

APPOINTMENT OF THE VICE-CHANCELLOR AND PRESIDENT

INFORMATION FOR CANDIDATES

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MESSAGE FROM THE CHANCELLOR

Swinburne is shaping the future.

At Swinburne, we create transformative learning experiences, where professional skills are gained alongside technical and academic knowledge.

Our graduates are entrepreneurial in outlook and challengers of the ordinary. They leave us job ready and adaptable to change. They are a new breed – the kind of game changers that will propel us forward and leave their mark on the world.

Swinburne has a record of generating knowledge and ideas that translate into real outcomes. Ground-breaking industry partnerships cultivate an innovation ecosystem that advances impactful research and forges pathways for our students.

Engagement with industry and the community has always been a part of our story. More than 100 years ago, George and Ethel Swinburne had a vision to transform education and serve society. Passion, commitment and a sense of community saw that vision crystallise into the world-renowned institution that Swinburne is today.

The tradition continues. Our people are connected, engaged and passionate about shaping our future. We are enabled by a unique culture and values based on a pledge of excellence and a sense of respect and caring for each other. We are creating a place where staff, alumni and partners, as well as students, love to be.

Swinburne is placed in the top 400 universities in the world by the 2020 Times Higher Education World University Rankings, the QS World University Rankings (2019) and The Academic Ranking of World Universities (2019).

The most recent Excellence in Research for Australia assessment ranks 98 per cent of all assessed disciplines at world level or above, with 63 per cent above world standard and 28 per cent well above world standard.

We achieved the top 5-Star Overall Experience Rating in the Good Universities Guide (2020), with more than 80 per cent of students reporting they are satisfied with the overall quality of their educational experience.

Swinburne's next Vice-Chancellor has a tremendous opportunity to build on a culture of great ambition and outstanding achievement.

Australia's higher education sector is facing the same industrial, technological and digital disruption that has turned other industries on their heads.

You will lead our diverse community with experience, dedication and creativity, driving continued innovation and success in all we do.

Join us as we write the next chapter of our story.

You won't regret it.



“

**This is your
opportunity to push
the boundaries
and create the
future, today.**

Professor John Pollaers OAM
Chancellor
Swinburne University of Technology

ABOUT SWINBURNE

Swinburne is a world-class university focused on creating impact.

We are committed to transforming the future of education by giving students the knowledge, adaptability and experience they need to make a lasting impact on the workplaces of tomorrow.

We create future-ready graduates by taking our students outside the conventional classroom and introducing them to new and different ways of learning and thinking. Their future readiness comes from hands-on experience, industry leaders, from the world around us and from one another.

Our commitment to knowledge is driven by our research and focus on making a real-world impact, transforming our global and local communities.

As a trusted and respected world-class leader in research excellence, we are determined to make a real difference to the communities we serve.

We do all this by providing a space where ideas are nurtured and the brave and adventurous from local communities and around the world are supported to push boundaries and create the future, today.

This is our commitment to our students: to those in higher education, those undertaking pathways and vocational education, and those who are just starting out, or mastering their field.

No matter who they are or how they want to drive their future – we will help them fulfil their goals in a connected world.

OUR HISTORY

Founded in 1908 by engineer, businessman philanthropist and politician George Swinburne, and his wife Ethel, as the Eastern Suburbs Technical College, Swinburne's roots run deep in a philosophy of self-improvement and the intrinsic social and economic value of education.

Since 1963, we have been partnering with leading Australian and global organisations to offer students authentic workplace experiences. By working on real industry projects and gaining the professional skills that put knowledge into practice, our students are able to prepare for a fulfilling career.

On 1 July 1992, by an Act of the Victorian Parliament, Swinburne gained university status, becoming the sixth university in Victoria. This was the beginning of a period of growth and innovation that continues today.

In recent years Swinburne has become one of the world's leading universities. Our rankings reinforce Swinburne as a university with a depth of expertise in teaching and research, both in Australia and internationally.

Our research strengths are in the areas of astronomy and physics, engineering, materials science, computer science and information technology; design and innovation. We also have substantial capability and research excellence in neuroscience, mental health and the humanities and social sciences.

