



MARCUS
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College Graduate Attributes and Program Outcomes

ACA-018

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Marcus Oldham College is a private higher education provider specialising in agriculture, agribusiness and equine management. Since its inception in 1962, the College has proudly produced highly sought-after work-ready graduates for the sector, and regularly tops the QILT¹ list for higher education employability rates.

The College publicly identifies its teaching and learning ethos and approaches through Graduate Attribute and Program Outcome Statements. Graduate attributes and program outcomes expected of graduates and are all designed to be transferrable beyond the contexts of any particular discipline and both are developed for undergraduate programs through the 'Marcus Way' immersive educational experience.

Marcus Oldham College Graduate Attributes

Graduate Attributes (GAs) describe the aspirations the College has for the qualities, knowledge and capabilities that students will have upon graduation, and are appropriate to their level of study. Marcus Oldham Graduate Attributes span all levels of study at the College. They are categorised as Knowledge, Skills, and the Application of Knowledge and Skill, as they apply to the contexts of the agriculture, agribusiness and equine industries.

Knowledge

- Skilled, with a thorough understanding of their discipline area
- Integrated knowledge of agricultural/equine industries and business management
- Capable of researching, evaluating, and developing business ideas and implementation plans
- Aware of innovation and technology applications for agriculture/equine businesses
- An understanding of broader contemporary opportunities and issues across the agricultural sector.

Skills

- Independent thinkers and decision makers
- Able to engage professionally while working with others
- Confident in communicating and negotiating with people across a wide range of business sectors and activity areas within the agricultural/equine industries
- Able to gather information, question, and engage in critical thinking
- Resilience in self-management and the management of others

Application of Knowledge and Skill

- Workplace and business ready
- Practical and guided by well-developed strategic and theoretical business frameworks
- Understanding of global markets and business, with a strong grounding in rural and regional Australia
- Committed to ethical conduct and sustainable practice

¹ <https://www.compared.edu.au/institution/marcus-oldham-college/undergraduate>

Marcus Oldham College Program Outcomes

Program Outcomes (POs) align with the College's Graduate Attributes and describe the qualities, knowledge and capabilities that students learn, develop and take responsibility for throughout their studies in their particular course at the College.

Like the College's Graduate Attributes, each set of Program Outcomes also communicates to students, employers and the wider community the defining characteristics the College believes are vital for graduate success in the sector, and beyond.

There are three undergraduate programs of study: Bachelor of Business (Agriculture); Bachelor of Business (Agribusiness); and, Advanced Diploma of Equine Business Management. There are three postgraduate programs of study: Graduate Certificate of Agribusiness; Graduate Diploma of Agribusiness; and, Master of Agribusiness.

Undergraduate Programs

1. Bachelor of Business (Agriculture)

This nested suite of undergraduate units consists of four pillars and 24 units taken across six trimesters of study to complete the Bachelor of Business (Agriculture) qualification. The unit outcomes and graduate attributes for this program are framed by the 'significant learning' approach to higher education teaching and learning (Fink, 2013), as described in Appendix 1. Each of the units builds on the concepts learned and experienced from one to the other as well as integrating into other pillars. The four pillars are:

Farm Production Methods (FPM)

Production methods include all aspects of managing agricultural production systems. It ranges from cropping and animal production systems, intensive to extensive systems, agricultural engineering through to agricultural science and precision agriculture. Each unit covers three main parts of production: cropping systems; animal and pasture systems; and, agricultural engineering. As understanding develops students will learn to apply these skills to a broad range of production systems.

Agricultural Accounting and Finance (AAF)

Agricultural accounting and finance units develop the ability to understand financial reports to allow students to evaluate and interpret financial information in order to make a range of informed financial decisions relating to a farm business. Students will be able to construct a range of financial models used for farm business planning.

Enterprise Management Systems (EMS)

Enterprise management systems units incorporate other business skills needed to run a farm business such as: marketing; economics; information technology; agricultural law; and, human resource management.

Integrated Management Systems (IMS)

Integrated management systems are a set of multi-discipline units where knowledge learned during the program can be applied and integrated into real business settings. The scope of activities in these units covers work integrated learning activities such as case studies, study tours and practical placements.

