



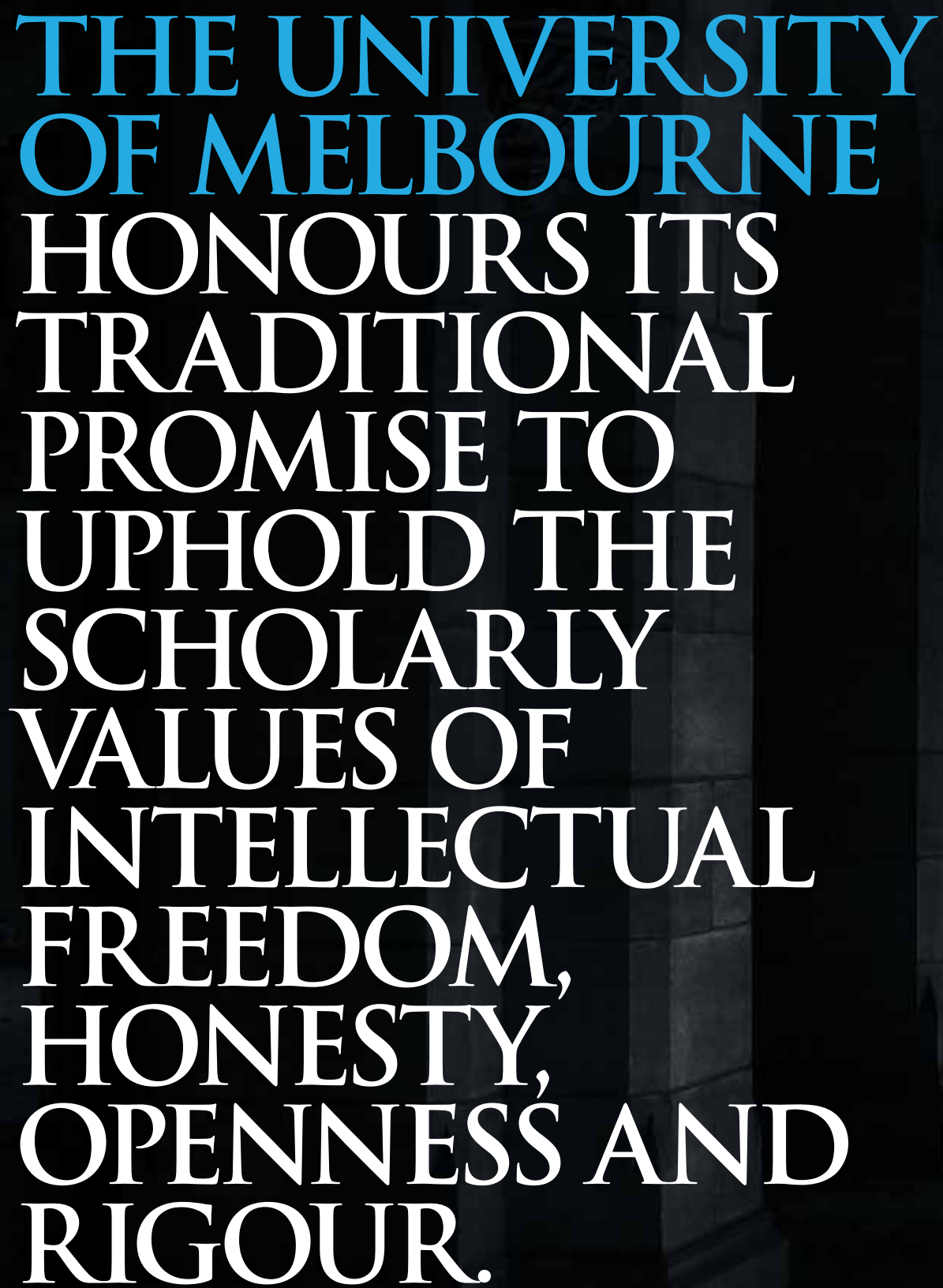
THE UNIVERSITY OF  
MELBOURNE

# 2012

## ANNUAL REPORT

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THE UNIVERSITY  
OF MELBOURNE  
HONOURS ITS  
TRADITIONAL  
PROMISE TO  
UPHOLD THE  
SCHOLARLY  
VALUES OF  
INTELLECTUAL  
FREEDOM,  
HONESTY,  
OPENNESS AND  
RIGOUR.



# CHANCELLOR'S LETTER

The Hon Peter Hall, MLC  
Minister for Higher Education and Skills  
2 Treasury Place  
EAST MELBOURNE Vic 3002

18 March 2013

Dear Minister

In accordance with the requirements of regulations under the *Financial Management Act 1994*, it gives me great pleasure to submit for your information and presentation to Parliament the Annual Report of the University of Melbourne for the year ending 31 December 2012.

The Annual Report was approved by the University of Melbourne Council at its meeting on Monday 18 March 2013.

For the University of Melbourne, 2012 marked another strong year. It began with record demand for undergraduate places and some of the highest ATARs ever recorded. Graduate offerings saw impressive growth in interest, with strong demand from international students for graduate coursework and research programs.

Research strength was again demonstrated with the Excellence in Research for Australia results placing Melbourne as the strongest-performing research university in Australia, and 97 disciplines at the University rating above world standard in research.

Sound management has ensured the University's strong fiscal position in 2012. I believe Melbourne is well placed to continue delivering dynamic teaching and learning, world-class research and meaningful community engagement in the coming years.

The membership of Council reflects a balanced representation of expertise and interests so that it may most effectively deal with the educational, business and other matters which regularly come before it.

By utilising the position of Council Fellow we have been able to continue to avail ourselves of the input and advice from the staff and students of the University.

In my second year as Chancellor it was my pleasure to again lead the Council in its work. I look forward to the opportunity to contribute further to the University's success in 2013.

Yours sincerely



**ELIZABETH ALEXANDER AM**  
Chancellor



# INTRODUCTION & OVERVIEW

The University of Melbourne ended 2012 with an outstanding level of interest shown by school leavers in our undergraduate education offerings, particularly the core degrees of the Bachelor of Arts and Bachelor of Science.

Outstanding rankings for Melbourne in 2012 have encouraged interest in studying at Melbourne at both the undergraduate and graduate levels. The University was ranked number 28 in the world, up nine places from 2011, according to the Times Higher Education World University Rankings, and number 57 in the world according to the Academic Rankings of World Universities (Shanghai Jiao Tong), compared with 60 in 2011. Under both measures, the University of Melbourne stood out as the highest-ranked university in Australia.

## GROWING ESTEEM IN 2012

This position reflects the University's strategic aspiration, to be a higher education institution making a distinctive contribution to society, as articulated in the *Growing Esteem* strategy. Echoing the University's 1853 logo, *postera crescam laude*, *Growing Esteem* is the University's strategy for achieving high regard and for making a distinctive contribution to society. The strategy is conceived around the metaphor of a triple helix – three strands of core activities, each sharply focused and well resourced, and all mutually supportive. The three core activities at the University of Melbourne are research, learning and teaching and engagement.

## RESEARCH AND RESEARCH TRAINING

The University's research strength was again demonstrated in the 2012 Excellence in Research for Australia (ERA) survey. As with the last ERA survey in 2010, this saw Melbourne placed as the strongest-performing research university in Australia, with 97 disciplines at the University now rated at or above world standard in research. The year also saw the launch of Research at Melbourne: Ensuring

Excellence and Impact to 2025, an institutional research strategy adopted after broad consultation with our academic community. This identified a series of grand challenges facing society, and expressed the aspiration of Melbourne researchers across the disciplines to contribute to solving them. Research at Melbourne also signalled an extensive program of investment as a further commitment to maintaining and building on its research legacy.

## LEARNING AND TEACHING

*Growing Esteem* expresses the University's aspiration to excel in undergraduate and postgraduate education. In 2012 a majority of those completing undergraduate degrees went on to enrol in one of our growing suite of professional postgraduate courses or a research higher degree. Data on enrolments across the Melbourne curriculum revealed that a multiplicity of pathways are being taken by students to a range of specialist and professional graduate programs, and that students from a broad range of undergraduate disciplines are entering masters study.

## eLEARNING

Universities everywhere face new questions in the era of online information. Many will remember 2012 in particular as the year of massive open online courses, or MOOCs. In September Melbourne joined international universities including Stanford and Princeton in the Coursera consortium, an exciting experiment in online and digital learning. By the end of 2012, 80 000 people had signed up for a Melbourne MOOC, on topics ranging from Climate Change to Exercise Physiology and Principles of Macroeconomics.

## ACCESS AND EQUITY

In 2012 Melbourne continued a steady trend towards providing opportunities for students from many backgrounds: Indigenous, interstate, international. Over five years, enrolments of first-year undergraduate students from disadvantaged financial backgrounds under the Access Melbourne program have increased fourfold. Indigenous students too are finding new pathways to Melbourne, facilitated by faculty strategies developed in the spirit of our Reconciliation Action Plan.

## ENGAGEMENT

The year 2012 was a time of significant institutional celebrations, including the 150th anniversary of the Melbourne Medical School and the 40th anniversary of the Victorian College of the Arts. The collaboration agreement reached between the Melbourne Business School and the Faculty of Business and Economics was also cause for celebration. The Melbourne Institute of Applied Economic and Social Research and The Australian newspaper hosted the eighth Economic and Social Outlook Conference, the nation's premiere economic and social public policy forum. Titled 'Securing the Future: How Australia Can Thrive in a Volatile World', the conference explored such issues as ageing, population, economic growth, health reform, education, the Asian economy, financial stability, homelessness, tax, trade, and innovation. One of the most significant moments in the history of science, the discovery of the Higgs boson, was celebrated at Melbourne in a special way, as University physicists played a key role hosting the 36th International Conference on High Energy Physics. In the week of the Higgs boson announcement, CERN Director General Professor Rolf-Dieter

Heuer visited the University and was awarded our highest honour, the Doctor of Laws (honoris causa).

In 2012, philanthropic support for the University has been memorable and encouraging. For the first time ever, the number of donors to the University in a single year rose above 5000. Particularly welcome has been engagement by many current students, with the most successful on-campus Student Appeal to date.

#### SUSTAINABILITY

The Campus Sustainability Centre opened new premises in the Walter Boas Building, showcasing a range of important University research projects. Co-located with the Office for Environmental Programs, and the new premises provide a home for staff and students in a range of interdisciplinary, sustainability-related masters programs hosted by the OEP. The University's sustainability commitment was also met across campus through the work of the Property and Campus Services division, while new staff initiatives were instituted such as the Myki Commuter Club, encouraging public transport use among the thousands of University staff members.

#### ENABLERS

In the face of challenging global and domestic financial and operating environments, 2012 saw a solid financial result for the University of Melbourne. However, increased competition from emerging higher education markets added an element of uncertainty. The University recorded an accounting surplus of \$105.5 million and retained its AA+ credit rating.

Melbourne's commitment to prudent, responsible and sustainable financial management, coupled with long-term

financing and investment strategies, saw the University end the year with a reasonably robust financial base.

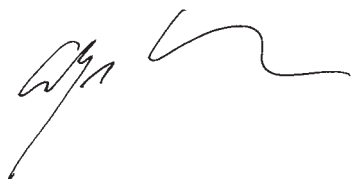
In 2012 Melbourne was able to recruit a significant number of additional professional and academic staff to support a growing research and graduate profile. Work continued on responses to the Melbourne Staff Survey, as the University continued planning for a happy and productive workforce in 2013 and beyond.

#### OUTLOOK

The pace of change in the higher education environment is set to continue in 2013. Strategy around eLearning and online education is increasingly important.

Across Australia in 2012, removal of the Federal Government's cap on student places saw an increase in the number of places offered by many universities. At Melbourne the decision has been made to maintain numbers at current levels. Along with other Australian universities, the University of Melbourne will continue to advocate for greater public investment in the university sector.

In 2013, once again, the University of Melbourne will work to be a public-spirited institution, generating research and education equal to the best in the world.



Professor Glyn Davis  
Vice-Chancellor

18 March 2013



# 2012 HIGHLIGHTS



## OUR PEOPLE

» Hayley Bolding (Projects Officer, Australia India Institute) was named 2013 Victorian Young Australian of the Year. Ms Bolding founded Atma, a not-for-profit organisation in India that supports local groups in their efforts to improve the situation of children.

PAGE 24

» Dr Mark Shackleton (Department of Pathology) was awarded the 2012 Prime Minister's Prize for Life Scientist of the Year in recognition of his important contribution to understanding the evolution of cancer cells.

PAGE 25

» 2012 graduate Jenny Tran (Faculty of Medicine, Dentistry and Health Sciences) was awarded the prestigious 2013 Australia-At-Large Rhodes Scholarship. Ms Tran will use this scholarship to study for a Master of Science in Global Health Sciences at Oxford University.

PAGE 26

» Nyadol Nyuon (Melbourne Law School) was named as one of the top 100 Most Influential African Australians for her advocacy for the African Australian community, in particular youth, in areas including housing, education and employment.