Swinburne is an inclusive university characterised by high-quality, career-oriented education and strong engagement with industry and the community. Our students graduate with an entrepreneurial and enterprising mindset, confident and ready to stride into the future.





OUR TEACHING

At Swinburne, we aim to be a place where the university years are the years of adventure, discovery of purpose and formation of beliefs.

As a dual-sector university, we provide higher education degrees and vocational education courses. We offer courses in a broad range of disciplines including arts and humanities, aviation, built environment and architecture, business, design, education, engineering, English language and study skills, film and television, games and animation, health sciences, occupational therapy, nursing, biomedical sports science, psychology, information technology, law, media and communications, and science.

Swinburne has three faculties delivering undergraduate and postgraduate courses:

- Faculty of Business and Law
- Faculty of Health, Arts and Design
- Faculty of Science, Engineering and Technology.

Swinburne also provides pathways and vocational education courses for the development of practical skills and the opportunity to progress to a higher education qualification.

- Department of Foundation and Pathways
- Department of Business, Design, Media and ICT
- Department of Health, Science and Community
- Department of Trades and Engineering Technology

Our close ties with industry provide students with opportunities for valuable workplace experiences during their studies.

Industry representatives inform, shape and challenge the curriculum. We continue to lead the sector in our approach to work placements and industry links, offering a consistent and comprehensive Work Integrated Learning program.

In creating future-ready, employable learners, Swinburne continues to refresh its curriculum and foster active learning. A key part of transforming our approach to learning is the recent implementation of our new learning management system, Canvas.

In 2019 we became the first university in Australia to achieve Adobe Creative Campus status, enabling students to excel in digital literacy and enhance their employability.

Swinburne has become the fastest growing leading provider of online education in Australia, opening our door to students who would otherwise not have had an opportunity to undertake tertiary education.

Our students graduate with an entrepreneurial and enterprising outlook, confident and ready to take on careers of tomorrow.

OUR RESEARCH

Technology and innovation are at the heart of Swinburne. In our 25 years as a university of technology, we have focused on science, technology and innovation.

Our researchers have a reputation for high-quality research with strengths in astronomy, physics, engineering, materials science, computer science and information technology, design and innovation, health sciences, neurosciences, and mental health.

Swinburne is at the forefront of Industry 4.0 transformation. With a \$135 million industrial digitalisation grant from Siemens, we are committed to advancing the implementation of our Industry 4.0 Initiative. Our work in this area was recognised in 2019 when we were awarded the Australian Business Award for Business Innovation.

Our research centres focus on excellence in discipline-based research. Our research institutes foster interdisciplinary collaboration and deeper research connections with industry, business and community to maximise Swinburne's impact.

- Data Science Research Institute
- Iverson Health Innovation Research Institute
- Manufacturing Futures Research Institute
- Smart Cities Research Institute
- Social Innovation Research Institute

In recent years, Swinburne research has led to significant commercial successes – establishing and supporting companies involved in new technologies, such as intelligent medical, sports and wearable devices, clean energy systems, IMAX movies and many other innovations.

Swinburne researchers have also developed novel carbon nanofibers that vastly increase the efficiency of solar cells; super-thin, lightweight lenses that open the way to more efficient supercomputers; new imaging techniques that can pinpoint the source of some forms of epilepsy; and better information storage systems.

We are focused on delivering high-quality research outcomes leading to economic and social impact. In line with the Swinburne Research and Innovation Strategy, we have developed a unique research and innovation ecosystem.

We collaborate with industry, business, government and community to produce real-world solutions and positive transformations for the betterment of our society.

2025 STRATEGIC PLAN

Swinburne opened its doors in 1908 with a simple premise in mind: to provide education to a section of society otherwise denied further education.

More than a century later, Swinburne remains committed to offering transformative education and research through strong industry engagement, social inclusion, a desire to innovate and, above all, a determination to create positive change.

To realise this vision, Swinburne builds its capability by investing in people, processes and systems.



SWINBURNE 2025 STRATEGIC FRAMEWORK

A world-class university creating social and economic impact through science, technology and innovation.

