



Australian Government
Department of Education

2019 Mission Based Compact
Between the Commonwealth of Australia and La Trobe University

PURPOSE

This compact is an agreement between the Commonwealth and the University. Entering into a compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a mission-based compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

MISSION

In this section the University should refer to information on:

- *its primary focus over the term of this compact*
- *its values and aspirations, what it does and how it can best serve the interests of its students, staff and key stakeholders*
- *how the university has responded to the French Review recommendations to adopt the Model Code on free speech and academic freedom.*

The purpose of La Trobe University is outlined in the La Trobe University Act, 2009:

'To serve the community of Victoria for the purposes of higher education, for the education, economic, social and cultural benefit of Victorians and for wider Australian and international communities... providing access to quality higher education to those from disadvantaged communities.'

Our mission: Advancing knowledge and learning to shape the future of our students and communities.

Our vision: To promote positive change and address the major issues of our time through being connected, inclusive and excellent.

The La Trobe University Strategic Plan 2018 - 2022 was released in November 2017. This Plan identifies four core objectives :

1. To deliver a consistently high quality experience for all students;
2. To continually improve graduate employability outcomes;
3. To achieve continual and sustainable increases in research income, productivity, impact and recognition, and
4. To become recognised as an 'unrivalled Partner of Choice'.

These objectives are supported by three enablers: One University, many communities; Operational Excellence; and Revenue Growth. The *Strategic Plan 2018-2022* identifies key performance indicators and targets for each objective and enabler.

The University is the only State-wide higher education provider in Victoria. The delivery of education and training outcomes for rural and regional Australians is central to La Trobe's mission, and La Trobe serves close to 9,000 students from rural and regional areas at our campuses in Albury-Wodonga, Bendigo, Shepparton, Mildura and Melbourne. La Trobe's Rural Health School is Australia's newest University Department of Rural Health (UDRH) and has the largest share of rural and regional origin students enrolled in nursing, dentistry and allied health

when compared to the three other Victorian UDRHs. A key Enabler within our *Strategic Plan 2018-2022* is One University, Many Communities: our goal is for our regional campuses to facilitate economic and community development in the communities we serve.

UNIVERSITY CITY OF THE FUTURE

The La Trobe University City of the Future reimagines what it means to be a university in the 21st century. By turning our campus inside out, and inviting community and industry in, we are transforming the way we work with and serve our communities. As Victoria's only truly State-wide university, we will connect with local issues and apply our world-class research strengths to industry and community needs across regional Victoria. Our partnership with the public and private sectors will see A\$5 billion invested in the creation of a vibrant and sustainable new city with a significant residential population. This new city in Melbourne's north will include a world-class research and innovation precinct, health and community services, new student and residential accommodation, retail and cultural spaces, sport and recreation facilities, and improved transport connections. This will establish the 235-hectare Melbourne campus in Bundoora as a new knowledge community and a place to work, live, learn, socialise and stay healthy.

Traditional universities work in isolation from the world around them; La Trobe chooses to be different. We are closely connected to the communities around us and we address issues of global importance in our teaching and research. We seek to link education and industry and the social and cultural life of the community with researchers and innovators to address pressing social problems, to better understand the social, scientific and cultural factors shaping our region and to contribute to building a stronger, more resilient society.

La Trobe's University City of the Future is the centrepiece of this way of working. It will profoundly transform the experience of our students, staff and local communities. Partnerships at our University City of the Future will be connected to local industries and communities across our regional campus network to address regional challenges and opportunities. National and international research collaborators, industry partners, government and other stakeholders will seek us out because we will be known as a university that truly collaborates with its partners to achieve world-leading outcomes.

By opening up our campus, we will create an exciting and accessible learning environment to promote access for all. Our learning and teaching will be deeply connected with industry and will equip our graduates with the skills employers need. We will support our graduates to excel in their chosen careers and make a real difference in the world. We will support innovation and entrepreneurship for our students and local communities to develop new economies and new industries. And by bringing together cutting-edge facilities, pure and applied researchers, international consultancies and deep industry partnerships, we will develop strategic international collaborations that expand the reach and impact of our research.