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## RESEARCH & RESEARCH TRAINING

» The University's new strategy Research at Melbourne: Ensuring Excellence and Impact to 2025 was launched, mapping a plan to support researchers as they work towards answering the grand challenges facing society.

PAGE 30

» International rankings continued to place the University of Melbourne as a leading research university on the world stage.

PAGE 30

» The University's research breadth has again been recognised, with 97 disciplines now rated at or above world standard according to Excellence in Research for Australia.

PAGE 30

» Melbourne was ranked either first or second in all key national research indicators, and received the highest total and individual allocations of Federal Government funds awarded nationally.

PAGES 30-31

» The University consolidated existing partnerships and established new ones with leading research institutions including CSIRO, IBM and NICTA.

PAGES 30-32

» Melbourne graduate researchers received more funding than those at any other university from Australian Postgraduate Awards, International Postgraduate Research Scholarships and the Research Training Scheme.

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## LEARNING & TEACHING

» Though its Social Inclusion Plan, the University continued to prioritise equity and diversity in student recruitment at both undergraduate and graduate levels.

PAGE 46-48

» In September Melbourne became the first Australian university to join prestigious international online learning platform Coursera.

PAGE 48

» 2012 saw the graduation of the first classes of students to have completed both a bachelors and a masters degree within the Melbourne curriculum. Students are entering masters programs from a vast range of undergraduate degrees.

PAGE 48

» The Student Services Evaluation Framework was developed to evaluate services from the perspective of students, stakeholders, peers and self-assessments, to help the University achieve targets for student satisfaction and graduate outcomes.

PAGE 49

» Demand for Melbourne degrees remained high, with five of the six Melbourne undergraduate degrees amongst the ten most popular in Victoria. There was a 27 per cent increase in graduate coursework applications in 2012.

PAGES 53-54



## ENGAGEMENT

» The full spectrum of the University's engagement activities was consolidated into a single portfolio to support a concentrated, focused approach to engagement at all levels.

**PAGE 62**

» In August, the University's inaugural Melbourne Latin America Dialogue attracted leaders from government, business and academia to participate in a high-level exchange of ideas.

**PAGE 62**

» The University continued to offer a full calendar of free and public lectures, conferences, exhibitions, concerts and performances, opening the University to a wide external audience.

**PAGES 63–64**

» Philanthropic income in 2012 was greater than ever before, exceeding \$32.25 million.

**PAGE 64**

» The University extended its global outreach with the development of new partnerships and the strengthening of existing ones. International student enrolments were maintained despite a decline across the sector in 2012.

**PAGES 66–68**



## SUSTAINABILITY

» The new Campus Sustainability Centre, which showcases cross-campus sustainability-related research, was officially opened in April.

**PAGE 76**

» The University became a Fair Trade accredited institution, committed to supporting the work rights of producers and sustainable trade.

**PAGE 76**

» The Learning Outcomes and Graduate Attributes group worked towards identifying opportunities to incorporate sustainability into University curricula.

**PAGE 76**

» Results show the University is on the way to achieving a number of its 2011–2015 Sustainability Targets.

**PAGE 79**



## ENABLERS

» In the third and final year of the Responsible Division Management implementation phase, assessments indicate high levels of staff support.

**PAGE 84**

» Business improvement projects are under way or planned to enable greater streamlining and automation of transactional work.

**PAGE 84**

» Staff numbers increased by 449 in the 12 months to March 2012. The University continued to deliver a vast range of learning and development solutions to enhance organisational and individual staff performance.

**PAGES 84–85**

» Between 2010 and 2012, Indigenous representation among staff doubled, with programs now in place to ensure further growth in representation.

**PAGE 85–86**

» The University continued to invest in new infrastructure around campus, with over \$2.5 billion of capital works either under way or in planning stages.

**PAGE 86–87**

# FIVE-YEAR STATISTICS

| Category  | 2008         | 2009         | 2010         | 2011         | 2012         |
|---|--------------|--------------|--------------|--------------|--------------|
| <b>Median ATAR</b>  | <b>93.90</b> | <b>94.10</b> | <b>93.90</b> | <b>93.10</b> | <b>93.85</b> |
| <b>Student Enrolments (EFTSL)</b>                                 |              |              |              |              |              |
| Total Load (EFTSL)  | 35,474       | 35,886       | 36,619       | 36,843       | 38,281       |
| Research Higher Degree  | 3,167        | 3,175        | 3,216        | 3,110        | 3,244        |
| Postgraduate Coursework   | 6,742        | 7,402        | 8,289        | 9,735        | 12,510       |
| Undergraduate   | 25,565       | 25,309       | 25,114       | 23,998       | 22,527       |
| % Female Enrolment  | 55.3%        | 54.3%        | 55.2%        | 55.0%        | 55.0%        |
| International Load (EFTSL)  | 9,895        | 10,130       | 10,143       | 10,159       | 10,647       |
| % International   | 27.9%        | 28.2%        | 27.7%        | 27.6%        | 27.8%        |
| DIISRTE-Funded including RTS                                      | 21,678       | 22,342       | 22,887       | 23,092       | 23,847       |
| <b>Award Completions</b>  |              |              |              |              |              |
| Research Higher Degree (excluding Higher Doctorates)              | 720          | 775          | 727          | 777          | 740          |
| PG Coursework   | 4,512        | 4,993        | 4,440        | 6,155        | 7,450        |
| Undergraduate   | 8,038        | 8,231        | 7,726        | 8,563        | 8,441        |
| Total   | 13,270       | 13,999       | 12,893       | 15,495       | 16,631       |
| <b>Staff (FTE) (March, including casuals and excluding TAFE)</b>  |              |              |              |              |              |
| Academic (All)  | 3,326        | 3,375        | 3,405        | 3,417        | 3,586        |
| Professionals (All)   | 3,964        | 3,993        | 3,913        | 4,210        | 4,507        |
| Total   | 7,289        | 7,368        | 7,318        | 7,627        | 8,093        |
| <b>Student:Staff Ratio</b>  |              |              |              |              |              |
| T&R Faculty Staff   | 18.1         | 17.7         | 18.4         | 18.7         | 18.2         |
| All Academic Faculty Staff  | 10.8         | 10.8         | 10.9         | 11.0         | 10.7         |
| <b>Research Performance Indicators</b>                            |              |              |              |              |              |
| Research Expenditure (\$ million)                                 | 708.8        | 738.0 (est)  | 812.9        | 844.0 (est)  | 897.9 (est)  |
| Research Income (\$ million)                                      | 382.5        | 337.0        | 357.0        | 376.5        | 375.0 (est)  |
| Research Publications   | 4,317        | 4,456        | 4,271        | 4,533        | 4,500 (est)  |
| Research Load (EFTSL)   | 3,167        | 3,186        | 3,216        | 3,110        | 3,244        |
| Research Completions (eligible)*                                  | 720          | 775          | 727          | 777          | 740          |
| <b>Financial Data (\$ million)</b>                                |              |              |              |              |              |
| Total Income  | 1,530.6      | 1,570.2      | 1,700.5      | 1,800.4      | 1,930.9      |
| Total Expenditure (excluding Income Tax)                          | 1,776.3      | 1,552.9      | 1,642.8      | 1,711.5      | 1,826.3      |
| Net Result before Income Tax                                      | -245.7       | 17.3         | 57.7         | 88.9         | 104.6        |
| Net Result after Income Tax                                       | -245.7       | 17.3         | 57.6         | 88.9         | 104.6        |
| <b>Sources of Income (%)</b>                                      |              |              |              |              |              |
| Australian Government Recurrent Financial Assistance <sup>†</sup> | 22.4         | 23.1         | 22.2         | 22.4         | 22.5         |
| Other Australian Government Financial Assistance <sup>‡</sup>     | 24.0         | 19.6         | 21.1         | 22.6         | 23           |
| HECS-HELP (Government and Student Payments)                       | 7.6          | 7.9          | 7.7          | 7.5          | 7.5          |
| State Government Financial Assistance                             | 3.3          | 2.7          | 3.4          | 2.5          | 4.2          |
| Fees and Charges and Other Income                                 | 32.8         | 32.1         | 32.7         | 33.2         | 34.1         |
| Investment Income   | 5.5          | 9.6          | 6.4          | 7.3          | 5.3          |
| Grants, Donations and Bequests                                    | 4.4          | 5.0          | 6.5          | 4.5          | 3.4          |
| Total   | 100.0        | 100.0        | 100.0        | 100.0        | 100.0        |

\* Eligible completions means those included in the RTS formula; excludes higher doctorates by publication.

<sup>†</sup> Includes funding for the Commonwealth Grants Scheme, Joint Research Engagement Program, Research Training Scheme, Research Infrastructure Block Grants and Sustainable Research Excellence in Universities.

<sup>‡</sup> Includes FEE-HELP.



THE UNIVERSITY OF  
MELBOURNE



# COUNCIL MEMBERSHIP



# COUNCIL MEMBERSHIP

Council is the governing body of the University of Melbourne and has oversight of the entire direction and superintendence of the University. Council was appointed pursuant to the *Melbourne University Act 1958* and continued from 1 July 2010 under the terms of the new *University of Melbourne Act 2009*.

## THE CHANCELLOR

**MS ELIZABETH ALEXANDER AM**  
BCom *Melb.* FAICD FCA FCPA

Appointed to Council 2 October 2004. Re-appointed 15 April 2008. Elected Deputy Chancellor 1 January 2011. Elected Chancellor 8 April 2011. Field of experience: Business and accounting. Chair of Dexus Wholesale Property Ltd and Director of Dexus Property Group and Medibank. National President of Winston Churchill Memorial Trust. First female National President of CPA Australia and Australian Institute of Company Directors. In relation to financial interests refer to p37 of Financial Statements.

## THE VICE-CHANCELLOR

**PROFESSOR GLYN DAVIS AC**  
BA NSW PhD ANU FASSA FIPAA

Appointed Vice-Chancellor 10 January 2005. Immediate past Chair of Universitas 21, Chair of Universities Australia. Director of Grattan Institute and Melbourne Theatre Company. Member of Supervisory Board of Menzies Centre for Australian Studies (London). Ex officio member of the University's companies and controlled entities. No significant financial interests declared.

## PRESIDENT OF ACADEMIC BOARD

**PROFESSOR RON SLOCOMBE**  
BVSc (Hons) *Melb.* MS *Michigan State U* PhD *Michigan State U* Dip ACVP MACVS

Appointed ex officio member of Council 1 January 2011 as elected President of Academic Board for term of office ending 31 December 2012. Director of University College Council. No significant financial interests declared.

## SIX PERSONS APPOINTED BY THE GOVERNOR-IN-COUNCIL

**MR RICHARD BOLT**  
BElectEng SAITMPubPol&Man *Monash*

Appointed 9 November 2011. Field of experience: Business and government. Secretary of Department of Education and Early Childhood Development. Director of Australian Institute of Teaching and School Leadership. Director of Schools Connect Australia. No directorships or significant financial interests declared.

*Term of office expiring*  
31 December 2014

**JUSTICE SUSAN CRENNAN AC**  
BA *Melb.* LLB *Syd.* PGDipArts *Melb.*

First appointed 2003. Re-appointed 1 July 2012. Field of experience: Law. Appointed to High Court of Australia in November 2005. Served as Commissioner of Human Rights and Equal Opportunity Commission. First female President of Australian Bar Association. No significant financial interests declared.

*Term of office expiring*  
31 December 2014

**MS DEBORAH HARMAN**  
BEEd *SCV Rusden*, MEd *Melb*

Appointed 1 January 2012. Field of experience: Education. No significant financial interests declared.

*Term of office expiring*  
31 December 2014

**MR ROBERT JOHANSON**  
(Deputy Chancellor)  
BA LL.M. *Melb.* MBA *Harv.*

Appointed 6 March 2007. Re-appointed 1 January 2013. Elected Deputy Chancellor 8 April 2011. Field of experience: Banking and finance. Chairman of Bendigo and Adelaide Bank Limited, Australian India Institute and The Conversation. Director of Rural Bank Ltd, Grant Samuel Group Pty Ltd and The Robert Salzer Foundation Ltd. No significant financial interests declared.

*Term of office expiring*  
31 December 2015

**MR TONY PEAKE**  
BBus *RMIT FCA*

Appointed 5 May 2009. Re-appointed 1 July 2012. Field of experience: Business and government. Managing Partner Finance & Operations of PwC Australia. Director of Melbourne Festival. Director of Methodist Ladies' College. Advisor to Trustees of Marian and EH Flack Trust. In relation to financial interests, refer to p37 of Financial Statements.

*Term of office expiring*  
31 December 2014

**MR JOHN WILSON**  
BCom (Hons) *Melb.* CA CPA FFin

Appointed 23 March 2010. Re-appointed 1 January 2013. Field of experience: Business and accounting. Non-Executive Director of Royal Victorian Eye and Ear Hospital and Chairman of the Hospital's Audit Committee. No significant financial interests declared.