Future-ready learners

- Confident and enterprising learners who create social impact
- Learners prepared to find and solve complex problems
- Adaptive learners equipped for careers of the future
- Learners as global citizens

Research with Impact

- Transforming industries shaping lives and communities
- Driving innovation built on excellence in science and technology
- Global in action, presence and reputation

Innovative Enterprise

- Agile, resilient and market responsive
- Flexible, state-of-the-art spaces and infrastructure
- Connected with business, industry and community
- Sustainable, inclusive and diverse

University governance

Swinburne's governance is overseen by Council. The Council is the university's governing body and is responsible for the general direction of the university. The Chancellor is the chair of Council. The primary responsibilities of Council and its powers and functions are listed in the Swinburne University of Technology Act 2010.

The Council's annual business schedule addresses its responsibilities under the Act, the corporate governance standards auspiced by the Tertiary Education Quality and Standards Agency (TEQSA) and good practice codes such as the Voluntary Code of Best Practice for the Governance of Australian Universities.

More information about Swinburne's governance framework is available on our website: [swinburne.edu.au/about/leadership-governance/policies-regulations/governance](https://www.swinburne.edu.au/about/leadership-governance/policies-regulations/governance)

OUR VALUES AND BEHAVIOURS

SWINBURNE VALUES

Our values are reflected in the practices of our staff, the positive outcomes that result from our relationships with industry and community partners, and our students' achievements and attributes.

Innovation: We thrive on leading through educational excellence, business and research innovation, and creativity in solving real-world problems.

Integrity: We expect honesty and the highest ethical standards in everything we do.

Accountability: We are accountable to ourselves, each other and the communities we serve through transparency and evidence-based decision making.

Diversity: We celebrate and respect the strength that difference creates.

Teamwork: We encourage collaboration that underpins success through mutual respect, open communication and the sharing of responsibility.

Sustainability: We foster positive social, educational and environmentally sustainable change.

SWINBURNE BEHAVIOURS

Staff at Swinburne care about behaviours that build positive relationships: to communicate, listen and learn, collaborate, trust and act.

Communicate

Say it: have the conversation, respect each other's differences, give meaningful feedback and share honestly and openly.

Listen and learn

Hear it, learn from it: learn from one another, actively listen to each other, resolve conflict and be innovative.

Collaborate

Share it: work constructively together with a common purpose to achieve the university's goals.

Trust

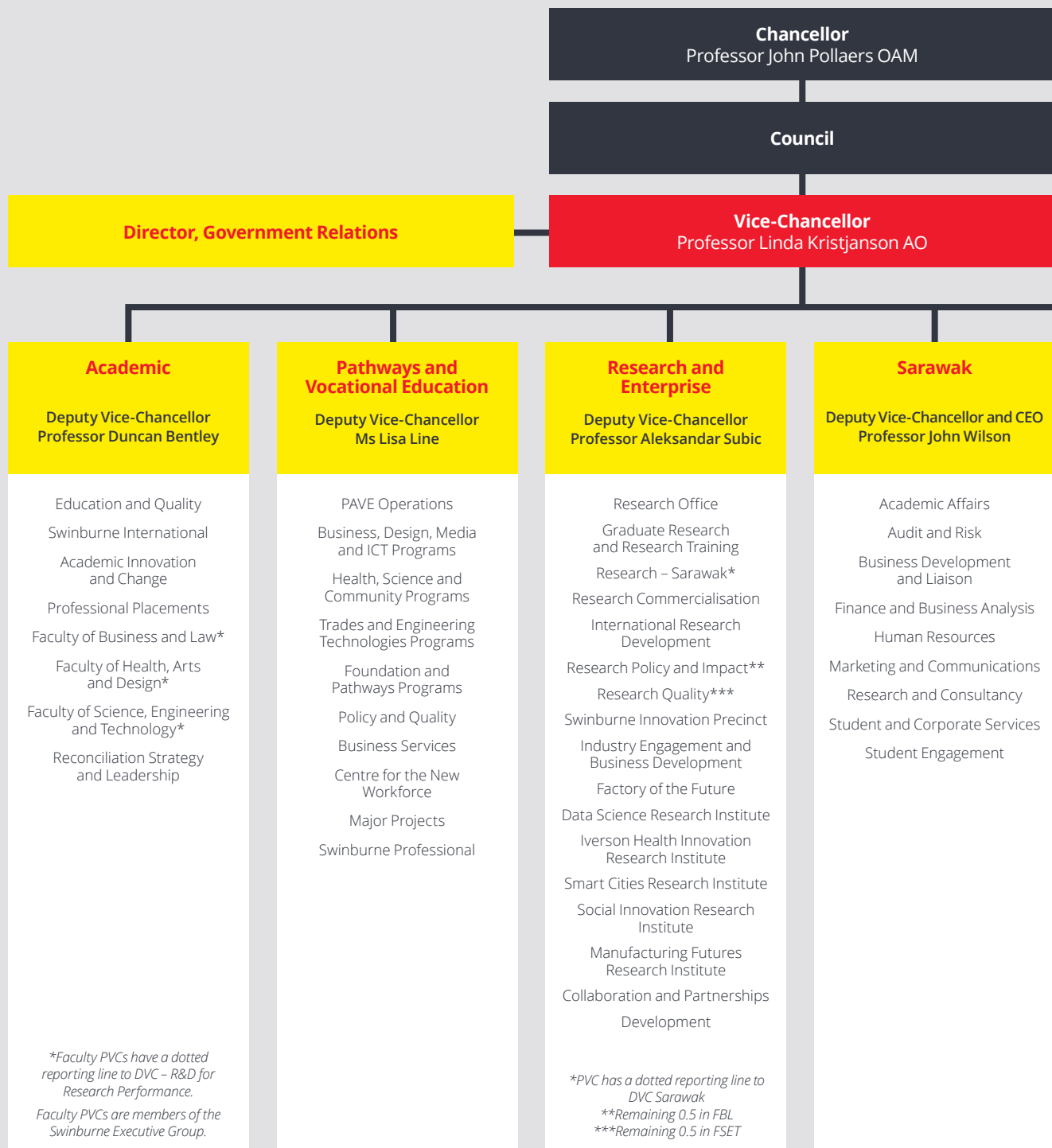
Trust it: be open to and with others, act with fairness and respect, inspire positive expectations and communicate honestly.