RESPONSE TO THE FRENCH REVIEW

For more than 50 years La Trobe has been an institution which has embraced free speech and enabled a robust diversity of views. The *La Trobe University Act 2009* requires that the University serve the public interest by "promoting critical and free enquiry, informed intellectual discourse and public debate" and the *La Trobe University Collective Agreement 2018* expressly addresses academic freedom and intellectual freedom. In March 2019, the Vice-Chancellor established the Freedom of Expression and Academic Freedom Working Group, co-convened by the Chair, Academic Board and the Deputy Vice-Chancellor (Academic) and comprised of staff from relevant areas across the University, including staff and student nominees of Academic Board. The Working Group reviewed how La Trobe might best adopt the French Review Model Code, particularly in light of the University's current staff Collective Agreement and its internal policies and procedures. Against this background, the Working Group made recommendations for new and revised policies to be implemented at the University to enable adoption the French Review Model Code without modification. The usual process of University-wide consultation is occurring in October 2019, with a view to formal approval and adoption by the end of 2019.

TEACHING AND LEARNING

In this section the University should refer to:

- its objectives and/or priorities for teaching and learning
- its strategies to ensure quality in teaching and learning

UNIVERSITY ADMISSIONS TRANSPARENCY

- how the University selects students for offers without an ATAR score, as part of its admissions process
- what evaluation strategies are in place for ensuring that students admitted without an ATAR are likely to succeed in their studies.

UNIVERSITY RETENTION STRATEGIES

- strategies to reduce the proportion of students that do not complete their course (including for students from regional and remote areas)
- evaluation of these strategies, including follow-up with students who do not continue with their studies to better understand the reasons for this decision.

The quality of La Trobe's learning and teaching is operationalised through the Learning and Teaching Plan 2018-2022. Key goals set out in this plan include:

1. Ensuring a consistent approach to quality across all aspects of the student lifecycle, regardless of campus or location;
2. Designing an innovative academic program, including an online program, that is relevant and responsive to the needs of students, industry and the community and that prioritises academic support to improve the progression and completion rates of all students;
3. Establishing a staff engagement and development strategy to promote good practice and scholarly evidence-based course improvements, recognition and rewards, regardless of campus or location, and
4. Embedding principles of respect, safety and security across the La Trobe learning community.

The actions which will help the University reach these goals are set out in detail in the *Learning and Teaching Plan 2018-2022*, and its related *Student Success and Retention Plan*. The University's Performance Indicator framework allows for management, academic governance and corporate governance oversight of performance improvement and the effectiveness of strategy implementation.

UNIVERSITY ADMISSIONS TRANSPARENCY

La Trobe University has diligently engaged with the admissions transparency initiative, to the extent that it was recognised in the TEQSA Good Practice Note *Making Higher Education Admissions Transparent for Prospective Students* (July 2019).

Entry requirements for prospective students are listed in the University's web pages for each public facing course profile, including those without an ATAR. This practice applies to all courses on offer at La Trobe. Examples of non-ATAR admissions pathways include: the Special Tertiary Admissions Test (STAT); Work Recognition Program, and via previous higher education participation.

La Trobe is also moving toward offering accredited and/or approved delivery within selected senior secondary education institutions. This reform will include provision of both enabling curriculum and Higher Education in VCE Studies (HEVS or, VCE Plus) and will ensure predictive validity sits alongside equity for non ATAR admissions, by focussing on higher education preparedness.

After admission, the University actively monitors the performance of students by basis of entry. All non ATAR students are contacted by Succeed@LaTrobe to ensure they have a supportive transition to university. All students also have access to all key services at each of our campuses: Student Success; Engagement and

Employment advisors including transition support; Indigenous student support; health and counselling; library, and industry engagement support. The University is committed to delivery of core services locally, going beyond student welfare to ensure achievement.

UNIVERSITY RETENTION AND SUCCESS STRATEGIES

La Trobe's Student Success and Retention Plan 2018-2022 supports our student success mission to provide an enriched and supportive experience to facilitate every student to achieve their unique version of success, regardless of previous educational attainment, personal background, campus location and mode of delivery.

The *Student Success and Retention Plan* is underpinned by five objectives:

1. Outstanding Student Experience

Placing the student experience at the heart of everything we do, to ensure that our students come first as we strengthen our university community. Fundamental to this is the essential role that all La Trobe staff play in enriching the experience of students.

2. Student Employability

Working in partnership with University staff, industry and community, we will design and deliver activities and experiences that support the development of knowledge, professional skills and personal capabilities that will enhance a student's lifelong professional success.

3. Targeted Information and Advice

Transforming the way we connect students to our services while providing a seamless experience that is meaningful and meets their learning and support needs.

