By opening up a whole new teaching level, we will be well prepared to meet the growing numbers of international students in Queensland.

What our university offers



We hold the number one ranking of 80.4 per cent for student support and 85.3 per cent for skills development. Federation University is also ranked second in Victoria for teaching quality (83.2 per cent) and learning resources (88.3 per cent), and third for overall quality of educational experience (79.6 per cent), beating some of the largest universities in the state.

This places Federation well above the national average across all rankings.

A diverse student community

We are a regional university with global appeal and a strong reputation. Our students and staff come from all corners of the world, and you only have to look at our rankings to understand the exceptional level of our teaching, research and learning.

Here is a snapshot of what we offer:

Our students

- 11,773 undergraduates
- 6,996 postgraduates
- 287 higher degree by research
- 5,835 vocational education and training

Our international rankings

The quality of our teaching and learning is recognised internationally in the Academic Ranking of World Universities (AWRU, Shanghai Rankings).

We are ranked in the:

- **Top 100-150 universities worldwide** for sports science, hospitality and tourism management subjects
- **Top 500 universities worldwide** for our education subjects

HIGHER EDUCATION STUDENT PROFILE			
BY TYPE	2018	2019	VARIANCE
Domestic	8,686	8,444	-2.9%
International	8,939	10,274	13.0%
Grand Total	17,625	18,717	5.8%
BY GENDER	2018	2019	VARIANCE
Female	9,098	9,671	5.9%
Male	8,501	9,004	5.6%
U & X	26	42	38.1%
Grand Total	17,625	18,717	5.8%

STUDENT TYPE	ENROLMENTS BY FEE TYPE			EFTSL		
	2018	2019	VARIANCE	2018	2019	VARIANCE
CSP Student	8,056	7,846	-2.7%	5,967	5,676	-5.1%
Domestic Fee-Paying	365	366	0.3%	134	149	10.1%
International On-Campus	1,196	2,172	44.9%	779	1,616	51.8%
International Partners – Onshore	6,474	7,192	10.0%	4,155	5,303	21.6%
International Partners – Offshore	1,314	993	-32.3%	724	546	-32.6%
RTS	271	247	-9.7%	175	157	-11.5%
Grand Total*	17,676	18,816	6.1%	11,934	13,447	11.3%

* A student may have multiple enrolments across qualification and therefore fee type in the same year

TAFE STUDENT PROFILE			
BY TYPE	2018	2019	VARIANCE
Domestic	5,769	5,805	0.6%
International	30	30	0.0%
Grand Total	5,799	5,835	0.6%
BY GENDER	2018	2019	VARIANCE
Female	1,456	1,691	13.9%
Male	4,338	4,135	-4.9%
U & X	5	9	44.4%
Grand Total	5,799	5,835	0.6%

#1	Australia for FIRST GENERATION STUDENTS**
#1	Victoria for SKILLS DEVELOPMENT*
#1	Victoria for STUDENT SUPPORT*
#2	Victoria for TEACHING QUALITY*
#2	Victoria afor LEARNING RESOURCES*

** Good Universities Guide, Australian university ratings and rankings 2019/2020

* Student Experience Survey (SES) 2019, Australian universities, undergraduate level, results released March 2020

COURSE OF STUDY TYPE CLASSIFICATION	ENROLMENTS ACROSS QUALIFICATIONS			EFTSL		
	2018	2019	VARIANCE	2018	2019	VARIANCE
Associate Degree and Advanced Diploma	268	250	-7.2%	199	182	-9.2%
Bachelor Degree	11,061	11,163	0.9%	7,776	8,011	2.9%
Diploma		2	100%		1	100%
Graduate Certificate	85	129	34.1%	20	27	28.1%
Graduate Diploma	260	251	-3.6%	145	127	-13.6%
Masters Degree by coursework	5,273	6,346	16.9%	3,400	4,748	28.4%
Other/Non-award	459	417	-10.1%	183	156	-17.4%
Research Degree	315	287	-9.8%	212	194	-9.3%
Grand Total*	17,721	18,845	6.0%	11,934	13,447	11.2%