Act

Do it: have a strong sense of immediacy, take practical action and see it through.



SWINBURNE UNIVERSITY OF TECHNOLOGY ORGANISATIONAL CHART



This organisational chart represents Swinburne's management, educational and research structure at September 2019.

Further information about our organisational structure can be found at swinburne.edu.au/about/our-structure/organisational-structure

Academic Senate

Chair – Professor Bernadine Van Gramberg
Deputy Chair – Professor Sarah Maddison

People, Planning and Culture

Vice-President
Ms Marica Gough

P&C Partnerships and Workplace Relations
Employee Experience
Communications and Media
Planning
Shared Services
Health, Safety and Wellbeing
P&C Operations and Program Management

Students and Alumni

Vice-President
Dr Andrew J Smith

Marketing, Recruitment and Channel Integration
Student and Academic Services
Student Administration and Library Services
International Recruitment
Swinburne Student Life
Alumni

Operations

Chief Financial Officer and
Chief Operating Officer
Ms Nancy Collins

Financial Controller
Procurement
Information Technology
Enterprise Project Management Office
Facilities and Services
Governance, Legal and Integrity
Business Analytics
Commercial

FINANCIAL SUMMARY

The university has a conservative approach to the management of its finances. It operates its financial planning functions to ensure that sufficient funds are always provided to maintain operational objectives at high levels, while simultaneously generating surpluses of sufficient size to enable investment and reinvestment in new and existing infrastructure appropriate to support and house quality operations and to invest in high-quality teaching and targeted research.

Summary of consolidated financial results

Summary	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)	2017 (\$'000)	2018 (\$'000)	2019*** (\$'000)
Net assets	\$789,267	\$945,020	\$972,918	\$1,095,027	\$1,198,637	\$1,188,000
Total income	\$526,527	\$552,072	\$620,538	\$634,288	\$718,558	\$716,000
Operating surplus	\$12,556	\$15,349	\$20,190	\$118,783*	-\$8,272**	\$24,200
International student revenue	\$97,612	\$102,451	\$115,797	\$128,039	\$157,177	-
Commonwealth grants	\$163,458	\$172,961	\$179,890	\$198,757	\$210,807	-
State government grants	\$22,961	\$20,585	\$21,436	\$30,893	\$36,128	-

* Includes one-off profit from sale of part of our investment in a joint venture.