4. Supportive Transition

Providing a holistic transition experience which enables students to connect, engage and succeed at all stages of their studies through multiple entry points, pathways and study modes.

5. Inspiring Excellence

Recognising and nurturing the unique, outstanding abilities and attributes of our students through community, sporting, cultural, academic and entrepreneurial endeavours, enabling them to explore their passions, expand their horizons and extend their capabilities.

Together, these five strategic priorities will focus staff effort, forge an exchange of knowledge and position La Trobe to successfully navigate changes in the higher education landscape.

To assist us in understanding our progress against these goals, the University has developed predictive analytics modelling capability that provides live updates of student engagement and progress across a range of indicators. This has enabled projects such as the trial 'Ghost student' program, that identifies inactive and disengaged students so that staff can make personal contact with the student. Students are offered help to catch up with their coursework (where appropriate) and advised of how to withdraw prior to census if they no longer wish to continue in the subject. In pilot testing around 30-40 per cent of students re-engaged. Following census, the program tutors contacted disengaged students again offering support. This program has provided good evidence for practice that can be extended across the University. Planning is also underway for exit interviews for students leaving the institution or taking Leave of Absence to provide a better understanding of the extent to which life circumstances contribute to attrition and, conversely, the extent to which the institution can act to address circumstances within its control.

Further information on our strategies to support student retention are outlined in our recent submission to the Minister, *Improving Retention, Completion and Success: A response to the HESP Report*.

RESEARCH AND RESEARCH TRAINING AND INNOVATION

In this section the University should refer to or provide information on:

- strategies to ensure excellence in research and the strengthening of research capability
- strategies for the provision of high quality research training, including measures to encourage PhD industry placements. This information should identify the expected number of industry placements.
- strategies to encourage research translation and commercialisation, including collaboration and engagement with industry and other end users, and the measures of success that the university monitors in this area
- strategies to promote open access to research publications and data.

The University's Research Plan 2018-2022 outlines the key goals and strategies to implement the research-related objectives set out in the La Trobe's *Strategic Plan*. These include:

1. Achieving continual and sustainable increases in research income, productivity, impact and recognition, including improvement in the number of international and industry collaborations and graduate research completions;
2. Pro-actively identifying desirable partners for La Trobe based on our existing and potential research foci, capabilities and resources;
3. Delivering a consistently high-quality experience for all graduate researchers regardless of campus location, and
4. Continuing to improve Graduate Researcher employability outcomes.

Further detail is available in the University's *Research Plan 2018-2022*.

Strategies La Trobe has recently implemented to ensure research excellence include:

- Strengthening research capability through targeted support and development programs for external grants, industry engagement, and interdisciplinary research focus areas;
- A Research Education and Development support program for researchers at all stages of career; including an extensive and targeted program for graduate researchers and their supervisors, an Accelerated Completions Program, career-planning, and research communications;
- A Graduate Researcher Experience and Wellbeing Implementation Plan that emphasises the importance of wellbeing and employability, with consideration of each candidate's academic and social wellbeing, employment and studies, complex identities and career aspirations.
- A co-funded Industry PhD that includes a period in which the student is embedded in the partner organisation. Industry internships of approximately 4-5 months are also available through our collaboration with APR Intern(eight in the past two years);
- As well as a Deputy Vice-Chancellor (Research and Industry Engagement) and a Pro Vice-Chancellor (Industry Engagement), La Trobe has a dedicated Commercialisation Team and a Research Impact team providing support and capacity-building in engagement and knowledge exchange with industry and other end-users;
- A *Research Impact Strategy 2019-2022* is being implemented to ensure maximum impact from La Trobe research;
- A Research and Innovation Framework is in development to support researchers in translation and commercialisation, aligned with appropriate risk management of potential foreign interference;
- As part of the broader University City of the Future Program (a 10 year, 5 billion dollar program to develop the Bundoora campus), a new strategy for the Research and Innovation Precinct is being

devised. This will build on our deep expertise and capability in agriculture and food, health and wellbeing and digital capability, to provide an ecosystem for start-ups, entrepreneurs, researchers and industry thought leaders;

- The University is implementing a new open access repository to ensure all eligible research outputs and data are delivered and promoted through a globally recognised platform. Training, support, marketing and financial incentives will be provided to ensure open access outputs have global reach and impact across the communities they serve;
- In a landmark achievement, La Trobe University has received an Athena SWAN Bronze Institutional Award from Science in Australia Gender Equity (SAGE), and
- La Trobe has also established the Tracey Banivanua Mar Fellowships, which support future research leaders who have major care giving responsibilities.