Program Outcomes for Bachelor of Business (Agriculture)

PO2.1 Deep Discipline Knowledge in Business and Agricultural Production

PO2.1.1 Graduates apply comprehensive knowledge and understanding of relevant methods to business decision making and management across production systems, people and stakeholder management, finances, and technology within the Australian agriculture environment.

PO2.1.2 Graduates identify, understand and predict the relationships and connections between the internal and external agricultural environments that drive productivity, profitability, and sustainability of global agricultural systems.

PO2.2 Creative and Critical Thinking, and Problem Solving

PO2.2.1 Graduates are valuable problem solvers and confidently apply their knowledge of agricultural production and business to real world applications. They do this by demonstrating critical, creative, and practical thinking to make informed decisions using scarce and variable resources.

PO2.3 Teamwork and Communication Skills

PO2.3.1 Graduates have the confidence to connect, articulate and lead discussions, teams and projects using effective communication styles, in person and in virtual settings.

PO2.3.2 Graduates integrate and apply their to contribute and collaborate with people and teams of diverse talents and disciplines.

PO2.3.3 Graduates can confidently apply a range of persuasive oral, written and interpersonal communication that may inform, motivate and effect change.

PO2.4 Self-Awareness and Emotional Intelligence

PO2.4.1 Graduates are self-aware and reflective in their professional practice, they act with integrity and take responsibility for their actions. They are flexible and resilient and have the capacity to accept and give positive feedback.

PO2.5 Leadership and Lifelong Learning Readiness

PO2.5.1 Graduates care about their sector and the part they will contribute to it. They are likely to be energised by involvement in agriculture and the sector that matches their interests, values and passion.

PO2.5.2 As leaders, graduates are expected to claim their own limitations and vulnerabilities, to support themselves and others in developing environments where all might thrive, and to create positive outcomes at work and in the wider community.

PO2.5.3 Graduates will leave the College with a sense of inquiry and the desire to continue to learn, necessary to lead the self and others well. They will be aware of knowledge gaps and seek ways to continually learn and improve by generating strong networks with trusted people and connecting to the information they require.

2. Bachelor of Business (Agribusiness)

This nested suite of undergraduate units consists of four pillars and 24 units taken across six trimesters of study to complete the Bachelor of Business (Agribusiness) qualification. The unit outcomes and graduate attributes for this program are framed by the 'significant learning' approach to higher education teaching and learning (Fink, 2013).

The Bachelor of Business (Agribusiness) course has four main pillars each with six units, to make a twenty-four unit bachelor degree. Each of the units builds on the concepts learned and experienced from one to the other as well as integrating into other pillars. The four pillars are:

Finance and Accounting for Agribusiness (FAA)

Agribusiness accounting and finance develops capabilities to understand financial reports, evaluate and interpret financial information so the learner can make a range of informed financial decisions relating to an agribusiness, as well as construct a range of financial models used for business planning.

Agribusiness Marketing and Economics (AME)

Agribusiness marketing and economics is designed to give the learner an understanding of the markets which are vital to any agribusiness success. These units include fundamentals and principles of the marketing process; marketing intelligence and concepts, and marketing plans.

Learners are also introduced to agricultural economics in this pillar to understand how various agricultural industries are structured. Fundamentals of commodity marketing and risk management are also covered in this pillar.

By the end of the degree learners will have capabilities and confidence in business planning and strategic implementation. They will have developed a comprehensive medium-term business plan for a large agribusiness operation, focusing on the integration of complex production, marketing, human resources, and organizational, legal and financial factors.

Enterprise Management Systems (EMS)

Enterprise Management Systems units incorporate other business and agricultural production skills required to run an agribusiness, such as: information technology; agricultural law; human resource management; and agricultural production systems (cropping and animal production systems, intensive and extensive systems of agricultural production).

Integrated Management Systems (IMS)

The Integrated Management Systems pillar has a set of multi-discipline units where knowledge learned during the whole program is applied and integrated into real business settings. The scope of activities in these units covers work integrated learning activities such as case studies, study tours and practical placements.

