Student Senate Induction Manual

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What is the Student Senate?

The Federation University Student Senate is the peak student representative body at the University. The Senate's most important role is to gather and provide student feedback to the senior decision-makers of the University

Established in 2012, following the introduction of the Student Services and Amenities Fee (SSAF), the Student Senate represents Federation University students. It provides a voice to make recommendations about the student experience, including but not limited to student amenities and services. The Senate also acts as an advice-giving body to the Vice-Chancellor, through the Chief Learner Experience Officer.

The Student Senate is governed by the Charter – Student Senate which can be found the Student Senate Webpage.

What is expected of Senate Members?

As a Student Senate Member it is expected that you will be both a representative voice and a student leader. You will consult with the student body, gathering feedback and working to make a positive change to the student experience in areas such as:

- Student amenities and services
- Federation University's policies and procedures in regard to student life
- Student life for students based on campus, studying online or via distance education
- Federation University's physical, cultural and technological learning environments

Senate members should communicate regularly with the students they are representing to understand the general student opinion of the University's projects when required. You will be actively involved with Senate activities and meetings, as well as feeding back student opinion to University projects.

Core duties

Core duties are the activities all Senate members must do to meet the minimum requirements of their role. The following list applies to all representatives, but specific roles may have additional duties. Check the position descriptions to find out more.

- Attend induction into the Student Senate by the Student Senate Executive Officer.
- Listen to the students you represent.
- Submit a report each meeting on student feedback and anything you've done using the report template.
- Prepare for each Senate meeting by reading the agenda and reports.
- Attend each of the 8 Student Senate meetings or provide a reason for absence in advance.
- Participate in 2 or more Student Senate Forums
- Actively be involved with Portfolios (limit of 2 portfolios per member)
- Senate members will actively contribute to discussions at meetings, via email and, on MS Teams, providing feedback from relevant student groups in relation to actions, policies and new developments within Federation University

What is the time commitment for the Senate?

It is expected that the time taken to complete your core duties as a Senate member will be around 2hrs per week for Senate business. This will vary depending upon the role that you may take within the Senate.

What are the benefits of being on the Senate?

There are many benefits that come with being part of the Student Senate, including:

- Opportunities to develop and enhance leadership skills
- Opportunities to increase networks within the University through engagement of both staff and students
- Opportunities to raise your professional profile
- Enhancing professional development through leadership workshops and programs
- Gaining experience and knowledge in relation to the functioning and organisation of committee meetings.
- Building skills and work experience to add to your resume, increasing your employability.
- Taking part in functions and events at Federation University

Who is on the Senate?

The Federation University Student Senate is made up of both Elected and Ex-Officio members.

- **Elected members** are appointed by the student body through an election process.
- **Ex-Officio members** are co-opted onto the Senate via positions that they hold on other Federation University Committees or boards. They have also been through an election process for the committee/board they sit on.

Who Supports Senate Members?

Executive Officer

The Executive Officer's main role is to provide advice and support to Senate members by carrying out the following actions:

- Promoting and coordinating the nomination and election process
- Inducing official and ex-officio members
- Collating agendas, meeting minutes and student feedback
- Acting as a point of contact for Senate members and general enquiries
- Working closely with Senate members to organise activities such as Forums
- Assisting with promotional activities

The Executive Officer does not have voting rights.

Senate Advisors

Senate Advisors are senior Federation University staff members in place to support the Student Senate, by giving advice to members on University matters when requested. Advisors assist whenever possible with a range of topics including, but not limited to:

- Federation University policies and procedures
- Connecting Senate members with appropriate contacts
- Providing important historical information
- Advising on funding available to students
- Promoting the Senate
- Supporting members to create action
- Escalating key issues to the senior team where necessary

Senate Advisors are able to submit items for meeting agenda and can actively debate in meetings. However, their role is purely one of support and advice, they are not able to vote on issues raised by the Senate.

The Student Senate currently has two permanent Advisors as detailed in the Charter. The staff positions are:

- **Director Retention, Innovation and Student Experience**
- **Director, Student Services and Registrar**

In addition, the Student Senate also receives support from the Vice Chancellor in relation to student issues. To ensure communication between the Vice-Chancellor and the Student Senate, a report is submitted to the Vice Chancellor after each meeting. The Chancellor and Vice-Chancellor are both very open to discussing student concerns via the Senate.