*Term of office expiring*  
31 December 2015

## SIX PERSONS APPOINTED BY COUNCIL

**PROFESSOR ROBIN JOHN BATTERHAM AO**

BE, PhD, LL.D (Hons) *Melb.* DSc (Hons) *UTS*, Hon DEngin *Qld.* FAA, FTSE, FEng, FNAE, FSATW, FAusIMM, FICHEM, FISS, FAIM, FAICD, FIEAust, CE, CPE, CSci, AMusA, Hon.MWIF

Appointed 1 July 2012. Field of experience: Research and engineering. Board Member of MBD Energy. Chair of Advisory Panel, Australia India Strategic Research Fund. Chair of Australian Chamber Choir. No significant financial interests declared.

*Term of office expiring*  
30 June 2014

**MR ROSS McPHERSON**  
LLB (Hons) *Melb.* LL.M. *Lond.* FAIM FAICD

Appointed 1 January 2010. Elected Deputy Chancellor 7 May 2012. Field of experience: Law, business and media. Executive Chairman of McPherson Media Group. Member of Board of McPherson Newspapers Pty Ltd and subsidiary companies, including Waterwheel Press Pty Ltd. Convenor of FoodBowl Unlimited Inc.

Chair of Goulburn Valley Health Foundation. Member of Global Foundation Inc Advisory Council. Director of Pacific Area Newspaper Publishers' Association and International News Media Association. No significant financial interests declared.

*Term of office expiring  
31 December 2012*

**DR VIRGINIA MANSOUR**  
MBBS *Melb.* PhD *Monash*

Appointed 9 July 2007. Re-appointed 1 January 2010. Field of experience: Medical research and research ethics. Member of Melbourne University Veterinary Hospital Board and Monash University Human Research Ethics Committee. No significant financial interests declared.

*Term of office expiring  
31 December 2012*

**THE HON JUSTICE JOHN MIDDLETON**

LLB (Hons) *Melb.* BCL (Hons) *Oxon.*

Appointed 1 January 2011. Field of Experience: Law. Appointed Justice of Federal Court of Australia 2006, President of Australian Competition Tribunal 2009, Presidential Member of Administrative Appeals Tribunal 2010. Director of National Judicial College of Australia and Board Member of Victorian Bar Foundation. No significant financial interests declared.

*Term of office expiring  
31 December 2013*

**MR MARTYN MYER AO**  
BEng *Swinburne* MEngSc  
*Monash* MScM *MIT*

Appointed 17 February 2009. Field of experience: Business and not-for-profit. President of The Myer Foundation. Chairman of The Myer Family Company Holdings Ltd. Director of Cranlana Programme. Chairman of CogState Ltd. Board Member of Melbourne Theatre Company. Founding Council Member of Royal Institution of Australia. Board Member of Peet Caboolture Syndicate Limited. No significant financial interests declared.

*Term of office expiring  
31 December 2013*

**MS EDA RITCHIE**

GDipBus *Monash* AMusA

First appointed 13 September 2004. Re-appointed 26 March 2012. Field of experience: Business and community. Trustee of RE Ross Trust. Director of Melbourne University Publishing Ltd, Hillview Quarries Pty Ltd, Moyne Health and Port Fairy Spring Music Festival. Chair of VCA Foundation. Board member of IPMOA. No significant financial interests declared.

*Term of office expiring  
30 June 2015*

**THE HON DAVID WHITE**

BCom BA MBA *Melb.* FCPA

First appointed 1 March 2000. Re-appointed 1 January 2009. Field of experience: Accounting and government. Previously member of Victorian State Parliament holding Ministerial Portfolio. No directorships or significant financial interests declared.

*Term of office expiring  
30 June 2012*

**THREE PERSONS ELECTED BY AND FROM THE STAFF OF THE UNIVERSITY**

**Elected by the Professors**

**PROFESSOR GLENN BOWES**

MBBS PhD *Monash* GradCertMgt  
*Monash* FRACP

Elected 1 January 2008. Re-elected 1 January 2010. Field of experience: Development of child and adolescent health policy at state and national levels. Director of Board of Management of Mentone Grammar School. President of Board of Directors of Lord Somers Camp and Power House. Board Chair of Northern Health. No directorships or significant financial interests declared.

*Term of office expiring  
30 June 2012*

**PROFESSOR STEPHEN HARRAP**

MBBS PhD *Melb.* FRACP

Elected 1 July 2012. Field of experience: Medical practice, research and teaching. President of Austin Medical Research Foundation, Honorary Secretary of Foundation for High Blood Pressure Research. No directorships or significant financial interests declared.

*Term of office expiring  
31 December 2014*

**Elected by the Academic staff, other than Professors**

**DR FREDERIK VERVAET**

PhD *Ghent*

Elected 1 January 2010. Field of experience: Education, humanities, ancient history and Roman law. Member of Classical Association of Victoria. No directorships or significant financial interests declared.

*Term of office expiring  
31 December 2014*

**ELECTED BY THE PROFESSIONAL STAFF**

**MS MARIAN SCHOEN**

BA LLB *UTas.* MAA *UNSW*  
LLM *Melb.* MTEM *Melb.*

Elected 1 January 2011. Field of experience: Law, public sector and university administration. No directorships or significant financial interests declared.

*Term of office expiring  
31 December 2013*

**TWO PERSONS ELECTED BY AND FROM THE STUDENTS ENROLLED AT THE UNIVERSITY FOR A TWO-YEAR TERM OF OFFICE**

**MR JOSHUA ANDERSON**

Elected to Council by and from all students. No directorships or significant financial interests declared.

*Term of office expiring  
31 December 2012*

**MR MICHAEL GRIFFITH**

BA LLB (Hons) *Melb.*

Elected to Council by and from students enrolled in a higher degree. No directorships or significant financial interests declared.

*Term of office expiring  
31 December 2012*





# SENIOR OFFICERS





**Vice-Chancellor and Principal**  
**Professor Glyn Davis**

.....  
**VICE-CHANCELLOR  
 AND PRINCIPAL**

The Vice-Chancellor and Principal is the chief executive officer of the University. Appointed by Council, the Vice-Chancellor is responsible for the effective management and administration of the University and may exercise any of the powers of Council necessary for, or incidental to, the proper administration of the University.



**Provost and Deputy  
 Vice-Chancellor**  
**Professor Margaret Sheil**

Pro Vice-Chancellor  
 (Participation and  
 Engagement)



**Deputy Vice-Chancellor  
 (Academic)**  
**Professor Philippa  
 Pattison**

.....  
**PROVOST**

The Provost is the senior academic officer of the University and a Deputy Vice-Chancellor and has responsibility for achieving the University's objectives within the context of its *Growing Esteem* strategy. The Provost is responsible for the coordination and superintendence of all academic programs and student services and provides leadership to Deans so as to foster collaboration and promote congruence with the goals of the University.

.....  
**DEPUTY VICE-CHANCELLORS,  
 PRO VICE-CHANCELLORS**

Deputy Vice-Chancellors and Pro Vice-Chancellors exercise leadership and general superintendence over the particular areas of the University indicated by their titles. The elected President and Vice-President of Academic Board are appointed by Council as Pro Vice-Chancellors with specific responsibilities in relation to academic governance and quality assurance of academic programs.

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**SENIOR VICE-PRINCIPAL**

The Senior Vice-Principal is accountable to the Vice-Chancellor and Council for the overall management and administration of the University, including financial and physical resources, human resources, business affairs, legal matters and strategic planning.



**Deputy Vice-Chancellor  
(Engagement)**  
**Professor Susan Elliott**

- Pro Vice-Chancellor  
(International)



**Deputy Vice-Chancellor  
(Research)**  
**Professor James McCluskey**

- Pro Vice-Chancellor  
(Graduate Research)
- Pro Vice-Chancellor  
(Research)
- Pro Vice-Chancellor  
(Research Collaboration)
- Pro Vice-Chancellor  
(Research Partnerships)



**Senior Vice-Principal  
Mr Ian Marshman**

- Chief Financial Officer
- University Secretary

**CHIEF FINANCIAL OFFICER**

The Chief Financial Officer superintends and manages the finances and financial reporting obligations of the University in accordance with the policies of Council, the law, and applicable accounting standards and practices.

**UNIVERSITY SECRETARY**

The University Secretary is secretary to Council and Senior Executive and has responsibility for official records and other duties as defined in the Statutes.

**DEANS**

The Deans are appointed by Council and are the most senior officers in faculties and graduate schools. They are responsible for the execution of University and local policies in relation to education, research and administration of their faculty or graduate school and are accountable for their financial affairs.

**SENIOR EXECUTIVE**

Senior Executive is the University's principal management committee.

The committee exercises authorities in relation to matters delegated to it by the Vice-Chancellor. Its membership comprises the Vice-Chancellor, President of Academic Board and other senior officers with significant program or budget division accountability and associated authorities, including Deans.

Senior Executive is responsible for overseeing development of University planning and budgeting and for monitoring performance and plans against budgets. Its activities and decisions are reported, where appropriate, to Council through the Vice-Chancellor and to Academic Board through the President.

**SENIOR LEADERSHIP****Vice-Chancellor and Principal**

Professor Glyn Davis AC  
**BA NSW PhD ANU FASSA FIPAA**

**Provost**

Professor Margaret Sheil  
**BSc (Hons) PhD UNSW FRACI FTSE**  
*(from 30 April 2012)*

**Deputy Vice-Chancellor (Academic)**

Professor Philippa Pattison  
**BSc (Hons) PhD Melb. FASSA**

**Deputy Vice-Chancellor (University Affairs)**

Professor Warren Bebbington  
**BMus MMus Melb. MA Queens MPhil PhD CUNY**  
*(to 18 May 2012)*

**Deputy Vice-Chancellor (Global Engagement)**

Professor Susan Elliott  
**MBBS MD Melb. FRACP**  
*(to 31 May 2012)*

**Deputy Vice-Chancellor (Engagement)**

Professor Susan Elliott  
**MBBS MD Melb. FRACP**  
*(from 1 June 2012)*

**Deputy Vice-Chancellor (Research)**

Professor James McCluskey  
**BMedSci MBBS MD W Aust. FRACP FRCPA FAAS**

**Senior Vice-Principal**

Mr Ian Marshman  
**BA (Hons) Melb. LLM ANU**

**Pro Vice-Chancellor and President of Academic Board**

Professor Ron Slocombe  
**BVSc (Hons) Melb. MS PhD Michigan State U ACVP MAICD MACVS**

**Pro Vice-Chancellor and Deputy President of the Academic Board**

Professor Ruth Fincher  
**BA (Hons) Melb. MA McMaster PhD Clark FASSA**

**Pro Vice-Chancellor (Graduate Research)**

Professor Richard Strugnell  
**BSc (Hons) PhD Monash FASM**

**Pro Vice-Chancellor (Research)**

Professor Lyn Yates  
**BA (Hons) DipEd MA Melb. MEd Bristol PhD La Trobe FASSA**

Professor Julie Willis  
**BPD BArch PhD Melb.**  
*(acting July–December 2012)*

**Pro Vice-Chancellor (Research Collaborations)**

Professor Elizabeth Sonenberg  
**BSc PhD Monash GDipComp Melb.**

**Pro Vice-Chancellor (Research Partnerships)**

Professor Mark Hargreaves  
**BSc Melb. MA BallSU PhD Melb. FAAESS FACSM**

**Pro Vice-Chancellor (Participation and Engagement)**

Professor Richard James  
**BSc Melb. DipEd Melb SC MEd EdEd Melb. FACEA**

**Pro Vice-Chancellor (International)**

Professor Simon Evans  
**BSc LLB Syd. PhD Camb.**

**DEANS****Faculty of Architecture, Building and Planning**

Professor Tom Kvan  
**BA MA Camb. MArch UCLA PhD Open (UK) FRICS AHKIA AAIA**

**Faculty of Arts**

Professor Mark Considine  
**BA (Hons) PhD Melb. FASSA**

**Faculty of Business and Economics**

Professor Margaret Abernethy  
**BEd PhD La Trobe FASSA**  
*(to 31 March 2012)*

Professor Paul Kofman

**MEc PhD Erasmus AFA EFA GARP PRMIA**  
*(from 1 May 2012)*

**Melbourne Graduate School of Education**

Professor Field Rickards  
**BSc (Hons) Melb. MEd VUManc. PhD Melb. FACEL FACE**

**Melbourne School of Engineering**

Professor Iven Mareels  
**Ir Ghent PhD ANU FIEA FIEEE FAATSE**

**Melbourne School of Land and Environment**

Professor Richard Roush  
**BSc UC Davis PhD UC Berkeley**

**Melbourne Law School**

Professor Carolyn Evans  
**BA LLB (Hons) Melb. PhD Oxon.**

**Faculty of Medicine, Dentistry and Health Sciences**

Professor James Angus AO  
**BSc PhD Syd. FAAS**

**Faculty of Science**

Professor Robert Saint  
**BSc (Hons) PhD Adel.**

**Faculty of Veterinary Science**

Professor Kenneth Hinchcliff  
**BVSc Melb. MSc Wisconsin-Madison PhD Ohio DACVIM**

**Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music**

Professor Barry Conyngham AM  
**BA MA (Hons) Syd. DMus Melb.**

**OTHER SENIOR OFFICERS****Chief Financial Officer**

Mr Allan Tait  
**BSocSci (Hons) Birm. ACA ACE&W**

**Chief Marketing Officer**

Mr Patrick Freeland-Small  
**BA GDipAppPsych Monash MAPsS GAICD FAMI**  
*(to 29 June 2012)*

**Vice Principal (Advancement)**

Ms Sue Cunningham  
**BA (Hons) Middx MA Oxon.**

**Executive Director (Admissions)**

Ms Carmel Murphy  
**BBus RMIT**

**Executive Director (Human Resources)**

Ms Louise Doyle  
**BEc (Hons) ANU**

**Executive Director (Information Technology) and Chief Information Officer**

Mr Sendur Kathirgamanathan  
**BSc BEng RMIT MBA Monash**

**Executive Director (Property and Campus Services)**

Mr Christopher White  
**BArch RMIT**

**Executive Director (Research)**

Dr David Cookson  
**BSc (Hons) PhD Monash**

**Executive Director (Student Services) and Academic Registrar**

Mr Neil Robinson  
**BA (Hons) Sussex MBA RMIT**

**Executive Director (University Programs)**

Mr Chris Chapman  
**BA Tas.**  
*(from 1 February 2012)*

**Executive Director (Melbourne Engagement and Partnerships Office)**

Mr Jerry de la Harpe  
**BComm LLB Melb. AFAM AIAMA**  
*(to 1 June 2012)*

**Executive Director (Commercial Engagement)**

Ms Mariann Fee  
**BA GDipEdAdmin Tas.**

**General Counsel**

Mr Christopher Penman  
**LLB Syd. LLM Lond. GDipNatRes Melb.**  
*(to 31 July 2012)*

**General Counsel, Legal Services**

Ms Saveria Dimasi  
**BA (Econ) (Hons) LLB LLM Melb. Barrister and Solicitor of the Supreme Court of Victoria**  
*(from 1 August 2012)*

**University Librarian**

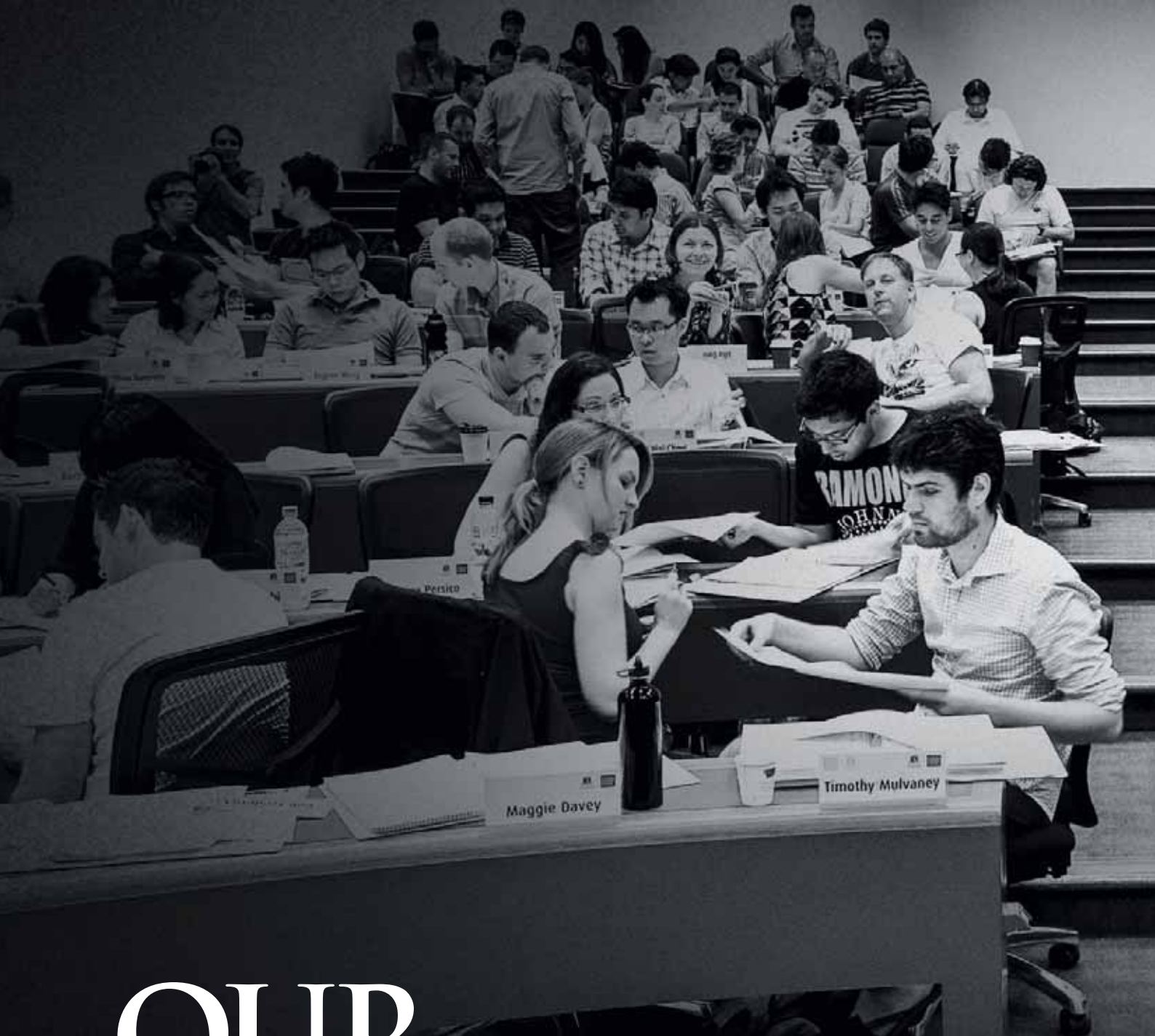
Mr Philip Kent  
**BA MBA UQ GDipLibSc QIT AALIA**

**University Secretary**

Dr Christopher Stewardson  
**BA PhD Melb.**



Professor Marcia Langton AM,  
Chair of Australian Indigenous Studies at the University of  
Melbourne, presented the 2012 Boyer Lectures on *The Quiet  
Revolution: Indigenous People and the Resources Boom*



# OUR PEOPLE





## CHANGES IN ACADEMIC AND PROFESSIONAL LEADERS IN 2012

Professor Margaret Sheil was appointed to the role of Provost in April 2012, succeeding Professor John Dewar following his appointment as Vice-Chancellor of La Trobe University in September 2011. Professor Sheil was formerly Chief Executive Officer of the Australian Research Council. Deputy Vice-Chancellor (Academic) Professor Philippa Pattison acted as Provost in the interim period.

Professor Warren Bebbington, Deputy Vice-Chancellor (University Affairs), announced his resignation to take up the position of Vice-Chancellor at the University of Adelaide. Following his departure, the University Affairs portfolio was restructured to become part of the Engagement portfolio. As a result, Professor Susan Elliott's title changed from Deputy Vice-Chancellor (Global Engagement) to Deputy Vice-Chancellor (Engagement). These organisational changes took effect from June 2012.

Professor Ronald Slocombe came to the end of his term as President of Academic Board on 31 December 2012. Professor Ruth Fincher became President on 1 January 2013.

Professor Ian Anderson was appointed Assistant Vice-Chancellor (Indigenous Higher Education Policy) in February.

Professor Julie Willis assumed the role of Acting Pro Vice-Chancellor from July to December 2012 during the absence of Professor Lyn Yates, who was on long Special Study Leave for the period.

Professor Margaret Abernethy stepped down as Dean of the Faculty of Business and Economics at the end of her second term in March 2012. The Deanship was taken up by Professor Paul Kofman. At the end of her tenure Professor Abernethy became the first Sir Douglas Copland Chair of Commerce, continuing her role as a researcher and teacher within the faculty.

In 2012 Mr Brett Sheehy joined Melbourne Theatre Company as Artistic Director. After 18 years as General Manager, Ms Ann Tonks departed the company.

## VICE-CHANCELLOR'S FELLOWS

Ms Maxine McKew, Ms Joanna Murray-Smith, Dr Fiona Stanley and Dr Arnold Zable commenced as Vice-Chancellor's Fellows during 2011. The fellowships provide outstanding individuals with an

opportunity to engage in academic life and to work on projects of value to the University and the wider community.

## HIGH-ACHIEVING STAFF

### ROYAL MEDAL

Professor Andrew Holmes AM (Bio21 Institute) received a 2012 Royal Medal, one of only three awarded for the most important contributions in the physical, biological and applied sciences. The medal recognises Professor Holmes' leadership in the field of applied organic electronic materials.

### LÉGION D'HONNEUR

Professor Cheryl Saunders AO (Associate Dean, Melbourne Law Masters, Melbourne Law School) was made a Knight in the National Order of the Legion of Honour, France's highest accolade. The award recognises Professor Saunders' significant contribution to French law and legal education.

### AUSTRALIAN RESEARCH COUNCIL AUSTRALIAN LAUREATE FELLOWSHIPS

Professor Frank Caruso (Department of Chemical and Biomolecular Engineering) and Professor Ivan Marusic (Department of Mechanical Engineering) were awarded prestigious 2012 ARC Australian Laureate Fellowships in recognition of their research excellence. Professor Caruso is a world leader in polymer science, and Professor Marusic is an expert in the field of fluid dynamics.

### ROYAL SOCIETY OF VICTORIA MEDAL

Professor Frank Caruso (Department of Chemical and Biomolecular Engineering) was awarded the 2012 Royal Society of Victoria Medal for Excellence in Scientific Research in the Physical Sciences in recognition of his outstanding work in the fields of nanoscience and nanotechnology.

### VICTORIA PRIZE AND VICTORIA FELLOWSHIPS

The 2012 Victoria Prize for Life Sciences was awarded to Professor Terry Speed (Walter and Eliza Hall Institute), who, for the past 20 years, has been researching the human immune system and infectious and inherited diseases. Dr Emma Burrows, Dr Peter De Cruz, Dr Mohsen Kalantri, Dr Colin Scholes and Nicholas Tobias were awarded 2012 Victoria Fellowships.

### WOMEN IN SCIENCE FELLOWSHIP

Dr Kylie Mason (Walter and Eliza Hall Institute) was awarded one of three prestigious L'Oréal Australia and

New Zealand *For Women in Science* Fellowships. Dr Mason will use the \$25 000 award to further her research into new treatments for blood cancers.

### APPOINTMENT TO PRIME MINISTER'S COUNCIL

Professor Robert Saint (Dean, Faculty of Science) was appointed as a standing member of the Prime Minister's Science, Engineering and Innovation Council. The council provides independent scientific policy advice to government on issues crucial to Australia's future.

### YOUNG VICTORIAN OF THE YEAR

Hayley Bolding (Projects Officer, Australia India Institute) was named Victorian Young Australian of the Year. Ms Bolding founded Atma, a not-for-profit organisation in India that supports local groups in their efforts to improve the situation of children.

### AUSTRALIA DAY HONOURS

Over 30 members of the University community were recognised in the 2012 Australia Day honours list. Professor Stuart Macintyre (School of Historical and Philosophical Studies) was named Officer of the Order of Australia. Emeritus Professor Louise Brearley Messer (Melbourne Dental School), Honorary Professor Ivan Caple (Veterinary Science), Professor Geoffrey Lindell (Melbourne Law School), Professor Peter McPhee (School of Historical and Philosophical Studies) and Professor Frank Vajda (Melbourne Medical School) were named Members of the Order of Australia. Dr Michael Harrison (Faculty of Veterinary Science) and Professor Rod Tucker (Director, Institute for a Broadband-Enabled Society) were awarded the Medal of the Order of Australia.

### QUEEN'S BIRTHDAY HONOURS

Professor Christopher Christophi (Faculty of Medicine, Dentistry and Health Sciences), Dr Owen Denmead (Melbourne School of Land and Environment) and Professor Peter Singer (School of Historical and Philosophical Studies) received Queen's Birthday Honours. Professor Christophi was made a Member of the Order of Australia for service to medicine and medical education and to the Greek community of Victoria. Dr Denmead was made an Officer of the Order of Australia for distinguished service to environmental research and improved agricultural practices. Professor Singer was awarded a Companion of the Order of Australia for service to philosophy and bioethics.

### HUMAN RIGHTS AWARD FOR LITERATURE

Associate Professor John Murphy (School of Social and Political Sciences) was jointly awarded the 2011 Human

Rights Award for Literature (non-fiction) by the Australian Human Rights Commission for the book *Half a Citizen: Life on Welfare in Australia*, co-authored with colleagues from RMIT University, University of New South Wales and University of Queensland.

#### HEALTH LIFETIME ACHIEVEMENT AWARD

Professor Graham Brown (Foundation Director, Nossal Institute for Global Health) received the Victorian Health Lifetime Achievement Award in recognition of his outstanding career in the Victorian health system. In particular, the award honours Professor Brown's long service to the Royal Melbourne Hospital.