Program Outcomes for Bachelor of Business (Agribusiness)

PO4.1 Deep Discipline Knowledge in Agribusiness

PO4.1.1 Graduates apply comprehensive foundational knowledge and understanding of methods for business decision making and management relevant to food and fibre industries. These include: finance; people and stakeholder management; technology; marketing; economics; and strategy.

PO4.1.2 Graduates identify, understand and predict the relationships and connections between the internal and external agribusiness environments that drive productivity, profitability, and successful management of agribusinesses.

PO4.2 Creative and Critical Thinking, and Problem Solving

PO4.2.1 Graduates are valuable problem solvers and confidently apply their knowledge of agribusiness to real world applications. They do this by demonstrating critical, creative, and practical thinking to make informed decisions using scarce and variable resources.

PO4.3 Teamwork and Communication Skills

PO4.3.1 Graduates have the confidence to connect, articulate and lead discussions, teams and projects using effective communication styles, in person and in virtual settings.

PO4.3.2 Graduates integrate and apply their professional knowledge to contribute and collaborate with people and teams of diverse talents and disciplines.

PO4.3.3 Graduates can confidently apply a range of persuasive oral, written and interpersonal communication that may inform, motivate and effect change.

PO4.4 Self-Awareness and Emotional Intelligence

PO4.4.1 Graduates are self-aware and reflective in their professional practice, they act with integrity and take responsibility for their actions. They are flexible and resilient and have the capacity to accept and give constructive feedback.

PO4.5 Leadership and Lifelong Learning Readiness

PO4.5.1 Graduates care about their sector and the part they will contribute to it. They are likely to be energised by involvement in agribusiness and the sector that matches their interests, values and passion.

PO4.5.2 As leaders, graduates are expected to claim their own limitations and vulnerabilities, to support themselves and others in developing environments where all might thrive, and to create positive outcomes at work and in the wider community.

PO4.5.3 Graduates will leave the College with a sense of inquiry and the desire to continue to learn, necessary to lead the self and others well. They will be aware of knowledge gaps and seek ways to continually learn and improve by generating strong networks with trusted people and connecting to the information they require.

3. Advanced Diploma of Equine Business Management (2023)

The Advanced Diploma of Equine Business Management course consists of 12 units² offered within four main pillars of study, each with three units. Each of the units builds upon the concepts learned and experienced across and within each of these pillars:

- Accounting and Finance for Equine Business (AFE)
- Enterprise Management Systems (EMS)
- Equine Production Systems (EPS)
- Integrated Management Systems (IMS)

The **Accounting and Finance for Equine Business (AFE)** pillar develops understandings of accounting principles and financial reporting. This knowledge allows students to confidently evaluate and interpret financial information so that they can make a range of informed financial decisions relating to any equine business, and construct and use a range of financial models used for business planning.

The **Enterprise Management Systems (EMS)** pillar incorporates all the other business skills deemed necessary to know to successfully run an equine business, including: information technology; marketing; economics; law; and, human resource management.

The **Equine Production Systems (EPS)** pillar is designed to teach students about the horse and its anatomical functions and behaviours, as well as operating systems essential to housing, managing and maintaining horse health. This begins by teaching students about the basics of monitoring horse health indicators, and addressing first aid situations for the horse. It introduces the fundamentals of equine science and nutrition, handling horses safely and the foundation of soils, weather patterns and other factors relating to pasture growth. By the end of Trimester 3, students understanding of each area has deepened to a point where they are able to analyse and apply the skills and theories learned throughout the year. This pillar also includes the Elective topics, allowing students to focus on either Thoroughbred Racing and Breeding, or Equestrian Performance as their particular interest.

The final pillar **Integrated Management Systems (IMS)** is a multi-disciplined set of units students are encouraged to apply their learning in real world settings. Opportunities to do so include case studies, study tours and the practical placements.

Program Outcomes for Advanced Diploma of Equine Business Management

PO1.1 Deep Discipline Knowledge in Equine Business Management

PO1.1.1 Graduates apply comprehensive foundational knowledge and understanding of methods for business decision making and management relevant to equine industries. These include: finance; people and stakeholder management; technology; marketing; economics; and strategy.

PO1.1.2 Graduates identify, understand and predict the relationships and connections between the internal and external equine business management environments that drive productivity, profitability, and successful management of equine businesses.