Senate members, with the Chair's approval, may call on additional University staff advisors to attend all or any meetings and advise the Senate. Such advisors will have the right to attend meetings when invited, submit items for the agenda, and right of debate.

Advisors do not have voting rights.

What is the Student Services & Amenities Fee?

On 11 October 2011, the Australian Parliament passed legislation allowing universities and other higher education providers to charge a fee for student service and amenities of a non-academic nature. SSAF is a compulsory payment for students enrolled in Higher Education on a full time or part time basis.

How much do higher education students pay?

The yearly fee is calculated and charged progressively for each semester, and is based on your enrolled load within a calendar year. The maximum amount charged to any student

enrolled in 2024 is $351 and may be less depending on your program study mode and enrolled load.

The following fee structures apply to higher education students studying in a Commonwealth Supported or Domestic Fee Paying place.

2024 Student Services and Amenities Fee schedule	
Student Cohort, Course Campus and Equivalent Full-Time Study load (EFTSL)	**Amount**
Ballarat, Gippsland, Berwick & Wimmera Campuses Flexible/Blended Delivery, Chisholm	
Less than 0.125 EFTSL	$0
0.125 EFTSL to less than 0.750 EFTSL	$263
0.750 EFTSL and above	$351
Online Learning (ODL) & FedOnline (FOL)	
Less than 0.125 EFTSL	$0
0.125 EFTSL to less than 0.750 EFTSL	$197
0.750 EFTSL and above	$263
Other	
Higher Degree Research (HDR) students Cross-institutional students International fee-paying students	$0 $0 $0

EFTSL = Equivalent Full-time Student Load

What are the duties and responsibilities of Student Senate in relation to the SSAF?

The duties and responsibilities of the Student Senate are to discuss issues that are referred to them by the senior bodies within Federation in relation to the Government requirements for student services and amenities. To consult, discuss and consider all advice from the student body (Higher Education, TAFE, VET, VCP, VCE VM), also including partner providers (within Australia) and students studying online or via distance education. Further, make suggestions

to the Vice-Chancellor, through the Chief Learner Experience Officer, or appropriate university body about student services and amenities at campuses and partner provider's locations and the use of SSAF funding.

What can SSAF funding be spent on?

Universities that charge a student services and amenities fee will only be able to spend the fee on the provision of the following services:

- Providing food or drink to students on a campus of the University
- Supporting a sporting or other recreational activity by student
- Supporting the administration of a club whose members are mostly students
- Caring for children of students
- Providing legal services to students
- Promoting health or welfare of students
- Helping students secure accommodation
- Helping students obtain employment or advice on careers
- Helping students with their financial affairs
- Helping students obtain insurance against personal accidents
- Support debating by students
- Providing libraries and reading rooms (other than those provided for academic purposes) for students
- Supporting an artistic activity by students
- Supporting the production and dissemination to students of media whose content is provided by students
- Helping students develop skills for study, by means other than undertaking courses of study in which they are enrolled
- Advising on matters arising under the University's rules (however described)
- Advocating students' interests in matters arising under the University's rules (however described)
- Giving students information to help them in their orientation
- Helping meet the specific needs of overseas students relating to their welfare, accommodation and employment
- Universities can choose to deliver the services and amenities themselves or contract a third party to deliver the services and amenities on their behalf.

SSAF funding cannot be used for the provision of academic services, or used to support political parties or the election of a person to a Commonwealth, State or Territory Parliament or local Government body.

Senate Responsibilities

Code of Conduct

- They should inform the Chair if there is any conflict of interest with regards to any matter that is listed on the agenda and regard this in the Conflict of Interest Register
- If contacted by the media, Senate members are requested to direct these inquiries to the Student Senate Executive Officer in the first instance

- Respect the rights of other students and staff and act in accordance with the Student Senate Charter and Federation University's policies and procedures
- Ask for directions and support to clarify your role or any issues that may arise within your role
- Attend training, including induction, as related to your position with the Senate
- Senate members must abide by the Federation University policies and procedures

Chair

Position Summary

The Chair is elected by the Senate Members and can either be an Elected or Ex-Officio member. The Chair must ensure the Student Senate functions properly, that there is full participation during meetings, that all relevant matters are discussed, and that effective decisions are made and carried out.