** From an operational standpoint, whilst the university recorded an operating deficit of \$8.3million, primarily due to mark-to-market losses on the university's managed funds by Mercer investment (Australia) and additional investment in strategic initiatives, Swinburne once again delivered a sound underlying operation contribution of \$22.9m.

***Projected results.





BUDGET

Every year the university develops a three-year operating budget. The budget is created in consultation with the faculties, research department and support operating units across the university. It is developed by reviewing current operations requirements to deliver the key functions of the university, domestic and international market conditions and future student growth, and the strategic goals of the institution.

Once developed and endorsed by the university's executive group, the budget is sent to the university's Resources Committee and to Council for approval, for implementation in the following year. This framework has produced a culture among staff of achieving targets and operating within budget.

The annual budget is an integral part of the university's overall strategic planning process and is reflective of the institution's strategic objectives. The operating budget provides the annual surplus available to fund the strategic growth and capital investment projects that deliver the university's long-term strategy.

Capital planning is an integrated part of the budget process. This capital planning incorporates investments in the physical and information technology infrastructure of the institution. As part of this planning process, any options for financing strategic projects are included as part of the annual funding requirements.

The university also has a forecasting process at the end of each quarter. This review evaluates actual performance against the budget and current market and operating conditions, and re-forecasts the university's performance for the remainder of that year.

KEY FINANCIAL RISKS

Geopolitical risks and aggressive competition and discounting from competitors is having an impact on international student enrolments.

Commonwealth-Supported Place cap funding: Ongoing federal government funding caps at 2017 levels with modest increases from 2020 based on performance targets being met will continue to challenge the operating model of the university and the available operating surplus.

Victorian government funding: Continued focus on free vocational education in certain courses may be limited in future.

A space and science building is being planned, with the intention of commencing construction towards the end of 2020. Swinburne has previously completed major infrastructure builds on time and budget.

Major technological investments are currently being implemented. These include the Digital Experience Transformational Program (\$18.7 million) and a Human Capital Management platform and payroll system (\$18.4 million). The risks of these project are being mitigated by the governance within the Enterprise Project Management Office, coupled with strong oversight by the Executive Group, Resources Committee and Council.

SWINBURNE AT A GLANCE

Students

	Higher education	Vocational education ¹
Student headcount/load 2018*		
Total student headcount	42,931	14,880
Total student load (EFTSL)	26,979	7,367
By campus (EFTSL)		
Croydon	–	1,035
Hawthorn	15,538	3,130
Prahran (NICA)	56	–
Wantirna	–	1,517
Offshore (excluding Sarawak)	–	266
Sarawak, Malaysia	2,614	–
Online and other	8,771	1,419
By level of course (EFTSL)		
Postgraduate research	928	–
Postgraduate coursework	3,545	45
Undergraduate ²	22,372	–
Associate degree	–	–
Advanced diploma/diploma	–	3,167
Certificate	–	3,046
Other ³	134	1,109

* excludes full-fee Open University Australia

¹ Includes pathways, vocational education, Industry Solutions, SOL and NICA. EFTSL = Equivalent Full Time Student Load (student contact hours divided by 720) (only applies to Vocational Education).

² Includes sub-degrees, bachelor honours and PAVE UniLink diploma.

³ VE Includes ELICOS, VCE/VCAL and non-certificate enrolments. HE includes non-award.

Employees

Full-time equivalent staff 2018	
Higher education: teaching and research	856
Higher education: general staff	306
Higher education: sessionals	223
Vocational education: teaching	228
Vocational education: general staff	91
Vocational education teaching: sessionals	158
Professional staff	896
NICA	32
Swinburne Student Life	19
University total	2777

Additional information about Swinburne can be found in our 2018 Annual Report:
swinburne.edu.au/about/our-university/annual-report



ROLE OF THE VICE-CHANCELLOR AND PRESIDENT

Swinburne's Vice-Chancellor will have a tremendous opportunity to build on Swinburne's success and to provide ongoing, innovative leadership.

The Vice-Chancellor will bring the experience, dedication, creativity and energy required to continue the university's success and further its growth.