#### PRIME MINISTER'S PRIZE FOR LIFE SCIENTIST OF THE YEAR

Dr Mark Shackleton (Department of Pathology) was awarded the 2012 Prime Minister's Prize for Life Scientist of the Year in recognition of his important contribution to understanding the evolution of cancer cells.

#### PREMIER'S AWARD FOR HEALTH AND MEDICAL RESEARCH

Dr Stefan Gehrig (Department of Physiology) was awarded the Premier's Award for Health and Medical Research for his groundbreaking research into improving muscle function in muscular dystrophy sufferers. Three other University of Melbourne researchers received commendations: Mr Michael Livingstone (Melbourne School of Population Health), Dr Elena Tucker (Department of Paediatrics) and Dr Sophie Valkenburg (Department of Microbiology and Immunology).

#### RESEARCH AUSTRALIA AWARDS

Sir Gustav Nossal and Professor Hugh Taylor were recognised for their achievements and contributions to health and medical research with Research Australia Awards. Sir Gustav was awarded the Peter Wills Medal, for individuals who have made outstanding contributions to Australia's international reputation in the areas of health and medical research. Professor Taylor received the Lifetime Achievement Award.

#### WOODWARD MEDALS

The 2012 Woodward Medals were awarded to Associate Professor David Goodman (School of Historical and Philosophical Studies) and Professor Ingrid Scheffer (Department of Medicine). Associate Professor Goodman received the Woodward Medal in Humanities and Social Sciences for his contribution to broadcasting history through numerous publications. Professor Scheffer won the Woodward Medal in Science and Technology for her contribution to understanding of severe epilepsies.

#### AUSTRALIAN ACADEMY OF SCIENCE AWARDS FOR SCIENTIFIC EXCELLENCE

Dr Todd Lane (School of Earth Sciences) was awarded the Anton Hales Medal for research in earth sciences.

#### WORLD STROKE ORGANIZATION PRESIDENCY

Professor Stephen Davis (Neuroscience) has been appointed President of the World Stroke Organization, the Geneva-based international NGO working to reduce the global burden of stroke.

#### WORLD STROKE ORGANIZATION LEADERSHIP IN STROKE AWARD

Professor Geoffrey Donnan (Director, Florey Institute of Neuroscience and Mental Health) received the World Stroke Organization Leadership in Stroke Award for his leadership in international and Australian stroke research.

#### PRINCE MAHIDOL AWARD

Dr Ruth Bishop AO (Department of Paediatrics) was awarded Thailand's 2011 Prince Mahidol Award in the field of public health for her discovery of rotavirus and subsequent vaccine development.

#### TOP 100 WOMEN OF INFLUENCE

Provost Professor Margaret Sheil was included in *The Australian Financial Review's* listing of 100 Women of Influence in the category of public policy.

#### AMERICAN ACADEMY OF MICROBIOLOGY FELLOWSHIP

Professor Barbara Howlett (School of Botany) was elected a Fellow of the American Academy of Microbiology in recognition of her research on fungal plant pathogens.

#### AMERICAN MATHEMATICAL SOCIETY FELLOWSHIPS

Professor Joachim Hyam Rubinstein, Emeritus Professor Charles Miller and Professor Arun Ram (Department of Mathematics and Statistics) were named in the inaugural class of Fellows of the American Mathematical Society.

#### HUMBOLDT FELLOWSHIP

Professor Graham Priest (School of Historical and Philosophical Studies) was awarded a Humboldt Fellowship from the Alexander von Humboldt Foundation in recognition of his involvement in the development of the philosophical theory of 'paraconsistent logic'. The fellowship will facilitate further collaborative research with colleagues in Germany and the US.

#### DOROTHEA SANDARS CHURCHILL FELLOWSHIP

Dr Stuart Ralph (Department of Biochemistry and Molecular Biology) received the Dorothea Sandars Churchill Fellowship from the Governor of

Victoria in recognition of his research into malaria, its causes and therapies.

#### JOHN SANDS COLLEGE MEDAL

Professor Mike South (Department of Paediatrics) was the 2012 recipient of the John Sands Medal from the Royal Australasian College of Physicians in recognition of his outstanding service and significant contribution to the college.

#### GLOBAL SPATIAL DATA INFRASTRUCTURE MEDAL

Professor Abbas Rajabifard (Head, Department of Infrastructure Engineering) was awarded the 2012 Global Spatial Data Infrastructure Association President's Medal in recognition of his contribution to and leadership of the organisation.

#### HOWE MEDAL

Professor Hugh Taylor AC (Melbourne Medical School) was presented with the 2012 Howe Medal by the American Ophthalmological Society in recognition of his significant contributions to teaching and research in ophthalmology.

#### AUSTRALIAN AND NEW ZEALAND SOCIETY FOR MAGNETIC RESONANCE MEDAL

Professor Frances Separovic (Head, School of Chemistry) was awarded the Australian and New Zealand Society for Magnetic Resonance Medal in recognition of his outstanding contributions to the field.

#### AW CAMPBELL AWARD

Dr Ben Emery (Centre for Neuroscience) received the AW Campbell Award from the Australian Neurological Society for his postdoctoral research.

#### YOUNG TALL POPPY AWARDS

Eight University of Melbourne scientists received Young Tall Poppy Science Awards for Victoria in recognition of their significant research outcomes and community engagement. The recipients were Dr Ben Emery, Dr Alex Fornito, Dr Tu'uhevaha Kaitu'u-Lino, Dr James McCaw, Dr Kate Murphy, Dr Colin Scholes, Dr Georgina Such and Dr Paul Umina.

#### CHANCHLANI GLOBAL VISION RESEARCH AWARD

Professor Hugh Taylor AC (Melbourne Medical School) won the inaugural Chanchlani Global Vision Research Award from the Canadian National Institute for the Blind in recognition of his advocacy for Indigenous health and work towards the elimination of trachoma.

#### DISTINGUISHED DISSERTATION AWARD

Dr Richard Sallis (Melbourne Graduate School of Education) was awarded the 2012 Distinguished Dissertation Award

by the American Alliance for Theatre and Education for his PhD thesis *The drama boys*. The international award recognises theses which combine education and the performing arts.

#### THOMSON REUTERS AUSTRALIA CITATION AND INNOVATION AWARD

Dr Jane Elith (School of Botany) received a 2012 Thomson Reuters Australia Citation and Innovation Award, based on citation impact and patent analysis.

#### BUSINESS/HIGHER EDUCATION ROUND TABLE AWARDS

Dr Brent Coker (Faculty of Business and Economics) was awarded a 2012 Business/Higher Education Round Table (BHERT) Award, named best entrepreneurial educator of the year. The University's Centre for Energy Efficient Telecommunications (CEET) also received a BHERT Award for Outstanding Achievement in Collaboration in Research and Development.

#### RIO TINTO AWARD FOR EXCELLENCE AND INNOVATION IN INDIGENOUS HIGHER EDUCATION

Dr David O'Brien (Faculty of Architecture, Building and Planning) was awarded the Rio Tinto Award for Excellence and Innovation in Indigenous Higher Education for his leadership of the Bower Studio, whereby students undertake projects to improve housing outcomes for Indigenous communities.

#### NATIONAL FILM AND SOUND ARCHIVE COCHRANE SMITH AWARD

Dr Ros Bandt (School of Historical and Philosophical Studies) received the 2012 Cochrane Smith Award for Sound Heritage from the National Film and Sound Archive.

#### BETHLEHEM GRIFFITHS RESEARCH FOUNDATION YOUNG RESEARCHER OF THE YEAR

Dr Bruce Campbell (Department of Medicine) was named the Bethlehem Griffiths Research Foundation's 2012 Young Researcher of the Year for his research on the use of advancing imaging to improve understanding and treatment of stroke.

#### BASIL SELLERS ART PRIZE

Jon Campbell (Faculty of the VCA and MCM) was awarded the 2012 Basil Sellers Art Prize for his work, *Dream Team*.

#### SYDNEY SYMPHONY ORCHESTRA COMPOSITION PRIZE

Elliot Gyger (Melbourne Conservatorium of Music) received the Sydney Symphony Orchestra's 80th anniversary composition prize for his work 'on air: dialogue for orchestra'.

## HIGH-ACHIEVING STUDENTS

#### CHANCELLOR'S PRIZE FOR EXCELLENCE

In 2012 the Chancellor's Prizes for Excellence in a PhD Thesis were awarded to:

- Takele Soboka Bulto (Melbourne Law School) for *Rights, wrongs and the river between: extraterritorial application of the human right to water in Africa*
- Cinizia Cantacessi (Veterinary Science) for *Genomic-bioinformatic investigations of key gastrointestinal parasites of socio-economic importance and their implications*
- Kimberly Mellor (Physiology) for *Fructose and the heart: myocardial remodelling and functional responses*
- Milinda Gamaniabaya Pathiraja (Architecture, Building and Planning) for *The idea of 'robust technology' in the definition of a 'third-world' practice: architecture, design and labour training*
- Fiona Mary Russell (Paediatrics) for *Alternative pneumococcal vaccination schedules for infants in Fiji and pneumococcal epidemiology*
- Michael Alan Wheeler (Mathematics and Science) for *Free fermions in classical and quantum integrable models*.

#### YOUNG AUSTRALIAN OF THE YEAR

Marita Cheng (Melbourne School of Engineering) was named Young Australian of the Year for her endeavours in founding Robogals Global, an organisation dedicated to encouraging girls to pursue careers in engineering and technology.

#### ROYAL SOCIETY OF VICTORIA PRIZES

PhD candidates Bastien Rochowski (Department of Zoology) and Daniel Ohlsen (School of Botany) were joint recipients of the Royal Society of Victoria's Young Scientist Research Prizes in the non-human biological category. The award recognises both students' exemplary work on biodiversity and sustainability.

#### AUSTRALIA-AT-LARGE RHODES SCHOLAR

2012 graduate Jenny Tran (Faculty of Medicine, Dentistry and Health Sciences) was awarded the prestigious 2013 Australia-At-Large Rhodes Scholarship. Ms Tran will use this scholarship to study for a Master of Science in Global Health Sciences at Oxford University.

#### 100 MOST INFLUENTIAL AFRICAN AUSTRALIANS

Nyadol Nyuon (Melbourne Law School) was named as one of the top 100 Most Influential African Australians for her advocacy for the African Australian community, in particular youth, in areas including housing, education and employment.

#### GATES CAMBRIDGE SCHOLARSHIPS

Samuel Allchurch (Department of Zoology) and Anthony Lamb (Faculty of the VCA and MCM) were named two of six Australians to receive 2012 Gates Cambridge Scholarships, highly competitive full-cost scholarships awarded to outstanding applicants from outside the UK to pursue full-time graduate degrees at Cambridge. Mr Allchurch will undertake a Master of Music and Mr Lamb a PhD in zoology.

#### AUSTRALIAN HISTORICAL ASSOCIATION SEARLE AWARD

Dr Bill Garner (School of Historical and Philosophical Studies) was awarded the Australian Historical Association 2012 Searle Award for the best postgraduate thesis in Australian History completed and examined during the previous two-year period, for *Land of camps: the ephemeral settlement of Australia*.

#### BOSTON CONSULTING GROUP SCHOLARSHIP

Glen Ayres (Juris Doctor, Melbourne Law School) was one of only two tertiary students across Australia and New Zealand awarded a 2012 Boston Consulting Group Scholarship on the basis of his excellence in creativity, teamwork, communication and academic study.

#### CHARLIE PERKINS SCHOLARSHIP

Lilly Brown (Bachelor of Arts (Honours)) was awarded a 2012 Charlie Perkins Trust Scholarship, established to provide talented Indigenous Australians with the opportunity to undertake postgraduate study at Oxford or Cambridge. Ms Brown will pursue a Master of Philosophy in Politics, Development and Democratic Education at Cambridge.

#### TIM MCCOY AWARD

As members of the Occupy Melbourne Legal Support Team, PhD researchers Julia Dehm and Sara Dehm, and Juris Doctor students David Adam, Rhys Aconly-Jones and Alejandra Segue (Melbourne Law School) received the 2012 Tim McCoy Award in recognition of their outstanding achievement in human rights and social justice.

#### INTERNATIONAL AIR AND SPACE ASSOCIATION MOOT COURT COMPETITION

A team of Melbourne Law School students won the International Air and Space Association Moot Court Competition, overcoming a team from Cambridge University. The team comprised Juris Doctor students Nicholas Baum, Jonathon McCoy, Benjamin Muller and Jack Nelson.

#### MICROSOFT IMAGINE CUP

A team of Melbourne students won the Australian final of the 2012 Microsoft Imagine Cup, the leading international technology competition for student software designers. The team developed the StethoCloud, an innovative project that links a stethoscope to a smart phone. The team included Kim Ramchen and Mahsa Salehi (Computing and Information Systems) and Hon Wend Chong and Andrew Lin (Melbourne Medical School).

#### MIETTA SONG COMPETITION

Soprano voice students Siobhan Stagg and Charlotte Bretts-Dean (Melbourne Conservatorium of Music) won the first and second prizes in the 2012 Mietta Song Competition for excellence in 'Art Song'.