The role of the chair requires work between meetings, external representation of the organisations, and work with University staff. Chairing the Student Senate requires diplomacy and leadership skills of a high level.

Key Responsibilities of the Chair:

- People management, motivating and supporting Senate members to create action
- Acting as the public face of the Student Senate, including attending key university events and meetings, and presenting on behalf of the Senate where necessary
- In conjunction with the Executive Officer decides on the Agenda items for all meetings
- Prior to the meeting the Chair ensures that they are informed of all the content of the agenda and papers to be discussed at the meeting
- The Chair manages all meetings, ensuring they are properly organised and a quorum is present for voting purposes
- The Chair allows for the diversity of student interests and views
- Chairing official Senate meetings, including facilitating discussion among members, opening and closing the meeting, reporting the background and key information on agenda items
- The Chair is also responsible for initiating and/or supporting the gathering of feedback from students where direct discussion from the student body may be of importance
- The Chair is responsible to provide information in relation to student amenities for consideration to the Vice-Chancellor
- The Chair in partnership with the Executive Officer prepares an annual report for presentation to the University Council on the operation of Federation University Australia's Student Senate and status of recommendations made to the Vice-Chancellor
- The Chair actively promotes Federation University Student Senate and its work.

Deputy Chair

Position Summary

The Deputy Chair is elected by the Senate members and can be either an Elected or Ex-Officio member.

Key Responsibilities for the Deputy Chair

- The Deputy Chair will carry out the chair's duties in his or her absence, with the acknowledgement of the Senate as being capable and suitable to do so
- The Deputy Chair will provide support and assistance to the Chair in carrying out their responsibilities and may take on specific duties from the Chair where delegated and appropriate.

Elected Members

Specific responsibilities for each elected member's position can be found in the individual position descriptions.

Removal of members

Within the Senate, circumstances can occur which require the removal of members. This can occur if:

- An elected member fails to attend 3 consecutive meetings without asking for a leave of absence from the Chair
- If they have been found to have neglected their duties, or disregarded the objectives of the organisation
- If a member is hindering the Senate through behaviour that is disruptive and disrespectful to other members or impedes the Chair directing the meeting; or
- If a Senate member has engaged in any breach or discipline or misconduct in relation to any matter

In these circumstances, the member must be told in writing of the allegation or breach of duties, at least one week prior to the Senate meeting. They can respond in writing, and attend and be heard at that meeting. Subsequently, the Senate can vote and it is four-fifths majority vote the member is removed from their position.

Resignation of members

An elected member of the Student Senate, other than the Chair, may resign by writing delivered to the Chair.

The Chair may resign by writing delivered to the Vice-Chancellor.

Absence

If an elected member expects to be absent from more than 3 consecutive meetings in any calendar year, the member has options to:

- Seek a leave of absence in writing from the chair
- Resign their position from the Committee in writing delivered to the Chair

Communicating with the student body

It is important that all Senate Members are aware of student issues and opinions. This means talking to other students and letting them know you are there to represent them. You will need to be proactive in your approach, as you will be representing the needs of more students than just your own circle of friends. Federation University's Student Senate members will be expected to lead forums and consult with students from their elected representative area, and further afield, for example, institute representatives will be expected to communicate with students within their institute, but they may also be needed to support campus representatives to run a student forum.

How to support students

Students will often seek your help with issues they are having. It might be that they are unhappy with their lecturer, are unhappy with the facilities on their campus, want more opportunities for industry experience, feel depressed, or feel like someone is acting inappropriately towards them. The kinds of questions and issues they might bring you are diverse and complicated!

To best support them we recommend you think about this in three steps:

- 1. REFER
  Can you refer them to a service?
- 2. RELEVANT
  Is it relevant for the Senate?
- 3. RAISE
  But respect their privacy.

REFER: Can I refer them to a service?

Your first step (after listening) should be to consider if there is a service at the University that can support this student?

Remember: it is not your job to fix students' issues.