This position reports to the university Council and under the direction of the university Council, the Vice-Chancellor is responsible for the overall leadership, management and operation of Swinburne University of Technology.

KEY RESPONSIBILITY AREAS

Strategy and vision

- Work with University Council to develop and evolve the strategic agenda and plan for the university.
- Clearly articulate the vision of the university as one committed to excellence in research, education and its contribution to public policy development.

Lead a large and diverse organisation

- Lead and manage the university executive group, and with the executive group nurture and drive a culture of excellence, openness, transparency and accountability across the university.
- Ensure the appropriate management arrangements are in place to deliver strategic goals, including the establishment of appropriate executive and senior management structures.
- Carry out important ceremonial and civic duties.

Governance

- Ensure that appropriate governance and integrity structures are in place
- Ensure effective two-way communication with Council and provide, in a timely and accurate manner, all information necessary for the Council to make informed decisions.
- Ensure that risk management and compliance programs across the university, activities and entities meet the highest community standards of ethics, financial probity and corporate governance in Australia and internationally.

Academic and financial performance

- Work with and maintain the confidence of the Chancellor and university Council to ensure the highest standards of management, financial probity and academic performance.
- Identify and secure a finance base sufficient to allow the delivery of the university's mission, aims and objectives, seeking to diversify funding through student enrolments, commercial research and competitive research grant programs.
- Continue to build research excellence to the highest international standards with a concentration in research disciplines of national importance.
- Continue to drive cutting-edge teaching and learning, responding innovatively to the changing needs of all our customers and equipping them with the skills to be the leaders of tomorrow, nationally and internationally.

External relationships

- Be the key point of contact for major stakeholders who will support and impact on our university in a multitude of ways: for example, research funding bodies, donors, alumni, other universities, mission groups, industry partners, policymakers, cultural organisations, local, national or international government officials and suppliers.
- Actively participate in national policy development and implementation in the higher education sector.
- Maintain and enhance the university's reputation through effective communication and advocacy, to all relevant stakeholders and the general public.

APPLICATION AND SELECTION

EXPERIENCE AND CAPABILITY REQUIRED

Candidates will be required to demonstrate excellence in the following areas.

Strategic leadership

- An exceptional record of strategic planning, management and achievement.
- Proven ability to drive and deliver the vision and strategy within the institution, providing clarity and purpose.

Organisational leadership

- The ability to lead and successfully manage a growth agenda and organisational capacity building in a large and complex institution.
- Knowledge and understanding of the tertiary education sector.
- Is highly visible, compelling and a persuasive advocate for the university.
- Be able to demonstrate highly developed people leadership skills and the ability to inspire and communicate on all levels.
- Proven experience in creating and sustaining a culture of engagement, excitement and ambition.

Academic and research leadership

- Ability to vigorously champion the university's research and teaching and learning achievements.
- Proven ability to enhance the university's reputation, strategic positioning and build on the excellent industry-facing strategy.

Executive management, risk and financial skills

- Strong commercial acumen in the context of tertiary education will be important to support an agenda of growth and capability building.
- Demonstrated experience in driving institution-wide exacting standards of risk management and corporate governance.
- Ability to make difficult decisions within an open, consultative environment.

External partnerships

- Community and industry partnerships as well as the ability to build significant links in the state and federal sphere are expected.
- Success in building partnerships and collaborating with business, industry, government and community groups regionally, nationally and internationally.
- Ability to identify new business/industry/commercial opportunities and build on excellent current relationships to the university's advantage.

Dealings with a board and/or council

- The person will be comfortable operating within a sophisticated governance structure and working with and reporting to the university council.

Interpersonal skills and personal attributes

- Exceptional interpersonal, advocacy, negotiation and networking skills.
- Record of ethical behaviour through sound judgment, openness, integrity, honesty, trust, fairness, respect and accountability.

CONDITIONS OF EMPLOYMENT

Term of appointment

The appointment will be for five years. This term is renewable following a review in the fourth year of the initial term.

Salary

An attractive remuneration package will be negotiated with the successful candidate.

OUR CAMPUS LOCATIONS

Swinburne has three campuses located in the eastern suburbs of Melbourne at Hawthorn, Croydon and Wantirna, offering tertiary education for higher education, and pathways and vocational education. The National Institute of Circus Arts is located in Prahran and we have a campus in Sarawak, Malaysia, connecting us to one of the most rapidly growing regions of the world.