#### McGILL MANAGEMENT INTERNATIONAL CASE COMPETITION

Undergraduates Saranee De Silva, Yetbark Lulseged, Nicholas MacKinnon and Elias Vitsentzakos (Faculty of Business and Economics) won first place in the 2012 McGill Management International Case Competition.

#### BORAL DESIGN AWARD

Jannette Le and Seung Hyuk Choi (Architecture, Building and Planning) were awarded the prize for the most creative and innovative design at the 2012 Boral Design Awards. Their design, *A Thousand Shelves at My Doorstep*, won against a strong field of student designs from 10 other Australian universities.

#### AUSTRALIAN CONSERVATION TAXONOMY AWARD

Postgraduate student Todd McLay (School of Botany) won the 2012 Australian Conservation Taxonomy Award, which he will use to further his research on the taxonomy of the *Xanthorrhoea* genus, Australia's native grass trees.

## ACADEMY FELLOWS 2012

| Academy  | Fellows 2012   |
|--|--|
| Australian Academy of the Humanities                         | <b>Professor Warwick Anderson</b><br>Professorial Fellow, School of Population Health<br>Faculty of Medicine, Dentistry and Health Sciences  |
| Australian Academy of Science                                | <b>Professor James McCluskey</b><br>Deputy Vice-Chancellor (Research)<br>Department of Microbiology and Immunology<br>Faculty of Science<br><br><b>Professor Frances Separovic</b><br>School of Chemistry, Bio21 Institute<br>Faculty of Science<br><br><b>Professor Jane Visvader</b><br>Honorary Professor in Medical Biology<br>Walter and Eliza Hall Institute |
| Academy of the Social Sciences in Australia                  | <b>Associate Professor Martha Macintyre</b><br>Honorary Research Fellow<br>School of Social and Political Sciences<br>Faculty of Arts<br><br><b>Professor Johanna Wyn</b><br>Director, Youth Research Centre<br>Melbourne Graduate School of Education   |
| Australian Academy of Technological Sciences and Engineering | <b>Professor Stan Skafidas</b><br>Director, Centre for Neural Engineering<br>Melbourne School of Engineering<br><br><b>Professor Doreen Thomas</b><br>Associate Dean (Research and Research Training)<br>Head of Mechanical Engineering<br>Melbourne School of Engineering   |

# FOOTBALL WINS ARTS' SPORTING PREMIERSHIP

Jon Campbell, artist and lecturer in painting at the Victorian College of the Arts, won the 2012 Basil Sellers Art Prize for his work *Dream Team*.

The biennial Basil Sellers Art Prize, which was exhibited for the third time at the Ian Potter Museum of Art this year, asks artists to engage with sporting culture past and present. Supported by businessman, art collector and philanthropist Basil Sellers AM, the \$100 000 prize helps broaden the audience of contemporary Australian art by its support of artists through a celebration of Australia's sporting culture.

Jon Campbell's series of 22 enamel paintings on plywood, each representing the nickname of a well-known AFL player, is a heartfelt look at both Australian football and the age-old tradition of Australians giving people they love and admire nicknames. Each painting experiments with different colours, fonts and styles which, along with the names themselves, give the piece a lively and humorous quality.

A Carlton supporter, Mr Campbell drew inspiration from his teenage years in the 1970s, when his obsession with VFL/AFL was at its peak. Only true fans will recognise the nicknames, but everyone will understand this quintessentially Australian approach to bestowing nicknames to sporting heroes as readily as to close mates.

Jon Campbell studied painting at RMIT and later at the VCA. Widely exhibited in both group and solo shows around Australia and Internationally, he has lectured in painting at the VCA since 1999. Throughout his career, he has used images and words to explore aspects of Australian history, culture and vernacular, including sporting imagery. He has been awarded a number of prizes and artistic grants, including the Keith and Elisabeth Murdoch Travelling Fellowship.

*Dream Team* was exhibited along with 14 other shortlisted works of art at the Ian Potter Museum of Art from August to November 2012.



Jon Campbell's series on AFL footballers' nicknames has taken out the 2012 Basil Sellers Art Prize



# RESEARCH & RESEARCH TRAINING

The University of Melbourne has again been recognised as the strongest-performing research university in Australia, with 97 disciplines now rated at or above world standard in research according to Excellence in Research for Australia.

With the launch of its new strategy *Research at Melbourne: Ensuring Excellence and Impact to 2025*, the University has identified a series of grand challenges facing society. In turn, its challenge is to support its researchers in making their contribution to answering these challenges.

2012 saw significant investment – across community, business, IT, and medical organisations – allocated to the establishment of new initiatives, the strengthening of existing partnerships, and the development of new collaborations to support and enhance the groundbreaking research needed to meet or solve the grand challenges identified in the University's new research strategy.

Looking towards 2025, the University is committed to its focus on the quality and impact to be achieved through an understanding of place and purpose, health and wellbeing, sustainability and resilience.



The University of Melbourne launched a new strategy for research and research training in 2012 titled *Research at Melbourne: Ensuring Excellence and Impact to 2025*.

In addition to discipline-focused and investigator-driven research, the University will pursue three grand challenges within the new strategy – understanding our place and purpose, fostering health and wellbeing, and supporting sustainability and resilience. These challenges offer researchers the opportunity to help solve some of the most difficult problems challenging the world in the next century. The strategy is underpinned by new investments in people, collaboration, partnerships, research settings and enablers.

At a time when its research leadership at a national and global level has been endorsed by the outcomes of the second Excellence in Research for Australia (ERA) Initiative, and by its performance in a number of key research indicators and international rankings, the University is well placed to achieve the aims set out in the new strategy.

## RESEARCH PERFORMANCE

### INTERNATIONAL RANKINGS POINT TO RESEARCH LEADERSHIP

International rankings in 2012 continued to place the University of Melbourne as a leading research university on the world stage.

- In the Academic Ranking of World Universities by Shanghai Jiao Tong University, the University of Melbourne was ranked 57 worldwide (compared with 60 in 2011) and number one in Australia.
- The University of Melbourne was first in Australia and 28th in the world (an increase of nine placings from 2011) according to the Times Higher Education World University Rankings, the only Australian university to be placed in the top 27 for each of the six disciplines.
- The Quacquarelli Symonds World University Rankings placed the University of Melbourne at 36 in the world (compared with 31 in 2011) and second in Australia.
- The 2012 Performance Ranking of Scientific Papers for World Universities by the National Taiwan University placed the University of Melbourne at 35 in the world (up from 45 in 2011) and first in Australia.

### NATIONAL RESEARCH LEADERSHIP REAFFIRMED

The University of Melbourne maintained its standing as a leading Australian research university as indicated by the

highest total and individual allocations of Federal Government funds awarded on the basis of research performance. On all key national research indicators (income, publications, higher degree load, and completions), the University has ranked consistently first or in the top tier, since 1996.

In addition, the latest available five-year data (2008 to 2012) from Thomson Reuters Essential Science Indicators<sup>SM</sup> reveal that the University of Melbourne has the highest publication count (refereed journal articles), citations and impact (citations per paper) of any Australian research-intensive university.

ERA results released in late 2012 also reflected the University's position as the leading comprehensive research-intensive universities in Australia. Approximately 99 per cent of the University's assessed research was recorded at or above world standard. The ERA quality assessments were based on research outputs from 2005 to 2010 inclusive, while research income, applied and esteem measures were for the three-year period from 2008 to 2010.

The University also participated in the Excellence in Innovation in Australia (EIA) trial involving 12 universities to ascertain whether the impact of university research could be assessed for a possible future companion exercise to the ERA. Whilst the EIA was deemed feasible, further discussions between the university sector and government were anticipated.

### COMPARATIVE INCOME AND EXPENDITURE FIGURES

In 2012, the University continued to receive the highest national allocation (\$191.9 million, 11.8 per cent) of Federal Government funds from the Research Block Grant based on research performance and comprising the following six schemes:

- Research Training (\$72.0 million)
- Joint Research Engagement (including Engineering Cadetships) (\$37.0 million)
- Research Infrastructure Block Grants (\$30.7 million)
- Australian Postgraduate Awards (\$25.7 million)
- Sustainable Research Excellence (\$24.2 million)
- International Postgraduate Research Scholarships (\$2.3 million).

A number of sources contribute to the University's research income. In 2011 (the most recent comparative data available), \$197.3 million of Australian Competitive Grants, the highest nationally, contributed to a University total of \$376.5 million (also the highest), with public sector funding of accounting for \$89.1 million and industry, donations

and international support accounting for \$79.9 million. In addition, an amount of \$10.2 million (again the highest nationally) was associated with Cooperative Research Centre income.

Expenditure from all sources relating to research and research training in 2012 was an estimated \$897.9 million, representing 49 per cent of total University expenditure.

## COLLABORATIVE RESEARCH

### NEW RESEARCH FUND ESTABLISHED

The \$5 million Carlton Connect Initiatives Fund (CCIF) was established in mid-2012 to provide strategic funding for projects that advance intensive engagement with industry to solve major problems including those associated with the new research strategy grand challenge of supporting sustainability and resilience. The CCIF will be allocated over five rounds during the next two and a half years. In the first round, two types of projects were considered – collaboration projects requiring co-investment by external partners and facilitation projects to undertake initial activities to build stronger links with potential collaborators. Forty-four applications requested a total of over \$3.5 million in funding, of which 17 were successful, with the main areas of research focus being energy, urban futures and water. An additional strategic allocation for disaster management resulted in an approximate total of \$1 million being awarded.

### MAJOR COLLABORATIVE PARTNERSHIPS DEVELOPED

A key platform of the University's research strategy is the development of strong collaborative partnerships which provide the opportunity to strengthen the impact of University research efforts.

Major partnerships in 2012:

#### CSIRO

Building on its affiliation of more than 20 years, in 2012 the University signed a Strategic Relationship Agreement with CSIRO to foster greater collaboration between the two organisations, with specific foci of the research activities being water, human life sciences and material sciences. All areas of current and future research collaboration between the University and CSIRO will be facilitated by this agreement.

The relationship is overseen by a Steering Committee that meets quarterly and reports to the Chief Executive Officer of the CSIRO and the Vice-Chancellor of the University of Melbourne.

## IBM

The deep and broad partnership which has evolved between IBM and the University of Melbourne – the first whole-of-university relationship for each organisation – was initiated in July 2007 with the goal of building a long-term relationship that would bring benefits to the community and the partners beyond what either could achieve alone. While research is the focus of the joint undertaking, the scope of the partnership encompasses other core activities including teaching, learning and engagement.

In terms of research, the partnership has led to the establishment of an IBM Australia Global Research and Development Laboratory at the University of Melbourne, the first in Australia and 10th worldwide. The first of its kind to bring together research and development in a single organisation, the IBM Laboratory will collaborate closely with University of Melbourne and Australian researchers from other organisations.

The three main areas of research focus for the Laboratory are:

- Life sciences and health care (precision medicine, imaging, structural biology, dynamics of a viral capsid, microbial pathogenomics, identification and modelling of the role of genes involved in breast and prostate cancer, computational modelling of malarial synthetases, mapping of brain iron content and the bionic eye).  
Many of the joint projects are utilising the new IBM Blue Gene/Q system, one of the world's most powerful supercomputers, which is located in the Victorian Life Sciences Computation Initiative (refer to page 36–37). Joint life sciences research is being enhanced by the involvement of skilled IBM researchers based in the IBM Research Collaboratory for Life Sciences – Melbourne (at the University), who are training and enabling other scientists to use the Peak Computing Facility.
- Natural resources and disaster management, including an Australian Disaster Management Platform being developed jointly between IBM, the University and National Information and Communications Technology Australia Limited (Victorian Research Laboratory). The project has been designed to provide a vehicle that can integrate and analyse data, run simulation and optimisation models, and support real-time, evidence-based decision making for various types of natural disasters.

In Teaching and Learning, the partnership is assisting joint staff appointments, research internships, IBM participation in University of Melbourne courses, and a range of other related activities including a commitment to developing a joint Learning Analytics project.

In Engagement, the partnership has fostered extensive involvement by IBM in the University's Residential Indigenous Science Experience program (RISE).

The leadership and management of the partnership is effected by a joint IBM–University of Melbourne Partnership Committee which meets bi-monthly and also annually (over a two-day period) for the review and consideration of existing and new joint projects.

### ESTABLISHING NEW RESEARCH COLLABORATIONS WITH LEADING MEDICAL RESEARCH INSTITUTES

The University has strengthened its long-standing links with affiliated medical research institutes (MRIs) by entering into a number of new, enhanced research collaboration agreements in 2012, including with the National Ageing Research Institute and the O'Brien Institute. In addition, the University's agreement with the Florey Neuroscience Institutes will be revised to reflect its merger with the Mental Health Research Institute.

The operational arrangements for the Bionics Institute and the Peter MacCallum Cancer Institute, for which agreements had been signed in 2011, were finalised in 2012.

The agreements have resulted in the creation of three new MRI-based departments within the Faculty of Medicine, Dentistry and Health Sciences – the Medical Bionics Department, Florey Department of Neuroscience and Mental Health, and the Sir Peter MacCallum Department of Oncology.