The University many services with trained experts who can best support our students. You can say things like:

- "Have you spoken with <service>? They are really great at helping students in your circumstances."
- "Lots of other students have found <service> helpful in the past. Have you thought about speaking with them?"
- "There are lots of services at the University that might be helpful for you, but I'm not sure which one to suggest. Do you mind if we look some up together?"
- "If you're not happy with the outcome, you can chat to me again."

Of course, you should never make a student feel that they have made a mistake by bringing a problem to you. Thank them for raising it with you – talking to other people about problems takes courage and it would be terrible if they walked away from the interaction feeling less courageous for next time.

A FEW PLACES YOU MIGHT DIRECT STUDENTS

Their lecturer or course coordinator	An important first step for students unhappy about an academic matter. Students can talk to them about anything relating to their course, marks, extensions, etc.
Student Advisory	Advice, support and information on understanding University policy and procedure, disputing a University decision or raising a formal grievance.
International Student Support	Support service for international and students from a different cultural background (even if they are an Australian citizen). Students can connect from this service to any other service, so it's a great starting point for international students.
Equity & Diversity Office	Advice, support and information on matters relating to equity and diversity including support with sexual harassment/assault, or discrimination.
Counselling	Personal, study, mental health or well-being concerns. You can talk about anything, it doesn't have to be University related.
Complaints Portal	A great all-rounder. Students can lodge a complaint online; the University will keep the student informed as they handle it and ensure there's a proper response.

RELEVANT: Is the issue relevant for the Senate?

The Student Senate's main work is to recommend changes to University process and policy, or to ask the University to try something new. Answering if "is this a systemic or individual issue" will help you work out whether the student's feedback is relevant for you to also raise through

the Senate. It can sometimes be hard to work out if something is relevant to raise with the Senate. If in doubt, just ask.

Systemic issue	Individual issue
The issue seems to arise from a problem with the current processes or policies of Federation University. Or, the issue is an individual problem that keeps coming up over and over suggesting a systemic failure to resolve it. With a systemic issue, there appears to be a way in which Federation University could improve. It could be an improvement to the quality of services, policy or processes. This is within the scope of the Senate.	A problem relating to the isolated experience of a student (or a group of students) and is unlikely to recur at other times or in other areas of the University. It is limited to some individual staff and/or students and can likely be addressed by existing student support services. It does not relate to a problem with the policies and processes of the University. This is NOT within the scope of the Senate.

The following examples can be used to clarify:

Issue	Type
Students want a business incubator service.	Systemic. The University could improve by offering this new service. Raise at a meeting.
Students are unhappy with their lecturer.	Individual. The University has a process in place for this, the Senate should only get involved if...
Students are unhappy with the response to their complaint about their lecturer.	Systemic. The students tried using the right process and aren't happy with how that went. When the right system isn't working out, it is a good time for the Senate to get involved.
Students want to start a yodelling club.	Individual. The University has staff to support students starting a new club, you just need to look them up and refer them.
Students want more affordable parking on their campus.	BOTH. Ok, that was a bit of a trick question. The issue is individual. However, as you might discover if you tried to direct them to a service the University doesn't have a process to handle individual student feedback about facilities – which is a systemic issue. So, the Senate should raise it for them.
A student wants word count guidelines to be more consistent across their courses.	Systemic. Fixing this would involve an improvement to rules and processes, so it's a systemic issue.

RAISE: but respect their privacy.

If the issue is relevant for the Senate (or you want to ask if it is) there are lots of good ways to do that. You could post in Microsoft Teams and ask the other reps, send a private message in Microsoft Teams to the Advisors or the Executive Officer, or bring it up at the next meeting.

If you're going to raise it, you need *consent* and *privacy.*

Make sure you ask the student when they speak to you if it's OK if you raise this matter without identifying them. When you then talk about a student issue, avoid using names or identifying details. If you are going to need to identify the student, get their consent and make sure the setting is right. Do it one-on-one with an appropriate staff member or the Senate Chair, not in a full Senate meeting.

Senate attendance at events

Throughout the year the Senate is invited to various events and BBQs. These provide great opportunities to spread the word of all the hard work the Senate puts in. They also provide further opportunities to be able to talk with the student body and obtain feedback within a casual environment.