EQUITY

In this section the University should refer to information on:

- *strategies for improving Indigenous outcomes and related targets*
- *strategies for achieving equity for regional and remote students, for low socio economic students and students from other equity groups*
- *strategies for reducing unemployment in the regions serviced by institutions, including youth unemployment rates*
- *strategies for increasing student support for relocating students (potentially including specialised on-boarding programs)*
- *strategies to increase community access to university facilities*
- *strategies to increase aspirations and advice to school students on study options.*

La Trobe was founded half a century ago with a mission to broaden participation in higher education in Melbourne's north and, later, in regional Victoria. We have succeeded for many thousands of students who would otherwise have been excluded from the opportunities provided by a university education. Strategies for achieving outcomes for people from low SES backgrounds in our [Access and Participation Plan 2018](#):

- Maintaining the University's outreach programs and School Partnerships Program;
- Maintaining and enhancing the university-wide approach to peer mentoring and academic advising;
- Continuing the University's commitment to core first year curricula;
- Ensuring that equity is embedded within the La Trobe Essentials, including 'innovation and enterprise', and
- Continuing to raise participation through expansion of alternative entry pathways, including the 'Aspire' program.

The University actively measures and monitors its performance on equity measures. In addition to student equity, the University's commitment to equity and diversity is demonstrated through the significant work being undertaken as part of the *Diversity and Inclusion Plan* and *Gender Equality Blueprint*.

STRATEGIES FOR IMPROVING INDIGENOUS OUTCOMES AND FOR ACHIEVING EQUITY FOR REGIONAL AND REMOTE STUDENTS, FOR LOW SOCIO ECONOMIC STUDENTS AND STUDENTS FROM OTHER EQUITY GROUPS

The student-related equity strategies are realised in numerous ways including outreach programs to low SES schools; student mentoring and academic support programs; bursaries for outbound mobility and employability experiences; equity scholarships, and support for students from refugee and out-of-home care backgrounds.. La

Trobe University is committed to providing opportunities for Aboriginal and Torres Strait Islander people, both as individuals and communities, through teaching & learning, research and community partnerships across all of our campuses. The University has appointed its first ever Pro Vice-Chancellor (Indigenous) to provide academic leadership in this area. Through its Indigenous Academic Enrichment Program (IAEP), La Trobe provides one-to-one tuition, group tuition and exam preparation support for Indigenous Australian students. Further information about our support for Indigenous Australian students is available in [our Indigenous Support Strategy](#) and at our Indigenous Students Services [page](#)

STRATEGIES TO INCREASE COMMUNITY ACCESS TO UNIVERSITY FACILITIES

La Trobe invites the community to utilise the facilities and assets across the campus network, with a wide array of community organisations attending campuses each week. All campuses based in regional Victoria have deep and rich connections to the communities they serve, with the University intellectual and physical assets enriching those communities.

As noted above, the University City of the Future program will turn the Bundoora campus inside out, inviting community and industry in, and transforming the way we work with and serve our communities. This new city in Melbourne's north will include a world-class research and innovation precinct, health and community services, new student and residential accommodation, retail and cultural spaces, sport and recreation facilities, and improved transport connections. The Melbourne campus at Bundoora provides a unique setting for learning, research, employment and community infrastructure. With its substantial landholdings and location at the gateway to Melbourne's growing north, it provides unparalleled opportunities for the University and the wider community to create an innovative and connected city. Key elements of this bold program are outlined below.