² The unit codes for each unit make reference to the pillar of study acronym, then numbered by the AQF level, program code (1 for equine business management), and subject sequence.

PO1.2 Creative and Critical Thinking, and Problem Solving

PO1.2.1 Graduates are valuable problem solvers and confidently apply their knowledge of equine business management to real world applications. They do this by demonstrating critical, creative, and practical thinking to make informed decisions using scarce and variable resources.

PO1.3 Teamwork and Communication Skills

PO1.3.1 Graduates have the confidence to connect, articulate and lead discussions, teams and projects using effective communication styles, in person and in virtual settings.

PO1.3.2 Graduates integrate and apply their professional knowledge to contribute and collaborate with people and teams of diverse talents and disciplines.

PO1.3.3 Graduates can confidently apply a range of persuasive oral, written and interpersonal communication that may inform, motivate and effect change.

PO1.4 Self-Awareness and Emotional Intelligence

PO1.4.1 Graduates are self-aware and reflective in their professional practice, they act with integrity and take responsibility for their actions. They are flexible and resilient and have the capacity to accept and give constructive feedback.

PO1.5 Leadership and Lifelong Learning Readiness

PO1.5.1 Graduates care about their sector and the part they will contribute to it. They are likely to be energised by involvement in the equine industry that matches their interests, values and passion.

Postgraduate Programs

The Marcus Oldham College postgraduate program has been designed for people wanting to enhance their career prospects in agribusiness. With an emphasis on management and critical thinking, the program is designed to:

- build on professional experience,
- develop high-level analytical skills
- broaden understanding of the agribusiness sector.

These programs are for those who want to lead in agriculture-related industries or in allied government and corporate roles. Opportunities for advancement include leaders and managers of food and fibre production, logistics, commodity trading, banking and finance, property, government regulation, food processing, rural research and development, etc.

1. Graduate Certificate of Agribusiness

There are four compulsory units of study to complete the Graduate Certificate of Agribusiness. The unit outcomes and graduate attributes for this program are framed by the 'significant learning' approach to higher education teaching and learning (Fink, 2013).

Program Outcomes for Graduate Certificate of Agribusiness

PGPO1 Deep Discipline Knowledge in Agribusiness

PGPO1.1 Graduates build upon prior knowledge and then apply comprehensive knowledge and understanding of methods to business decision making and management relevant to food and fibre industries. These include: finance; people and stakeholder management; technology; marketing; economics; and strategy.

PGPO2 Creative and Critical Thinking, and Problem Solving

PGPO2.1 Graduates are valuable problem solvers and confidently apply their advanced knowledge of agribusiness to real world applications. They do this by demonstrating critical, creative, and practical thinking to make informed decisions using scarce and variable resources.

PGPO3 Teamwork and Communication Skills

PGPO3.1 Graduates have the confidence to connect, articulate and lead discussions, teams and projects using effective communication styles, in person and in virtual settings.

PGPO.3.2 Graduates integrate and apply their professional knowledge to contribute and collaborate with people and teams of diverse talents and disciplines.

PGPO3.3 Graduates can confidently apply a range of persuasive oral, written and interpersonal communication that may inform, motivate and effect change.

PGPO4 Self-Awareness and Emotional Intelligence

PGPO4.1 Graduates are self-aware and reflective in their professional practice, they act with integrity and take responsibility for their actions. They are flexible and resilient and have the capacity to accept and give constructive feedback.

PGPO5 Leadership and Lifelong Learning Readiness

PGPO5.1 Graduates care about their sector and the part they will contribute to it. They are likely to be energised by involvement in agribusiness and the sector that matches their interests, values and passion.

PGPO5.2 Graduates will leave the College with a sense of inquiry and the desire to continue to learn, necessary to lead the self and others well. They will be aware of knowledge gaps and seek ways to continually learn and improve by generating strong networks with trusted people and connecting to the information they require.

2. Graduate Diploma of Agribusiness

There are eight units of study (six compulsory units and two electives) required to complete the Graduate Diploma of Agribusiness. The unit outcomes and graduate attributes for this program are framed by the 'significant learning' approach to higher education teaching and learning (Fink, 2013).