Student Forums

Student Senate members will hold at least two forums during the academic year, which are open to all students on their relevant campus. Forums are open meetings designed to give students a chance to have open discussions and express their concerns, they also allow the Senate Members a chance to gather genuine feedback to create action. All Senate members based at a particular campus should endeavour to work with other Senate members to run forums. Members should let reps from other campuses know of their planned forums and allow members from other campuses to contribute topics to gather feedback on.

Planning your forum

Forums are planned in consultation with the Executive Officer and Senate Chair. In planning your forums you will need to consider the points below:

- **Date and Time**

Establishing a date and time for your forum is very dependent on the student cohort you are attempting to attract to the forum. This will vary for each campus and forums should be held at a time that provides maximum interaction with the student body. It is advisable to plan your first forum at the end of Semester 1 and your second forum in the middle of Semester 2.

Talk with program coordinators to find out which day of the week most students are on campus, and if there is a particular time during the day that students are free.

- **Venue**

The forum should be held in a venue that allows all students the opportunity to attend. It also helps if the venue is very visible, or it is close to where lots of students might walk by.

- **Method of Facilitation**

It is up to you how you facilitate the forums, encourage group discussion amongst students and how feedback is recorded. Here are examples of how forums have been facilitated in the past.

- Note Taker/Facilitator – One Senate Member is designated as a note taker whilst another facilitates discussion with students
- Sticky Notes – Hand out post it notes for students to write one positive and two negatives about the University
- Questions – Write key questions on individual pieces of butcher paper and ask students to write comments and feedback on the butcher paper

- **Equipment**

Once you have decided on a facilitation style, consider what equipment you will need and book it through the Executive Officer. Some examples might include:

- Butchers Paper
- Pens
- Sticky Notes
- Senate promotional material
- Food

Past Senate experience has shown that by providing free food you have greater involvement from students. Depending on your campus will also determine the food.

Marketing the Forum

Marketing your forum to the relevant student body can occur in a number of ways:

- Word of mouth
- Posters
- Campus/Uni wide email
- Senate Facebook and Instagram page
- TV Screens around Federation University

At the Forum

Having Inclusive Participation – as the Senate facilitator you should help keep the discussion open and flowing allowing everyone to have a chance to fully and equally participate and share their views. It is important to encourage students to listen to each other as well as give their own feedback.

Facilitation skills:

- Student Senate members assist with the facilitation of forums by engaging and interacting with students who are present to encourage them to document their concerns.
- The facilitator does not 'lead' the discussion but helps direct it towards a positive and productive outcome.
- The facilitator helps channel the issues raised by participants into organised and recorded ideas while encouraging people to share and exchange their thoughts and opinions
- Increasing personal learning – participants should come away with a new ideas and insights shared in the group
- Providing access – Forums extend an opportunity for Federation University's students to have a voice in a physical setting
- Being a Catalyst for Action – in bringing people together to discuss issues of common concern, ideas can be exchanged that lead to action and new collaborations
- The discussions are documented on butcher's paper, which is recorded digitally by the senate members responsible for the forum and sent through to the Executive Officer

What happens after a Student Forum?

There should be a meeting called by the relevant representatives with the Executive Officer and Senate Advisor to discuss the issues that may have arisen through the forum. Within this meeting, the Senate member will be assisted to plan how to act on the feedback collected from the relevant student body.

Student Senate Meetings

The Student Senate meets up to 8 times per year, with the option for extra/emergency meetings deemed necessary by members. The meetings are held online on a Tuesday, 6 pm, with dates set in advance and available on the senate webpage.

Meeting Protocol

- Calls for Agenda Items will be sent out to all Senate members and Advisors via the Executive Officer two weeks prior to each meeting. If you have a proposal to make at the upcoming meeting, papers will ideally be prepared and distributed at the time of the call for agenda items to allow members to read and prepare any feedback on the paper. Please get in touch with the Executive Officer if you would like to make a proposal.
- Notice of a meeting and an electronic copy of the agenda papers shall be circulated by the Executive Officer to each member no later than the Thursday prior to the meeting
- Please RSVP to the Executive Officer
- If you are an apology for the meeting, please email your report to the Executive Officer prior to the meeting
- The Chair supervises all meetings of the Senate; in the absence of the Chair, the Deputy Chair shall preside over the meeting.
- The Chair guarantees that all items on the agenda are dealt with in sequence unless the meeting agrees otherwise, whilst maintaining order during the meeting

- The Chair allows sufficient time for members to discuss and debate issues, confirming that all members are aware of the decision that has been reached prior to voting
- The Chair declares the meeting closed when all matters on the agenda have been discussed or transferred to the next meeting.