### STRATEGIC PARTNERSHIP STRENGTHENED WITH DEDICATED NATIONAL IT RESEARCH ORGANISATION

The University of Melbourne and National Information and Communications Technology Australia Limited (NICTA) – the largest organisation in Australia dedicated to ICT research supported by the Federal Government – have enjoyed a strong strategic partnership since 2004 based on a common desire to undertake excellent research with impact. The relationship and mutual commitment was strengthened further in 2011 when the University became a formal member of NICTA.

The NICTA Victorian Research Laboratory (VRL) is one of five national NICTA laboratories. It is supported by the Victorian Government and

based in the Department of Electrical and Electronic Engineering in the Melbourne School of Engineering at the University. One of its major aims is to converge ICT with life sciences and healthcare, with the main research foci in the health domain including systems biology, diagnostic and computational genomics, biomedical informatics, tele-rehabilitation monitoring, biosensors and the bionic eye.

In 2012, a significant research outcome was the commercial release of the Cancer of Unknown Primary (CUP) Diagnostic Guide by Healthscope Advanced Pathology, offered for use by oncologists throughout Australia, New Zealand, Malaysia and Singapore. Pre-release clinical trials, developed as part of a collaboration between NICTA VRL, the Peter MacCallum Cancer Centre (formerly the Peter MacCallum Cancer Institute), Healthscope Advanced Pathology and Circadian Technologies Ltd, indicated that the primary source of cancers could be determined with more than 90 per cent accuracy for over 15 different tumour types.

NICTA will continue to undertake a critical role in setting the future ICT research and collaboration agenda at the University.

### COLLABORATIVE HIGHLIGHTS AND SUCCESSFUL BIDS

The University of Melbourne was a member of a number of collaborations with universities, government and industry and was involved in various successful new collaborative bids in 2012:

- The University of Melbourne collaboration with the Department of Human Services and the Department of Health (North and West Metropolitan Region of Victoria) has matured since the signing of a memorandum of understanding in 2010, with three projects completed in 2012 aimed at improving health and reducing the experience of disadvantage in the region.

From Wyndham in the south-west to Nillumbik Shire in the north-east, the collaboration has delivered key research findings which have informed policy development and improved government service responses to whole-of-community issues, focusing in particular on health services and systems, ageing in growth corridors, and place, health and liveability.

More than 20 researchers and postgraduate students from the Faculties of Architecture, Building and Planning, Arts, Medicine, Dentistry and Health Sciences and Melbourne School of Engineering were involved with this research.

- The increasing strength in energy research at the University has been acknowledged in 2012 by the awarding of Federal Government funding to two major collaborations involving the University as lead and non-lead participant respectively
  - With support of \$931 000, the Emerging Renewables Program aims to develop an open-source software tool for modelling a future low-carbon Australian national electricity market. The other participants include the Australian Energy Market Operator, the Bureau of Meteorology, consultants MarketReform, General Electric, the University of New South Wales and the Victorian Department of Treasury and Finance.
  - An Australian Centre for Renewable Energy Measure Grant provided funding of \$1.9 million for data fusion and machine learning in geothermal research with the Australian National University, NICTA, and the University of South Australia.

(Refer also to the Melbourne Energy Institute section on page 35 for additional highlights relating to energy research.)

- Formed in 2011 with support from the Victorian Government, the Defence Science Institute (DSI), in collaboration with the Defence Science and Technology Organisation (DSTO), is a major initiative of the University. The aims of the DSI are to build defence networks between universities, research agencies, industry and key defence and security stakeholders and to undertake world-class research in areas relevant to defence. DSI has been instrumental in facilitating engagement with US defence agencies including the Air Force Office of Scientific Research and the Defense Advanced Research Projects Agency.
- The Natural Disaster Management Research Initiative of the University was established in the second half of 2011 to utilise its extensive expertise in areas related to natural disaster research more effectively and to contribute with greater authority to state and national discourse.

Activities in 2012 have been consolidated and included hosting networking opportunities for personnel from the university, private and public sectors and assisting with the preparation of major joint bids such as applications to the Natural Disaster Resilience Grants Scheme – a National Partnership Agreement between the Federal and State Governments to contribute grants towards

emergency management projects. From this scheme, the University Department of Infrastructure Engineering was awarded funding of \$240 000 for research related to an intelligent-decision support system for urban disasters in partnership with the Association of Public-Safety Communications Officials Australasia, Country Fire Authority and VicRoads.

- The Australian Research Council (ARC) has awarded two-year funding of \$85 000 to the Melbourne Law School in collaboration with the Australian War Memorial and the Federal Department of Defence to ensure that all who access the forthcoming Law Reports Series on Australia's war crimes trials held from 1945 to 1951, (particularly the Australian public), are provided with the necessary tools to obtain a comprehensive understanding of the trials. This series will be effectively the official history of these events.
- A major commission from the Australian Centre for International Agricultural Research has been awarded to the University through its Department of Forest and Ecosystem Science on behalf of the Australian National University, the Federal Department of Agriculture, Fisheries and Forestry and a number of institutions, government bodies and industries in Lao PDR. An amount of approximately \$2.3 million over four years has been provided for research aimed at improving the livelihoods for farmers and process workers and the international competitiveness of Lao PDR wood industries through greater efficiency of key elements of the planted wood value chain.
- Three-year funding totalling \$444 452 has been awarded through the National Health and Medical Research Council (NHMRC) Partnerships for Better Health Scheme for collaboration between the University of Melbourne's School of Population Health, the Victorian Health Promotion Foundation, Victoria Police and WorkSafe Victoria to develop, implement and evaluate interventions for Victoria Police that will help to overcome mental health problems in the workplace. Findings will be translated into policy and practice at various levels, including integration into programs at Victoria Police, prevention strategies for the Workplace Mental Health Program of WorkSafe Victoria and tools for development and dissemination by the Victorian Health Promotion Foundation.

## INVESTING IN WORLD-CLASS INTER-DISCIPLINARY RESEARCH

In 2012, the Melbourne Social Equity Institute became the sixth interdisciplinary research institute established by the University since 2009 as a means of applying research expertise to key societal issues and challenges. These institutes, together with the Bio21 Molecular Science and Biotechnology Institute and the Victorian Life Sciences Computation Initiative, provide world-class facilities and leadership in areas of strategic importance at both the local and international levels.

Research Institute highlights:

- The **Institute for a Broadband-Enabled Society (IBES)** continued to strengthen links between industry, academia and the community through an active research program. During 2012, IBES supported 36 projects focused on broadband applications and services involving 111 University researchers and 73 external collaborators. The institute released five white papers on the topics of smart technologies for older people; ameliorating social isolation in older people; mobile augmented reality; the use of communications technology by young Aboriginal people in Victoria; and the impact of telework on productivity and wellbeing.

In November IBES, with the Federal Department of Broadband, Communications and the Digital Economy, the Australian Industry Group, the Australian Information Industry Association, Cisco and Telstra, hosted the Telework Congress at the University of Melbourne. The congress was the launch event for National Telework Week. Australian Prime Minister, the Hon Julia Gillard, delivered the keynote address via telepresence to more than 250 attendees from industry, government and academia.

The IBES Centre for Energy-Efficient Telecommunications (CEET) was awarded the Best Research and Development Collaboration 2012 Award by the Business and Higher Education Round Table for the partnership between the University and Alcatel-Lucent. Research conducted at CEET has resulted in the filing of three patents in collaboration with Bell Laboratories which have the potential to reduce the energy consumption of wireless and fibre-to-the-premises broadband access

networks. Training activities included CEET offering, in conjunction with Telstra, the first advanced studies graduate course in energy-efficient telecommunications.

- A major undertaking by the **Melbourne Energy Institute (MEI)** was confirmed by the signing of a memorandum of understanding with Panax Geothermal which will enable the University to access the four-kilometre-deep Salamander-1 well in south eastern South Australia for geothermal research. The Panax Geothermal infrastructure has an estimated value of \$20 million. Together with utilisation of infrastructure associated with the Australian Geophysical Observing System (funded from a \$23 million grant from Round Three of the Federal Government Education Investment Fund), such as down-hole temperature and seismic logging tools, the University will help to assess the technical barriers to one of Australia's most significant geothermal energy projects.

Other projects in energy policy, energy system optimisation and geothermal and data fusion research (seeded originally by MEI) have generated over \$4 million of new funding for the University including \$1.6 million for the Direct Geothermal Pilot Demonstration Project located at the Parkville campus and supported by the Victorian Department of Primary Industries, Direct Energy Pty Ltd and Geotech Engineering Pty Ltd. Additionally, Rio Tinto committed

\$3 million to the establishment of the Peter Cook Centre for Carbon Capture and Storage.

In 2012, the MEI enhanced its graduate training activities with the introduction of an interdisciplinary Master of Energy Systems course, which examines the technology and business of energy. The aim of the new masters is to prepare graduates for careers in energy-related roles in industry and government. This development was complemented by co-investment with the Faculty of Business and Economics, the Commonwealth Treasury Department and the Victorian Department of Finance and Treasury to support the appointment of a lecturer in energy markets within a newly established Centre for Market Design at the University.

- The **Melbourne Materials Institute (MMI)** launched a number of initiatives to increase interdisciplinary collaboration and research within the University in 2012, including a pilot program to support shared access to the first-class research equipment at the University and to establish the Interdisciplinary PhD Scholarship Program to foster the next generation of materials researchers through supervision by two or more University of Melbourne research leaders from different fields.

A triumph of the interdisciplinary collaboration between the MMI and Bionic Vision Australia (BVA) was illustrated by the successful implantation by BVA of an

early prototype bionic eye – an Australian first. MMI's research team, including researchers from NICTA and the Centre for Eye Research Australia, was involved in the design and fabrication of a high-density diamond electrode array for a more sophisticated, high-acuity vision prototype.

Another interdisciplinary research achievement was the restoration by University researchers within the MMI Materials Conservation Program of Gija contemporary Indigenous art from the Warmun Art Centre in Western Australia that was damaged by floods in 2011. The MMI Materials Conservation Program brings together a number of disciplines, in particular art history and conservation, chemistry and physics.

Other important interactions for the MMI in 2012 included the co-hosting with Harvard University of an international symposium on diamond photonics held at the University of Melbourne. This symposium, which brought together experts in the area and further developed the relationship with Harvard University, promoted the strategic engagement with the Australian Industry Group, thereby increasing the collaboration between University of Melbourne researchers and Australian businesses and, in the process, providing greater opportunities for materials research to contribute to Australian industry innovation.



Sara Ciesielski, a PhD candidate in the School of Language and Linguistics, won first place in this year's 3 Minute Thesis Competition (3MT), an exercise which develops graduate researchers' communication skills by asking them to present their theses in three minutes to a lay audience using only one slide

- **The Melbourne Neuroscience Institute (MNI)** guides University initiatives in the field of neurosciences and related disciplines.

The MNI has been successful in attracting a broad base of external stakeholders, exemplified by the registration of over 250 MNI affiliates external to the University. The MNI has also brokered major engagements with industry, academia and key local groups such as GlaxoSmithKline R&D Shanghai, l'Université Pierre et Marie Curie, the World Presidents' Organization, and the Committee for Melbourne.

The MNI leads the University's involvement in the management of the Melbourne Brain Centre (MBC), a partnership between the Florey Institute of Neuroscience and Mental Health (formerly Florey Neuroscience Institutes and the Mental Health Research Institute), Austin Health, Melbourne Health and the University of Melbourne, which includes the efficient and effective utilisation of shared spaces, equipment and technology platforms within the centre. For example, the MNI was the lead agent for the MBC acquisition of a \$3 million Siemens PET/CT scanner under the umbrella of the Victorian Biomedical Imaging Capability project which was partly funded by the Victorian Department of Business and Innovation. The PET/CT scanner will enhance dramatically the quality of imaging available to neuroscientists and fast track treatments for brain disorders such as dementia, epilepsy, mental illness and Alzheimer's and Parkinson's diseases. Another key role for the MNI has been to strengthen existing organisational and scientific linkages and connections between the MBC partners.

The MNI continued to support and promote the Music, Mind and Wellbeing (MMW) initiative, which emphasises the importance of music to human consciousness, social fabric and health, with a new MMW collaboration with the Bionics Institute on pitch processing in cochlear implant recipients. The MNI also continues to enhance collaborative opportunities for the University's Centre for Neural Engineering and Stem Cells Australia.

- The **Melbourne Social Equity Institute (MSEI)** became operational in June 2012. It aims to advance research on social equity across the full spectrum of social life including health, law, education, housing, work and transport through the four research themes of access to public goods; citizenship and cultural difference; human rights; and social policy.

The MSEI is committed to developing and refining methodologies for interdisciplinary research into social equity issues. A series of symposia focused on exploring cutting-edge methodologies for interdisciplinary research has been developed, the first of which was convened in late 2012 to examine the methodological and ethical approaches to children's participation in research.