* A student may have multiple qualification enrolments in the same year

COURSE OF STUDY TYPE CLASSIFICATION	ENROLMENTS ACROSS QUALIFICATIONS		
	2018	2019	VARIANCE
Advanced Diploma	87	104	16.3%
Diploma	503	596	15.6%
Certificate IV	569	686	17.1%
Certificate III	1,972	2,026	2.7%
Certificate II	1,628	1,709	4.7%
Certificate I	221	458	51.7%
Senior Secondary Certificate of Education VCAL	266	200	-33.0%
Other/Non-award	835	698	-19.6%
Grand Total*	6,081	6,477	6.1%

* A student may have multiple qualification enrolments in the same year

A platform of financial strength

In recent years, we have seen significant growth in student numbers, improved business efficiency and significant savings across a number of areas.

This was based on the implementation of a new strategic plan, as well as a program of reform across our entire operations.

Our transformation gave us a platform on which to keep building and strengthening our position – both financially and strategically.

Another solid financial performance in 2019 has allowed us to continue building momentum for the implementation of our five-year strategic plan.

Our numbers illustrate our recent achievements:

- on-campus international student numbers increased by 53 per cent at Ballarat and Berwick
- new Brisbane campus experienced steady growth during its first full year
- onshore international partner providers continued providing degrees in Melbourne, Sydney and Adelaide – with a 104 per cent increase in enrolments from 2017
- total assets of \$805 million with no debt
- revenue totalled more than \$330 million with an operating surplus of \$6.6 million
- strong liquidity and current ratio of 1.82 per cent
- secured permission to take on debt for future growth strategy
- successfully lifted the funding freeze and secured support for future growth at Berwick through Commonwealth-supported places over the next four years.

(\$M)	2014	2015	2016	2017	2018*
Revenue	278.7	272.9	263.1	270.2	330.9
Expenses	275.9	266.5	262.6	277.0	324.3
Operating Surplus (deficit)	2.8	6.4	0.5	(6.9)	6.6
Operating Margin %	1%	2%	0%	-3%	2%
Net Assets	504.8	542.4	544.8	543.1	657.8
Cash Flows from Operating Activities	23.2	14.4	0.9	2.8	40.6

* 2018 figures were available at the time of publication.
Source: Federation University Annual Report 2018



A workplace for remarkable people



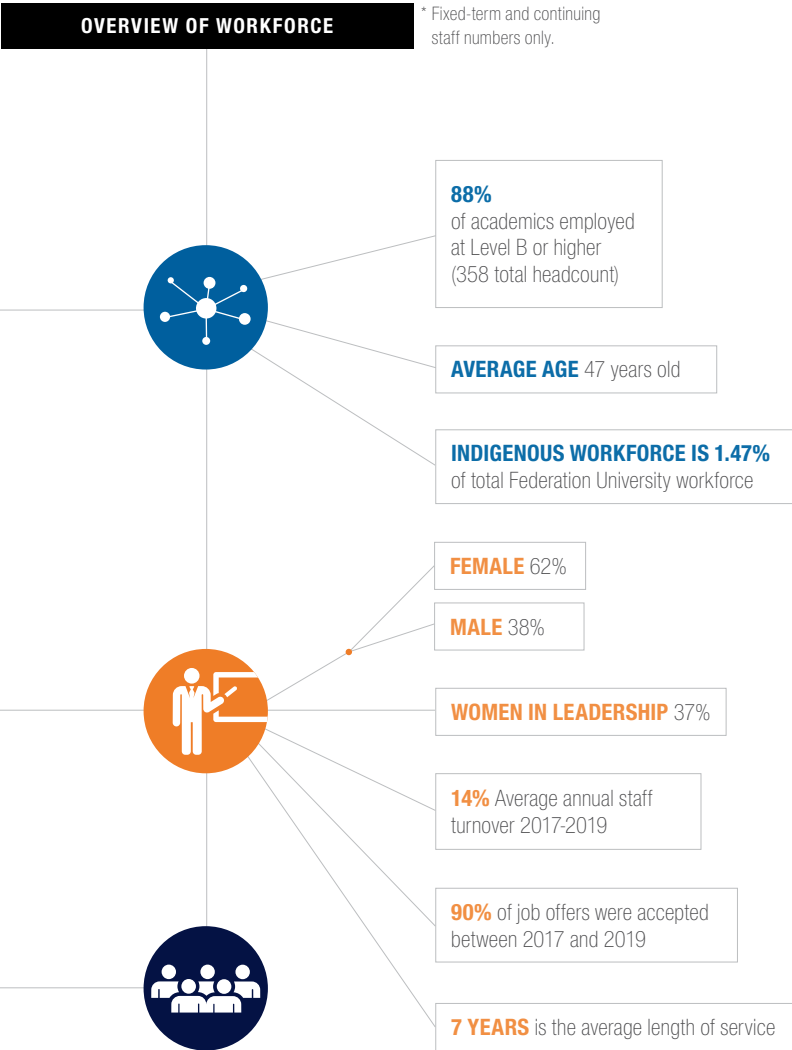
We are committed to attracting, retaining and developing the best talent in the regions in which we operate. From our academic and research staff to those working in student support, we are all part of a collaborative culture that inspires the highest levels of excellence, innovation, integrity and respect.