- **Research and Innovation Precinct:** While our research strengths are extensive, we will build on our deep expertise and capability in agriculture and food, health and wellbeing, and digital capability by attracting innovative industry partners aligned to these disciplines. The Precinct will promote economic and jobs growth through industry collaboration, joint investment and programs that support collaboration between small and large enterprises. The Precinct will be globally recognised as an exciting ecosystem for start-ups, entrepreneurs, researchers and industry thought leaders, and we will facilitate the creation of new postgraduate courses in response to industry needs. It will foster the application of new technologies and research to regional circumstances, and will include industry-sponsored PhD programs and research designed to address local issues, support social enterprises, and encourage collaboration with community-focussed not-for-profit groups through our regional campuses. We will also build close connections to the Heidelberg West Business Park to create opportunities to share and apply our capability and expertise for mutual benefit.
- **Educational Opportunities:** We will support educational and learning opportunities for our students and for the community. We will work with schools on site to foster connectedness and innovation, so that they are truly part of our community. We will work with industry partners to identify opportunities for our students to gain real life work experience while studying, to move into employment on graduation, and to continue to develop their knowledge and skills throughout their careers.
- **A major Health and Wellbeing Hub:** Due to population growth in Melbourne's north, access to health and human services is under increasing pressure. La Trobe's Health and Wellbeing Hub will provide the community with new health services including hospital and primary health services, aged care facilities, and child care. The Hub will provide Work Integrated Learning opportunities for our students and sites for research that improves the evidence-base for health care, health promotion, aged care, disability

services, family support services, nutrition and associated social services. Our close connection with service providers across the State will allow us to conduct unique implementation studies and service evaluation programs. We will also ensure that our clinics, where our students learn their professions, are accessible and integrated into community service provision.

- **World-class Sports Park in the north:** The La Trobe Sports Park is a significant regional asset that benefits our students, staff and the local community. It is a platform for our world-leading research on fitness, health and wellbeing for elite and community athletes. The Park will include state-of-the-art sport science, bio-mechanics and analytics laboratories that are uniquely co-located with elite and community teams training and playing on international-standard high ball courts and pitches. With conference and office facilities, it will be a hub for community activity, professional sport and world-class research that will be used by 10,000 community members per week, as well as large numbers of students and staff.
- **New town centre:** Attracting thousands of visitors and residents, the University City of the Future will have a thriving town centre featuring housing, retail, cultural and entertainment facilities. Forming the heart of La Trobe and providing a variety of housing options, this new neighbourhood will attract significant private investment and provide amenity and opportunity for students, staff and neighbouring communities. It will enliven the arts and cultural life of Melbourne's north, taking advantage of the La Trobe Art Institute's collection and curatorial expertise, and our strategic partnerships with major cultural institutions such as the National Gallery of Victoria, State Library of Victoria and The Australian Ballet. Commercial returns from the Town Centre development will support the University's research and teaching programs.
- **A sustainable community:** The University City of the Future will be a sustainable and environmentally responsible community. La Trobe embeds sustainability in all of its activities, and we will be carbon neutral by 2029 – the first university in Victoria to achieve this target. Our site is home to a regionally significant community eco-corridor (Nangak Tamboree) that includes native parklands, waterways and a wildlife sanctuary. The University is committed to protecting and improving the environment and providing opportunities for the community to enjoy the natural bushland setting by creating walkways and cycle paths through the campus. This will establish a site for environmental learning and research, and for citizen science initiatives in water quality and conservation of local flora and fauna. As part of our commitment to sustainability, we will seek to develop and innovate with digital technologies across our city that support community connectivity, safety and efficiency.
- **Better transport links:** Our vision is to create better transport options for high frequency access to our Melbourne Campus. This will support economic activity within the campus and across Melbourne's northern suburbs. We will work with Government to ensure the best possible access options for our community.
- **Civic contribution:** We will continue to identify opportunities to contribute to the civic development of Melbourne's north and across our wider regional footprint by sharing our knowledge and research, and by providing opportunities for industry and community partners to engage with us. We will promote active and engaged citizenship through thought-provoking public lectures, cultural activities and

community events and activities that will encourage our local communities to participate in campus/city life.

The University City of the Future is a long-term plan with progress well underway in all areas.

STRATEGIES TO INCREASE ASPIRATION, AND ADVICE TO SCHOOL STUDENTS ON STUDY OPTIONS AND FOR REDUCING UNEMPLOYMENT IN THE REGIONS

La Trobe's School Partnerships Program, Regional Year 11 and 12 programs, College based and outreach activities all support our efforts to raise aspirations and provide advice to students on study options. For example, the School Partnerships Program delivers outreach activities to equity partner schools across regional and metropolitan Victoria. To date in 2019 the program has connected with 13,163 (increase of 943 from 2018), through 270 events delivered in 37 partner schools. This program is a highly successful outreach program for the university, and 34.3% of participants considering higher education preference La Trobe. In 2020, Student Success, in partnership with the University's Colleges and Regional Campuses, will consider options to improve the conversion of students interacting with LTU outreach and conversion to undergraduate programs. Similarly, in Albury-Wodonga we have pioneered a unique pathway program for year 11 students, which is driving aspiration for and participation in Higher Education. We work closely with four schools on both sides of the border to support over 100 students. We have now extended this program to Shepparton, with around 80 students.