Quorum

In order to be able to hold a meeting and vote on matters or motions there needs to be a quorum present. A quorum is defined as 50% of the voting membership. If a quorum is present at the commencement of the meeting, the meeting may continue until attention is drawn to the lack of a quorum. When this occurs, the meeting shall be adjourned until such time as the Chair may determine. Where a meeting is adjourned for lack of quorum the reconvened meeting shall normally deal only with matters listed for the original meeting which were not dealt with.

Productive meetings require the contribution of all members of the Student Senate, working as a team and taking joint responsibility for ensuring that issues are given due consideration and decisions taken are made in a respectful and positive environment.

Meeting Procedures

The Agenda

- Refers to 'things to be done'.
- Provides a guideline for a good meeting.
- Distributed no later than the Thursday prior to the meeting, to all members.

Attendance

Senate members must make every effort to attend all meetings of the Student Senate. In the case of Ex-Officio members, they must also ensure that they attend the relevant committee and board meeting for their position.

Apologies

Members who are unable to attend should convey their apologies to the Executive Officer prior to the commencement of the meeting. In the case of an apology the Student Representative is still required to email a report to the Executive Officer. The apology shall be presented on the agenda and the meeting minutes.

Motions or Amendments

- A motion is a proposition submitted to a meeting with a view to it being adopted by a majority vote
- A motion or amendment shall be couched in definite and precise language and should usually be affirmative in form
- A motion can be proposed, seconded, withdrawn, amended or defeated
- A motion or amendment needs to be proposed by a member before it can be voted on.

- A resolution is a motion that has been carried by the requisite majority voting in its favour

Minutes

- Minutes are a written record of the business of a meeting
- Minutes will be taken and recorded for all meetings of Federation University's Student Senate
- Minutes will be drafted by the Executive Officer for the approval of the Chair and Advisors, for information within two weeks of the meeting
- At each meeting of Federation University's Student Senate, the minutes of the last preceding meeting will be amended if incorrect, confirmed and recorded as a true and accurate record
- The minutes will record any declaration of a conflict of interest by a member with respect to business discussed at the meeting
- Minutes of proceedings of every meeting of the Student Senate are recorded and maintained for that purpose. Any such minutes bearing the signature of the Chair are prima facie evidence of the proceedings of the meeting.
- In addition to being provided to members who attend meetings, the minutes are placed on Federation University's Student Senate webpage for access by staff and students

The formal recorded minutes of the meeting will summarise the outcomes for matters identified as confidential but the version of the minutes to be placed on the web will have all references to confidential matters removed.

Voting

- Voting is conducted electronically
- Upon any question arising at a meeting of the Senate, a member has one vote only
- All votes must be given personally (proxy voting not permitted)
- In the case of equality of voting on a question, by motion of the Senate the matter will be referred to a sub-Committee of relevant Senate members for decision. Members of the sub-Committee are chosen by resolution of the Senate.

Observers

- Meetings of the Federation University Student Senate may be attended by people approved by the Chair to attend the meeting as an observer
- Observers of the Federation University Student Senate meeting will be entitled to see and hear the proceedings of the Senate and will have the right to contribute to debate at Senate meetings

Observers at a Federation University Student meeting may be required to leave the meeting by the Chair, or by majority vote of members, or when the Senate considers any confidential information.

Best Practice

- All members are to have their cameras turned on when attending the meeting
- If a member would like to speak, notify the Chair by pressing the 'Hands Up' icon in Microsoft Teams

Federation University Structure

The University Council uses the 'Federation University Australia Act 2010' and the 'Role of the Council' as a guide for when making important decisions in relation to the University.