Program Outcomes for Graduate Diploma of Agribusiness

PGPO1 Deep Discipline Knowledge in Agribusiness

PGPO1.1 Graduates build upon prior knowledge and then apply comprehensive knowledge and understanding of methods to business decision making and management relevant to food and fibre industries. These include: finance; people and stakeholder management; technology; marketing; economics; and strategy.

PGPO1.2 Graduates demonstrate an understanding of the sector's particular risk and disruption profiles, leading to the ability to define risks likely to impact specific agribusiness sectors and enterprise types.

PGPO2 Creative and Critical Thinking, and Problem Solving

PGPO2.1 Graduates are valuable problem solvers and confidently apply their advanced knowledge of agribusiness to real world applications. They do this by demonstrating critical, creative, and practical thinking to make informed decisions using scarce and variable resources.

PGPO3 Teamwork and Communication Skills

PGPO3.1 Graduates have the confidence to connect, articulate and lead discussions, teams and projects using effective communication styles, in person and in virtual settings.

PGPO3.2 Graduates integrate and apply their professional knowledge to contribute and collaborate with people and teams of diverse talents and disciplines.

PGPO3.3 Graduates can confidently apply a range of persuasive oral, written and interpersonal communication that may inform, motivate and effect change.

PGPO3.4 Graduate demonstrate the ability to develop and synthesise strategies to attract and retain people while maintaining a diverse, supportive and inclusive organisational culture.

PGPO4 Self-Awareness and Emotional Intelligence

PGPO4.1 Graduates are self-aware and reflective in their professional practice, they act with integrity and take responsibility for their actions. They are flexible and resilient and have the capacity to accept and give constructive feedback.

PGPO4.2. Graduates demonstrate insight about contemporary global and local trends and underlying influences impacting agribusiness supply and value chains.

PGPO5 Leadership and Lifelong Learning Readiness

PGPO5.1 Graduates care about their sector and the part they will contribute to it. They are likely to be energised by involvement in agribusiness and the sector that matches their interests, values and passion.

PGPO5.2 Graduates will leave the College with a sense of inquiry and the desire to continue to learn, necessary to lead the self and others well. They will be aware of knowledge gaps and seek ways to continually learn and improve by generating strong networks with trusted people and connecting to the information they require.

PGPO5.3 As leaders, graduates are expected to claim their own limitations and vulnerabilities, to support themselves and others in developing environments where all might thrive, and to create positive outcomes at work and in the wider community.

3. Master of Agribusiness

There are twelve units of study (eight compulsory units and four electives) required to complete the Master of Agribusiness. The unit outcomes and graduate attributes for this program are framed by the 'significant learning' approach to higher education teaching and learning (Fink, 2013).

Program Outcomes for Master of Agribusiness

PGPO1 Deep Discipline Knowledge in Agribusiness

PGPO1.1 Graduates build upon prior knowledge and then apply comprehensive knowledge and understanding of methods to business decision making and management relevant to food and fibre industries. These include: finance; people and stakeholder management; technology; marketing; economics; and strategy.

PGPO1.2 Graduates demonstrate an understanding of the sector's particular risk and disruption profiles, leading to the ability to define risks likely to impact specific agribusiness sectors and enterprise types.

PGPO2 Creative and Critical Thinking, and Problem Solving

PGPO2.1 Graduates are valuable problem solvers and confidently apply their advanced knowledge of agribusiness to real world applications. They do this by demonstrating critical, creative, and practical thinking to make informed decisions using scarce and variable resources.

PGPO3 Teamwork and Communication Skills

PGPO3.1 Graduates have the confidence to connect, articulate and lead discussions, teams and projects using effective communication styles, in person and in virtual settings.

PGPO3.2 Graduates integrate and apply their professional knowledge to contribute and collaborate with teams of diverse talents and disciplines.

PGPO3.3 Graduates can confidently apply a range of persuasive oral, written and interpersonal communication that may inform, motivate and effect change.

PGPO3.4 Graduate demonstrate the ability to develop and synthesise strategies to attract and retain people while maintaining a diverse, supportive and inclusive organisational culture.

PGPO4 Self-Awareness and Emotional Intelligence

PGPO4.1 Graduates are self-aware and reflective in their professional practice, they act with integrity and take responsibility for their actions. They are flexible and resilient and have the capacity to accept and give constructive feedback.