We are proud of our SAGE Athena SWAN Bronze accreditation in 2019 for recognising our commitment to advancing the careers of women, trans and gender diverse individuals in STEM disciplines in higher education and research.

PORTFOLIO REPRESENTATION*	
Academic	658
Chief Operating Office	312
International	35
Office of the Vice-Chancellor and President	42
Research and Innovation	53
Student Support and Services	319
TOTAL	1,419

FIXED-TERM AND CONTINUING EMPLOYEES*	PERCENTAGE
Academic	29%
Professional	62%
TAFE	9%

FIXED-TERM AND CONTINUING EMPLOYEES*	HEADCOUNT
Academic staff	391
TAFE teachers	126
Professional staff	864
Senior management	38
TOTAL	1,419



* Information correct as at 21 February 2020.
Human Resources, Federation University Australia

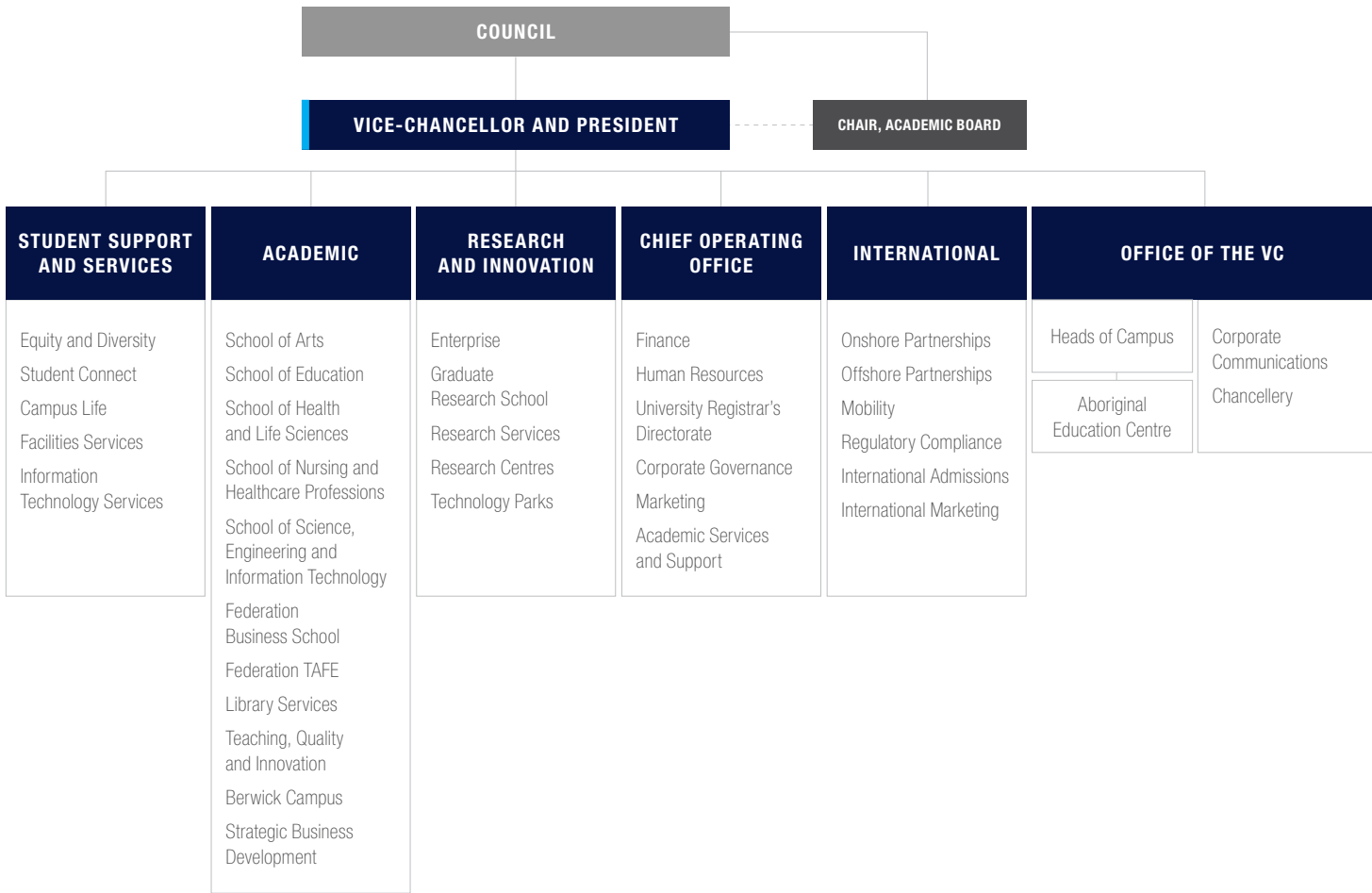
Vice-Chancellor and President

The role of Vice-Chancellor is the Chief Executive Officer and Chief Academic Officer of the university. Based in Ballarat, the role will require you to travel between all campuses, as well as occasionally interstate and overseas.

As Vice-Chancellor, it is your responsibility to provide leadership and direction. You will be an integral part of helping us achieve our strategic goals as a dual-sector educational provider, in a landscape that is constantly evolving.

You are also responsible for our academic excellence, financial growth and sustainability, as well as representing and promoting the university within government, business and the wider communities that we serve.

We are after an outstanding leader committed to our values and the transformational power of education. Someone who is both capable and enthusiastic about driving the culture of collaboration, innovation and inclusivity we are known for at Federation University.



The role

Key responsibilities

In addition to the statutory requirements, the Vice-Chancellor is our Chief Executive Officer and Chief Academic Officer and is responsible for:

- providing to Council strong and effective leadership to realise our vision and strategy
- building our excellence in learning, teaching, research, vocational education and community engagement
- growing our local, regional and international impact by developing and preserving our brand
- driving financial performance, investment and asset/infrastructure management to maintain and deliver a strong operating position