Our organisation

Council

Vice-Chancellor and President
Professor Duncan Bentley

Senior Advisor, Government Relations
Jaime de Ano

Academic Board Chair
Professor Bernadine Van Gramberg

Director, Strategy, Governance and VCO
Megan Tucker — University Secretary
- Governance
- Strategy and Planning
- Policy Services
- Executive Services

Chief Financial Officer
John Blair
- Financial Management
- Financial Operations
- Corporate and Commercial Finance

Chief Operating Officer
Paul Oppenheimer
- Office of COO
- People and Culture
- Transformation, Assets and Commercial
- Information Technology Services
- Digital Architecture
- Legal and Compliance
- Fed Services
- Library Services
- Research Services

Chief Learner Experience Officer
Samantha Bartlett
- Marketing and Growth
- Student Services and Registrar
- Retention, Innovation and Student Experience
- Digital Channels and Strategy
- Corporate Communications, Events and Advocacy

DVC, Global, Engagement and Quality
Carolyn Chong
- Engagement
  - Co-operative Placements
  - Regional Strategy and Engagement
  - Business Development
  - Advancement and Alumni
- Indigenous and AEC
- Reconciliation and National Centre for Reconciliation Truth and Justice
- Quality and Accreditation
- Global

Pro-Vice-Chancellor, VET and Pathways
Chief Executive, TAFE
Darren Gray
- Disciplines
  - Ballarat Tech School
  - Building and construction
  - Community services
  - Corrections education
  - Healthcare industries
  - Pathways
  - Renewable energy and engineering
  - Service industries and environment
  - Technology, education and business
- VET and Pathways

Pro-Vice-Chancellor, Learning and Teaching
Executive Dean, Institute of Education, Arts and Community
Professor Birgit Loch
- Disciplines
  - Arts, criminology and criminal justice
  - Education and early childhood
  - Performing arts
  - Social work, community and human services
  - Visual arts
- Learning and Teaching

Pro-Vice-Chancellor, Research
Executive Dean, Institute of Health and Wellbeing
Professor Remco Polman
- Disciplines
  - Exercise and sport science
  - Midwifery
  - Nursing
  - Occupational therapy
  - Paramedicine
  - Physiotherapy
  - Psychology
  - Public health
  - Speech pathology
- Centre of Smart Analytics (CSA)
- Future Regions Research Centre (FRRC)
- Centre for New Energy Transition Research (CfNETR)
- Graduate Research School
- Research

Pro-Vice-Chancellor, Innovation
Executive Dean, Institute of Innovation, Science and Sustainability
Professor Iven Mareels
- Disciplines
  - Business
  - Engineering and mathematics
  - Information technology
  - Science
- Centre for eResearch and Digital Innovation (CeRDI)
- Collaboration Evaluation and Research Centre (CERC)
- Health Innovation Transformation Centre (HITC)
- Innovation

Federation at a glance

	Higher Education				TAFE			
	Students		EFTSL		Students		EFTSL	
	2023	2024	2023	2024	2023	2024	2023	2024
Grand Total	13,248	12,520	8,851	8,712	5,228	5,984	1,851	2,118
By Gender								
Female	7,736	7,762	5,274	5,469	1,553	1,721	730	895
Male	5,429	4,671	3,519	3,188	3,652	4,238	1,114	1,213
Unspecified	83	87	57	56	23	25	7	10
By Attendance								
Full-Time	6,184	6,658	5,899	6,362	609	785	718	935
Part-Time	7,064	5,862	2,952	2,350	4,619	5,199	1,133	1,183
By Enrolment Status								
Commencing	6,326	4,855	4,061	3,151	3,561	4,410	1,136	1,314
Continuing	6,973	7,741	4,790	5,561	2,008	1,980	715	804
By Nationality								
Domestic	7,775	8,468	5,220	5,732	5,228	5,983	1,851	2,118
International	5,488	4,055	3,631	2,980	–	1	–	–
By Funding Source								
Domestic Fee-Paying	49	55	14	14	392	555	22	24
Government Funded	7,534	8,223	5,084	5,594	3,339	3,375	1,555	1,783
International Students	5,487	4,054	3,630	2,979		1		–
Research Training Program	205	210	122	125				
Corrections Victoria					866	1,343	109	111
VET in School					684	788	166	200
By Level of Course								
Associate Degree / Diploma	293	323	157	179	725	757	516	581
Bachelor Degree	9,016	8,548	6,213	6,159				
Graduate Diploma / Graduate Certificate	741	797	321	338				
Masters Degree by Coursework	2,667	2,190	1,824	1,636				
Cross-Institutional / Non-award	318	436	144	188	487	891	76	127
Research Degree	282	282	189	189				
Undergraduate Certificate	15	64	3	24				
Certificates					4,216	4,786	1,259	1,410
By Campus								
Ballarat Campuses	4,078	3,707	2,941	2,884	3,663	4,200	1,494	1,761
Berwick	2,377	2,445	1,746	1,936				
Churchill	1,501	1,573	1,118	1,212				
Brisbane	123	51	113	20				
Horsham	1	30	0.375	22	396	418	161	214
Online	1,572	1,796	795	891	11	18	3	2
Federation Online	451	848	186	404				
Onshore Domestic Partner Providers	239	233	151	222				
Onshore International Partner Providers	1,736	684	1,121	460				
Offshore International Partner Providers	1,200	1,195	679	662				
Workplace Delivery					387	57	84	30
Corrections Facility					866	1,343	109	111