We offer a range of qualifications online through Swinburne Online and Open Universities Australia. Swinburne Online began in 2012 through a successful joint venture partnership with Seek Ltd to create educational opportunities for students unable to study on campus.

The position of Vice-Chancellor is located at the Hawthorn campus, but the incumbent will be required to undertake duties at any of the university's campuses. The incumbent must also be willing to travel interstate and internationally as required.

In recent years the Hawthorn campus has undergone extensive development and refurbishment. It is home to world-class facilities with cutting-edge technology, including the Advanced Manufacturing and Design Centre and the Advanced Technologies Centre. These elite facilities house a number of high-quality research spaces, including the Factory of the Future and Smart Structures Laboratory.

In 2018 Swinburne continued its commitment to entrepreneurship and innovation by officially opening our Innovation Precinct. The \$7 million redevelopment of the old Fire Station at our Hawthorn campus is a central point for connecting the university's research and innovation capabilities with industry, business and the start-up community.





"University should
never be a holding
pattern for the
real world."

Dr. Serkan Çiçekçi (Dr. Serkan Çiçekçi)



ABOUT MELBOURNE

Swinburne's campus in Hawthorn is located just 10 minutes by train from Melbourne's CBD.

An education precinct, Hawthorn is also home to some of Melbourne's best private schools, including Methodist Ladies College, Xavier College, Strathcona Baptist Girls Grammar, Carey Grammar and Scotch College.

Melbourne regularly tops the Economist Intelligence Unit's global liveability index as the world's most liveable city. Home to almost five million people, Melbourne is a thoroughly international city, with an enviable array of food, culture, scenery and sport to be enjoyed.

It's a smart city of hidden treasures, secret laneways and rooftops. Step into one of the many unassuming laneways and you might stumble across unexpected surprises, from hidden bars and restaurants, to boutiques and world-class street art. Melbourne is also famous for its European-inspired arcades where you'll find everything from beautiful barbershops to chocolatiers and more.

A wide range of festivals are held throughout the year in the city centre. You'll also find a number of cultural and arts venues such as the National gallery of Victoria and the Australia Centre for the Moving Image.

The sports capital of Australia, Melbourne is home to key sporting events, including the Australian Open Tennis Championship, the Formula 1 Australian Grand Prix and, of course, Australian Rules Football.

Victoria offers an array of things to see and do. Head to the Great Ocean Road and see the world-famous Twelve Apostles. Check out Philip Island, home to the famous Penguin Parade. Wilsons Promontory National Park is famous for its beaches and unspoilt beauty. Sip on an award-winning wine at one of the Yarra Valley's many wineries. Nearby you'll find Healesville Sanctuary where you can get face-to-face with kangaroos, wombats and more.





HOW TO APPLY

An executive search is being undertaken by Odgers Berndtson in parallel with the public advertisement of the position.

Applications for the position will need to include the following:

Candidate's statement

A brief Statement of Application outlining what the candidate feels he/she would bring to this position.

As part of the Statement of Application, please address the key elements of the selection criteria on page 15.

Curriculum vitae

- Covering positions held, including dates and details of present position and key achievements
- Details of education, professional training and qualifications (and dates of degree completion)
- Any other relevant information, such as offices held in professional bodies.

Referees

Full contact details of three referees whom the Consultant may contact. Referees will only be contacted after prior consultation with the candidate.

Date of commencement

An indication of the earliest date on which the candidate could commence in the position.

Applications close Friday 17 January 2020.

Applications must be sent in Word format by email to:
SwinburneVC@odgersberndtson.com

SUPPORT FOR YOUR APPLICATION

For a confidential discussion, please contact the below Odgers Berndtson Executive Search team who is advising the Swinburne University.

Julie Steiner, Global head of the Education Practice, Australia
T: +61 2 8905 3711

Caroline Dever, Managing Partner, Education,
Government & Health Practice, Australia
T: +61 429 939 399

Application email address:
SwinburneVC@odgersberndtson.com

FURTHER INFORMATION

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The information in this publication was correct at the time of printing (October 2019).
The university reserves the right to alter or mend the material contained in this publication.

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