- looking for sound strategic business/commercial opportunities
- promoting a high-performance work environment, in which academic work flourishes and operational goals are achieved
- building an environment and reputation that attracts and retains high-quality staff, research investment and students
- ensuring our productivity and efficiency goals are achieved
- developing strategic partnerships with government, industry, alumni, media and other universities
- complying with relevant legislative and regulatory requirements, so that risk areas are identified and monitored with the right action plans in place.

Your role in governance

The Vice-Chancellor is an official member of the University Council. This means when it comes to governance, you are responsible for:

- ensuring that advice and information is given to the Council, so that informed decisions can be made
- implementing the Council's decisions
- liaising with the Chancellor about our affairs and the performance of our functions
- speaking on our behalf when needed
- promoting more interest in, and development of, the university
- employment, management, supervision, direction and dismissal of our employees
- performing any other function specified or delegated by the Council, or imposed under the Act, or under university statute or regulation or any other written law as a function to be performed by the Vice-Chancellor
- reporting to the Council and relevant Council committees on the following matters:
 - > the compliance of our operations with applicable Commonwealth and State legislation
 - > ensuring policies and procedures are in place across the university, which are adequate and appropriate for maintaining appropriate levels of internal control and managing risks
 - > developing and implementing strategies for wealth generation and wealth preservation through prudential financial management.

Your key working relationships

As the Vice-Chancellor, you will develop a close and effective working relationship with the Chancellor – the principal officer of the Council and titular head of the university.

To properly manage Federation University, it is important that you acknowledge the role of the Chancellor as Chair of our governing body, and your role as our Chief Executive Officer.