PGPO4.2. Graduates demonstrate insight about contemporary global and local trends and underlying influences impacting agribusiness supply and value chains.

PGPO5 Leadership and Lifelong Learning Readiness

PGPO5.1 Graduates care about their sector and the part they will contribute to it. They are likely to be energised by involvement in agribusiness and the sector that matches their interests, values and passion.

PGPO5.2 Graduates will leave the College with a sense of inquiry and the desire to continue to learn, necessary to lead the self and others well. They will be aware of knowledge gaps and seek ways to continually learn and improve by generating strong networks with trusted people and connecting to the information they require.

PGPO5.3 As leaders, graduates are expected to claim their own limitations and vulnerabilities, to support themselves and others in developing environments where all might thrive, and to create positive outcomes at work and in the wider community.

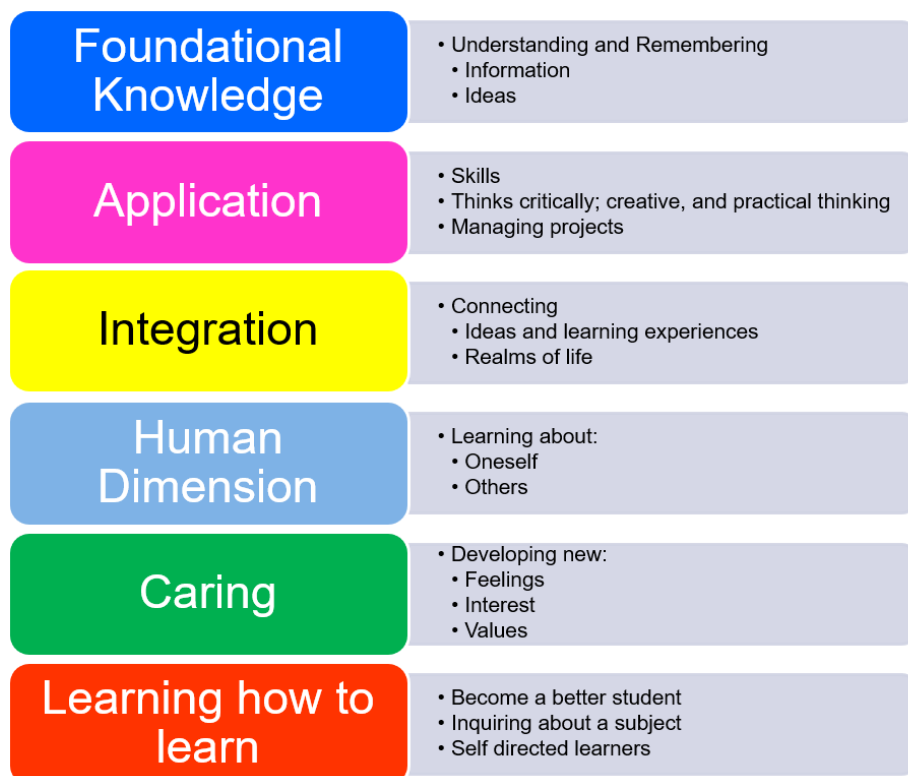
PGPO5.4 Graduates are expected to critically reflect on the business and research analytic methods, frameworks and tools they have developed over time, and apply these to a range of agribusiness decision making settings.

PGPO5.5. Graduates possess the knowledge and ability to synthesise background and contextual information to define directions for timely research and analysis of emerging issues for food and fibre industry and institutions.

References

Fink, LD 2013, "A Taxonomy of Significant Learning" in, *Creating Significant Learning Experiences: An Integrated Approach to Designing College Courses*, Revised and Updated ed, Wiley, pp. 31-65.

Appendix 1: Fink's (2013) Taxonomy of Significant Learning



Policy Status

Status	Approved
Effective Date	24 October 2022
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Approval Authority	Academic Board
Approval Date	17 July 2023
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Responsible Executive	Deputy Chair, Academic Board
Implementation Officer	Director, T&L Governance
Enquiries Contact	Dr Heather Davis davis@marcusoldham.vic.edu.au Ph 03 52472904