La Trobe has strong relationships with school, employer and community groups across the regions the University serves. These connections enable students and graduates to build the networks that lead to employment outcomes. For example, the University works closely with Goulburn Valley Health (GVH) at our Shepparton campus, and many of our health students undertake placements with GVH. Together we plan to pilot a clinical school model for nursing students and a research training program for GVH staff in 2020.

In Bendigo, the University has a strong and long-standing partnership with the Bendigo Art Gallery as its Higher Education Partner, providing unique opportunities for research. La Trobe Mildura has a long and shared history with SuniTAFE. Together we have developed innovative models for student enrolment to improve the rate of participation in higher education. We will continue to innovate through our partnership with SuniTAFE to provide unique education programs that meet the needs of under-served communities. Through our location, partnerships and programs we offer access to higher education to students who may never have considered this possible.

LABOUR MARKET OUTCOMES

In this section the University should refer to information on:

- *strategies for identifying skills gaps within the relevant student and business catchments*
- *strategies for meeting labour market priorities at a local, regional and/or national level*
- *strategies to address employability and graduate attribute skills gaps to ensure students are work-ready*
- *the application of these strategies to admissions and enrolments*
- *how labour market strategies are taken into account in developing course offerings.*

SKILLS AND EMPLOYABILITY

Student employability is one of the four Core Objectives of the University's *Strategic Plan 2018-2022*. The associated goal is, 'To continually improve graduate employability outcomes.' Our 2022 Target is to be top 12 in Australia and top in Victoria for graduates in full time employment (as measured by the Graduate Outcomes Survey). A key strategy to achieve this ambitious goal is our Career Ready program. Developed in consultation

with students and employers, the program supports employability through an employer engagement team, internships and Work Integrated Learning (WIL), 'in house' recruitment, and embedding employability into the curriculum.

The centrepiece of Career Ready is the Career Ready Advantage, developed in consultation with employers in order to understand the skills and attributes they value in graduates. Career Ready Advantage allows students to take control of developing their capabilities. As students build on experiences such as part-time work, internships, volunteering and international experiences, they are rewarded with priority access to internships, mentoring, consultations, and networking opportunities. The capabilities students develop are compiled into a personalised Career Ready Portfolio, which demonstrates to future employers the skills and attributes they have developed, and the experiential learning activities they have undertaken.

RESPONSIVENESS TO LABOUR MARKET

La Trobe works with business, industry and the professions to identify and address areas of emerging skills requirements. The Market Strategy Unit within the Marketing and Recruitment Division plays a key role in supporting the Colleges and Schools in course portfolio planning decisions – providing real time analytics and insights to inform product development and student acquisition strategies. Thorough market research (including insights from current and future industry needs) informs the course development and approval processes. Academic schools have advisory committees to seek input from employers and the professions on current and emerging business needs.

Examples of recent industry-informed course innovation include:

- The Optus La Trobe Cyber Security Research Hub, established in 2018 in response to shortages in the cyber workforce. The Research Hub has a multi-disciplinary research agenda in Cyber Security. Its purpose is to enable the University to become a thought leader in cyber-security from research, teaching and socio-technical development perspectives.
- Our engineering degrees at our Bendigo campus provide expertise for Bendigo and regional Victoria's advanced manufacturers, civil engineering, water management and construction industries.
- The University is launching a Crime, Justice and Legal Studies major in our Bachelor of Arts in response to demand from the justice and corrections sector in regional Victoria.
- The Master of Mental Health/ Mental Health Nursing; Nursing (Clinical Specialty) and Nursing (Nurse Practitioner), deliver nursing skills that are in short supply in metropolitan and regional communities, including Acute/critical care, Cardiac care, Emergency care, Intensive care, Mental health, Neonatal care and Perioperative practices.
- The Master of Special Education delivers high level knowledge and skills in all areas of special education. Such skills are particularly needed in the schools of regional Victoria.
- The University's Master of Internet of Things (Bendigo) has deep relationships with major international technology organisations, local government and industry. This program targets the international market, bringing regional Victoria talented and committed students who can contribute to regional development in an emerging knowledge.
- Our TAFE pathways into courses at our Melbourne, Mildura, Shepparton, Albury-Wodonga and Bendigo campuses are planned with local workforce needs in mind.
- Each of our Schools and degrees has an advisory board regularly including local business representatives, and our professional degrees receive input from the professional bodies who accredit them.