As an official member of Council, you will be responsible for bringing together the members and senior executives of the university, to collaborate and work towards achieving our strategic plan.

Our selection criteria

We are looking for someone with:

- demonstrated intellectual distinction and professional standing required to lead a university
- an inclusive, accessible and transformative leadership style, with exceptional interpersonal and communication skills, together with exemplary personal qualities of integrity, intellect, presence and good judgement
- proven ability to build successful local, national and international educational, commercial, public sector and industry partnerships
- a demonstrated ability to influence and shape opinion on tertiary and vocational education and related public policy issues
- proven strategic and inspiring leadership within an academic organisation

- extensive experience and commercial acumen in managing financial, administrative and operational responsibilities, as well as a proven track record in achieving efficiency and productivity goals
- demonstrated capability to achieve our aspirations, and to further enhance our standing regionally, nationally and internationally
- demonstrated success in community stakeholder engagement and partnership that fosters strong regional development
- proven experience in managing relationships with government agencies and leading fundraising activities.

How to apply

We have partnered with **NGS Global** for our search process.

For a confidential discussion, please contact Dr Marianne Broadbent or Mark Lelliott on +61 3 8626 0600 or 1300 138 863.

To lodge an application, please email **applications.australia@ngs-global.com**, citing **J15763**.

This appointment will be made subject to satisfactory reference, probity and security checks.

Living in Ballarat

Our historic home

Ballarat is the original home of Federation University, with the foundation of the School of Mines Ballarat in 1870. We have been building strong relationships with local industries ever since, providing opportunities for students working in community services, health, education, manufacturing and more.

Made famous by the Victorian gold rush, Ballarat is now one of Australia's largest regional cities, where a vibrant mix of heritage, arts, events, food, wine and natural attractions make it one of the most liveable places in the country.

We are proud to be the main tertiary and vocational education provider in Ballarat.

Things to do, places to see

When it comes to art, your first stop has to be the Art Gallery of Ballarat, Australia's oldest and largest regional gallery. Just around the corner, you will find The Lost Ones Gallery, which features exhibitions on the top level and a speakeasy-type bar on the bottom. There is also the Eureka Centre, home of the Eureka Flag, and a host of festivals that run every year.

For something different, see a show at Her Majesty's Theatre, meet the native animals at Ballarat Wildlife Park, or fill your days wandering the shop-lined streets for boutique clothing, books, crafts and local homewares. And for a classic Ballarat experience, pan for gold at the iconic Sovereign Hill.

For nature lovers, Grampians National Park and the Great Ocean Road are nearby, while Lake Wendouree and the Botanical Gardens sit right on your doorstep.

Indulge your inner foodie

Ballarat has a dynamic and renowned culinary scene, with an eclectic mix of wineries, restaurants, cafes, breweries and bars that give Melbourne a run for its money.

Our top picks would have to be the Provincial Hotel's stunning dining room 'Lola' for seasonal, locally-sourced meals and delicious wine. Mitchell Harris Wine Bar for local drops, the Little Bird Café for coffee, Hop Temple for craft beer fans, and Underbar for a fine dining experience that rivals the best in Australia.

Getting in and around

Ballarat is approximately 110km north-west of Melbourne, and a one-hour train journey from Southern Cross Station. Melbourne International Airport and the ports of Melbourne and Geelong are both within one hour of Ballarat.

Major highways connect the region to the industrial centres of Adelaide, Geelong and Portland, the regional cities of Bendigo and Mildura, as well as the agricultural areas of the Mallee and the Wimmera.

A city on the rise

Ballarat is a regional city, but that doesn't hold it back from constantly moving forward. According to the Department of Jobs and Small Business, Ballarat is projected to see a 6.1 per cent increase in employment level over the next five years (May 2023). The education and Training sector itself will see a spike of 4.5 per cent.

The weather of Ballarat

Ballarat enjoys hot summers, moderate springs, gorgeous autumns and cooler wet winters. Top temperatures are usually in January and February, which is also when you will get the least amount of rainfall. During the cooler months, magical fogs and frosts are common, with occasional light snowfalls on nearby Mount Buninyong and Mount Warrenheip.





CELEBRATING 150 YEARS

Fed