Workforce disclosures December 2023 and December 2024

| | December 2023 | | | | | | | December 2024 | | | | | | |
| | All employees | | Ongoing | | | Fixed-term and casual | | All employees | | Ongoing | | | Fixed-term and casual | |
	No. (headcount)	FTE*	Full-time (headcount)	Part-time (headcount)	FTE*	No. (headcount)	FTE*	No. (headcount)	FTE*	Full-time (headcount)	Part-time (headcount)	FTE*	No. (headcount)	FTE*
Gender								**Gender**						
Women executives	19	17.8	1.0	0.0	1.0	18.0	16.8	17	16.5	1	0	1.0	16	15.5
Women (total staff)	1,139	855.1	513.0	263.0	682.7	363.0	138.7	1,125	797.4	510	243	669.7	372	127.7
Men executives	26	25.8	1.0	0.0	1.0	25.0	24.8	25	24.9	1	0	1.0	24	23.9
Men (total staff)	652	550.8	377.0	53.0	412.1	222.0	172.4	642	499.0	371	50	404.0	221	95.0
Self-described	6	3.8	2.0	0.0	0.0	4.0	1.8	11	5.8	4	1	4.8	6	1.0
Prefer not to say	1	1.0	1.0	0.0	0.0	0.0	0.0	3	2.5	2	0	2.0	1	0.5
Age								**Age**						
15–24	68	24.3	15.0	2.0	16.3	51.0	8.0	89	15.5	8	2	9.5	79	6.0
25–34	283	205.7	128.0	48.0	157.3	107.0	48.4	273	176.2	118	35	140.1	120	36.1
35–44	496	405.7	262.0	98.0	325.5	136.0	80.3	480	372.7	255	95	318.0	130	54.7
44–45	487	400.6	252.0	84.0	307.8	151.0	92.7	476	387.2	266	79	317.5	131	69.7
55–64	360	305.5	196.0	62.0	237.8	102.0	67.7	354	284.6	198	64	241.4	92	43.2
Over 64	104	68.9	40.0	22.0	53.1	42.0	15.8	109	68.3	42	19	53.8	48	14.5
Total Employees	1,798	1,410.7	893.0	316.0	1,097.8	589.0	312.9	1,781	1,304.6	887	294	1,080.4	600	224.2

* FTE does not include casuals/sessionals.
Census date is 31 December each year.
Does not include staff employed by third party providers.

Probationary staff are included in the ongoing staff statistics.
Includes casual/sessional staff who were actively engaged in work not just those with an open contract

Casual workforce disclosures

| | December 2023 | | March 2024 | | December 2024 | |
| | Casual employees | | Casual employees | | Casual employees | |
	Number (Head-count)	FTE	Number (Head-count)	FTE	Number (Head-count)	FTE
Total Employees	234	*N/A	439	*N/A	347	*N/A

Statement on occupational health and safety

There were no fatalities reported in 2022, 2023 or 2024 at the University.

OHS Performance Indicators	2022	2023	2024
Number of hazards/incidents reported per 100 full-time equivalent staff members	5.55	9.78	11.41
Number of 'lost time' standard claims per 100 full-time equivalent staff members	0.37	0.50	0.15
Average cost per claim (including payments to date and estimated outstanding claim costs)	$186,506	$116,699	$16,252