SECURITY MEASURES

In this section the University should refer to information on:

- *actions being taken to ensure the safety of data against cyber attack*
- *mitigation strategies in the case of a breach of security*
- *how the University complies with the Australian Cyber Security Centre's "Strategies to mitigate cyber security incidents" document (<https://www.cyber.gov.au/publications/strategies-to-mitigate-cyber-security-incidents-mitigation-details>)*
- *measures in place to enhance the identification and deterrence of foreign interference activities including actions to ensure compliance with relevant legislation.*

La Trobe University is committed to an Enterprise Risk Management approach that effectively mitigates risks and increases organisational resilience. La Trobe's risk program is dynamic, pragmatic and agile, allowing for rapid responses in an increasingly changing environment. La Trobe's Enterprise Risk Management is overseen by a robust system of Corporate Governance and supported by a number of practical and contemporary frameworks, policies and tools – enabling the timely implementation and management of risk University-wide. This includes arrangements for

- Cyber Risk Management
- Occupational Health and Safety
- Due Diligence Framework
- Security and Critical Incident Management
- Risk Management
- Fraud and Corruption Prevention
- Compliance and Assurance
- Child Safety
- Staff recruitment and Employee Onboarding

The Campus Safety Group, chaired by the Vice-Chancellor oversees security-related matters from a management perspective. The Corporate Governance, Audit and Risk Committee of University Council has responsibility for governance oversight. Further details of these broad risk-management and security-related measures can be provided upon request.

MITIGATION OF RISK OF CYBER ATTACK

La Trobe's Information & Communications Technology (ICT) Division actively works to create and maintain a secure information technology network that reduces institutional exposure to cybersecurity threats. The University's Cybersecurity Strategy includes a prioritised list of mitigation strategies to protect University systems against cyber threats. The University's strategy is based on the 'Essential Eight Maturity Model', which the Australian Cyber Security Centre has advised is the most effective approach to mitigate cyber security incidents. Implementation of the University's Cybersecurity Strategy is monitored quarterly by Council's Corporate Governance, Audit and Risk Committee.

La Trobe University resources and tools include:

- Information Security Policy

- Cyber Risk Strategy (aligned with Australian Signals Directorate Essential 8)
- Cyber Risk Dashboard
- Optus Cybersecurity Improvement Program:
 - Cyber Security Risk Management Framework (in consultation phase)
 - Cyber Incident Management Plan Framework (in consultation phase)
 - Cyber Security Blueprint (in consultation phase)

MITIGATION OF RISK OF FOREIGN INTERFERENCE

Since introduction of the Foreign Influence Transparency Scheme in December 2018, La Trobe has instituted procedures to ensure ongoing compliance.

La Trobe University resources and tools include:

- Conflict of Interest Policy and procedure
- FITS Risk Tool and user guide
- FITS scoping document with risk based tiers and pricing for external due diligence review
- FITS fact sheet
- FITS training
- Confucius Institute activities review.

More broadly, the University has been an active contributor to the University Foreign Interference Taskforce and will continue to support the development of strengthened arrangements.

SIGNED for and on behalf of

In the presence of:

THE COMMONWEALTH OF AUSTRALIA

by

Dom English

Draw Menzies-Mcvey

Full name (please print)

Witness (please print)

GROUP MANAGER

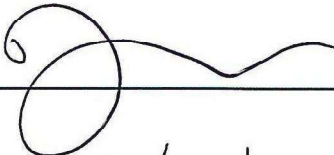
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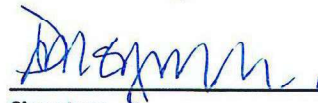
Position or profession of witness (please print)

of the Department of Education as delegate of the
Minister for Education.

Signature



Signature



Date

23/12/19

SIGNED for and on behalf of

In the presence of:

UNIVERSITY

PROFESSOR JOHN DEWAR

CATHY BESLIEV

Full name (please print)

Witness (please print)

VICE-CHANCELLOR AND PRESIDENT

EXECUTIVE ASSISTANT

Position

Position or profession of witness (please print)

Signature



Signature