- A major achievement for the **Melbourne Sustainable Society Institute (MSSI)** was the publication in June 2012 of *2020 – Vision for a Sustainable Society*, authored by MSSI staff and associates. In March 2012, the MSSI launched a report also written by MSSI and other University staff which provided a critical review of 18 of the world's most comprehensive and innovative post-carbon economy transition strategies, culminating in a world study mission for one of the authors.

Key collaborations with the Municipal Association of Victoria and the Victorian Environment Protection Authority (EPA) have resulted respectively in the MSSI completing a survey of 26 municipal councils related to understanding perceptions of sustainability including sustainability indicators, and University of Melbourne researchers leading two of the EPA's business research priorities.

The MSSI continues to offer its Melbourne Academy for Sustainability and Society Research Higher Degree Program, which enables students whose research involves sustainability to share information and work together on a strategic group project mentored by MSSI academics. A total of 46 students representing eight faculties have participated in the program since its inception in 2010.

The MSSI consolidated the launch of its research program into societal transformation in late 2011 with the establishment of a Societal Transformation Seed Funding Scheme to advance the processes needed to drive rapid transition to a sustainable society. In 2012, seven proposals were awarded a total of \$325 400.

Engagement activities for the MSSI in 2012 included hosting or sponsoring 37 events, including seminars and lectures by visiting fellows, workshops, strategic or themed meetings, and networking opportunities.

- The **Bio21 Molecular Science and Biotechnology Institute (Bio21 Institute)** comprises three University of Melbourne faculties and nine departments, ARC Centres,

Cooperative Research Centres, consortia, clinical researchers, small biotechnology companies, a large pharmaceutical company, and a Department of Industry, Innovation, Science, Research and Tertiary Education information service related to emerging technologies. University members generated over \$35 million in external grant funding including grants seeded through contributions from industry associates and external collaborators.

Platform technologies managed by the Bio21 Institute on behalf of the University continued to provide access to world-class expertise and technology that underpins cutting-edge research. Large equipment purchases in the Nuclear Magnetic Resonance, Proteomics, Microscopy and Metabolomics Australia platforms total \$5.5 million. The purchases were made possible by contributions from the ARC, the National Collaborative Research Infrastructure Strategy, the University of Melbourne and other Victorian institutes and universities. These contributions also facilitated an expanded investment in bioinformatics capability. Research and training workshops and symposia with local and international presenters, as well as information road shows, provided opportunities for improving research skills, graduate training, increased collaboration, and broadening and strengthening the user base.

The Bio21 Institute established two new early career researcher fellowship schemes in 2012. The Wettenhall Establishment Award, in recognition of the leadership and vision of the inaugural Bio21 Institute Director Professor Richard Wettenhall, provides outstanding individuals with support to make the transition from senior postdoctoral scientist to independent researcher, and the Bio21 Institute/CSL Ltd Early Career Researcher Award co-funded by CSL supports biotechnology research of early career scientists across the University.

Outreach and community engagement activities that continued throughout 2012 included a key role in the Bio21 Cluster-led Queens Hall Expo at the Victorian Parliament House which focused on health and medical research in Victoria, a Science Careers Event attended by over 120 secondary school students, and professional development fora.

- With the installation of the IBM Blue Gene/Q supercomputer, **the Victorian Life Sciences Computation Initiative (VLSCI)** – which includes the Life Sciences Computation Centre (LSCC) and Peak Computing Facility (PCF)

and is hosted at the University of Melbourne for all Victorian researchers – became, the largest supercomputing facility in the world devoted to life sciences research. Despite the massive increase in capacity to petascale operation, applications for 2013 usage of the PCF have again been oversubscribed. New staff at all three VLSCI hubs (Parkville, Clayton and Bundoora) progressed the LSCC from supporting eight to 38 life sciences computation projects across 15 Victorian research institutes and universities.

Aimed at keeping Melbourne's researchers globally competitive, VLSCI computers and expertise continued to deliver results in 2012, as exemplified by:

- LSCC-supported research attracting a total of over \$4 million in national and international grants for the Genetic Epidemiology Laboratory in the University of Melbourne Department of Pathology.
- a VLSCI-supported project receiving the International Data Corporation High Performance Computing (HPC) Innovation Excellence Award at the international Supercomputing Conference 2012 held in the USA in November. The award showcases scientific success stories involving HPC and return on HPC investment. This ongoing collaborative project produced the first complete 3D model of the human rhinovirus (common cold), thus paving the way for future drug development. At the conference, the VLSCI acted as underwriter and coordinator of the first collaborative Australian HPC booth.

To assist new users and current researchers to access VLSCI resources, an increasing array of capacity-building activities continued to be undertaken. Training sessions ranging from basic programming instructions to special-interest high-performance computing topics were delivered regularly to students and experienced researchers respectively. Expert staff helped to build cross-disciplinary research collaborations and scale up existing projects to maximise the increased processing power available. PhD top-up scholarships, travel grants, internships and conference sponsorships were offered to foster skills development across the themes of high throughput genomics, computational bioimaging, and proteomics and molecular dynamics.

University support for interdisciplinary collaboration was also provided through:

- The Interdisciplinary Seed Funding Scheme, which awarded 17 proposals a total of \$632 000 for 2013. Seventy-five researchers from across the University and a number of external investigators were involved in these applications, which address interdisciplinary problems consistent with the broad research objectives of one or more of the Melbourne Research Institutes or designated emerging areas of focus.
- McKenzie Postdoctoral Fellowships to a total amount of \$1.2 million per annum for three years were awarded to 12 outstanding recent doctoral graduates assessed to have the potential to build and lead interdisciplinary collaborative research.

At the end of 2012, the University was involved in over 100 centres and institutes for research and research training, including 16 Cooperative Research Centres serving four broad sectors, 17 ARC Centres (one co-joint with the Grains Research and Development Corporation) and five NHMRC Centres. Approximately 60 per cent of these centres and institutes involve collaborators from other research organisations or industry and all are required to undergo formal reviews at least every five years.

## CONSOLIDATING IT EXPERTISE THROUGH eRESEARCH

The University of Melbourne's eResearch strategy is focused on the consolidation of expertise in development, delivery and support of research-oriented information technology platforms for University and Parkville Precinct-wide researchers. The Melbourne eResearch Group (MEG) and Information Technology Services (ITS) Research Services lead this undertaking.

Through University investment in core technical staff in MEG, this centralisation of expertise has shown significant growth across various disciplines and with a range of communities both local and international. Focus areas for MEG include adrenal tumour cancer research platforms, endocrine genomics collaborative platforms (supporting research into diabetes and other disorders related to bone, thyroid, obesity, neuroendocrinology and sex development), national type 1 diabetes clinical trials, real-time river monitoring using animal behaviour models, and security-driven data linkage projects.

Training and education are also an increasing focus for MEG. The supervision of numerous PhD students,

including a joint initiative sponsored by the University of Melbourne and the University of Birmingham through targeted Universitas 21 studentships, is aimed at increasing international collaborations in the area of clinical/IT systems between the two universities. Cross-disciplinary PhDs will be awarded in computing and information systems (Melbourne) and medicine (Birmingham), reflecting the discipline-specific nature of applied computing that is characteristic of eResearch. MEG is also contributing to the teaching and training efforts of the University in computing and information systems.

In 2012, ITS Research Services led a number of significant new services and initiatives dedicated to research, including:

- Launching Australia's first Research Cloud – a \$1.5 million, 4000-core national facility that is used by over 1600 research students and academics from the University and beyond.
- Establishing the SToR (Storage on Request) service which provides electronic storage facilities for the University research community. In addition, ITS worked closely with the Library to create Doing Data Better@Melbourne, a single entry point to help researchers tackle data management issues, which has led to engagements to solve data problems in the areas of infrastructure, policy, ethics and processes.
- Connecting the first of the University's research ICT services to the Victorian Research Network, a data superhighway for Victorian researchers. This is a purpose-built, resilient, high-speed fibre optic research network linking the University with the State's five major research precincts at Parkville/Central Business District, Clayton, Hawthorn, Bundoora and Geelong. The network will enable researchers to more easily collaborate and move data around Victoria and from facilities such as the Australian Synchrotron, to which the University, a foundation investor, has committed funding for the second stage of operation.

Another major success has been the receipt of \$3.2 million in Federal Government funding to build VicNode in 2013, The Victorian Node of the Research Data Storage Infrastructure project will provide sustainable, cost-effective research data storage and preservation services for researchers in Victoria.

Throughout 2012, ITS engaged strongly with the research community by offering more than 35 events, including a series of talks promoting the use of cutting-edge IT in research, monthly

Melbourne HPC and Research Cloud Fora, and developer sessions which brought together developers and researchers to more effectively solve research data problems using the Cloud.

## RESEARCH TRAINING, INTEGRAL TO SUCCESS

The University of Melbourne believes that graduate researchers pursuing higher degrees are integral to the success of a great university.

The research endeavour of the University benefits from the energy, talent and capacity for exploring new approaches and techniques afforded by its graduate research community. The strong research training program contributes to the research outcomes of the University, increases its profile and esteem, prepares future academic staff, and encourages the next generation of innovators and leaders for industry and the public sector.

The latest comparative data (2011) indicate that the University had more than 4700 graduate researchers, a graduate research degree full-time equivalent load of 3110, and 777 completions which represent 9.9 per cent nationally of all graduate research completions and includes the highest number of PhD completions nationally (610). In 2012, graduate researchers at the University were supported by more new Australian Postgraduate Awards (370) and International Postgraduate Research Scholarships (35) – for a total value of \$28 million – than at any other Australian university. Funding from the Research Training Scheme of \$72 million was the highest nationally.

### ENHANCED GRADUATE RESEARCH EXPERIENCE

The University continued to enhance and differentiate the experience of graduate researchers in 2012.

New initiatives included:

- The highly successful Thesis Boot Camp program, which included motivational, goal-setting and strategy sessions and produced more than 616 000 words by 58 participants across an intensive four days
- The introduction of a graduate research supervisor registration policy and process underpinned by training programs for academic staff who mentor graduate researchers at the University.

In addition, support for overseas travel was still available via the Melbourne Abroad Travelling Scholarships and Overseas Research

Experience Scholarships. In 2012, a total of \$305 605 benefitted 169 graduate researchers.

The opportunity for graduate researchers to gain confidence and improve presentation skills in a highly focused environment was provided again through the Three Minute Thesis (3MT) Competition. Over 200 people attended the 3MT Grand Final in September with the event being streamed live and watched in 10 countries including Germany, Japan, Malaysia, the United Kingdom and USA.

### INCREASED RECRUITMENT OF GRADUATE RESEARCH DEGREE CANDIDATES

In 2012 (latest data available) the University increased graduate research degree commencements by 9 per cent to 1111 compared with 2011. International commencements increased by 26 per cent and comprised 33 per cent of total commencements. Total international enrolments represented 24 per cent of the graduate researcher population and a two per cent increase from 2011.

The University reaffirmed its commitment to increase the international graduate researcher cohort by establishing the International PhD Scholarship Fund, which supported an additional 100 international PhD commencements in 2012.

## PLANNING & OPERATIONS

### RENEWED RESEARCH STRATEGY

A Research Commission was established under the leadership of the Vice-Chancellor and the Deputy Vice-Chancellor (Research) in late 2010 to review the research and research training strategy of the University with the aim of developing a 10–15 year vision for the portfolio. Resulting from the deliberations of eight working groups and numerous consultative activities, a discussion paper was provided to the University community for further consideration in late 2011.

The subsequent white paper, which was adopted by the University in September 2012, articulated a new research strategy for the University titled *Research at Melbourne: Ensuring Excellence and Impact to 2025*, with a focus on quality and impact to be achieved through people, research collaborations and settings. In addition, three grand challenges – understanding our place and purpose, fostering health and wellbeing, and supporting sustainability and resilience – have been identified as the means by which the University can contribute to solving some of the most crucial problems facing the world.

### OTHER MAJOR ACTIVITIES

Significant developments in research operations in 2012:

- The Office for Research Ethics and Integrity within Melbourne Research, established in late 2011, launched a number of new initiatives aimed at enhancing the University's culture of research ethics and integrity. In addition to newly appointed research integrity advisors who will provide advice to members of the University community regarding the responsible conduct of research, an Ethics and Integrity Development Fund has been established to enable small, one-off grants for research concerned with ethics or integrity, including the construction of training programs and investigation of non-animal models for research or teaching projects.
- In partnership with faculties, the Research Infrastructure Strategy Office developed the Melbourne Collaborative Research Infrastructure Program, a multi-year initiative which aims to maximise efficiencies, improve coherence and planning of major research infrastructure investments and enhance effectiveness of the University's research infrastructure capabilities, particularly those with critical mass and cross-faculty use. The Melbourne Collaborative Research Infrastructure Committee (replacing the former Research Infrastructure Advisory Group) will provide academic expertise in implementing the program and advise the Deputy Vice-Chancellor (Research) on matters of research infrastructure.
- The Research Development and Collaboration Network was launched to facilitate greater cooperation between staff responsible for the research collaboration and development areas at the University. Key objectives will be to share best practice methods and support academic colleagues in identifying and nurturing opportunities.
- To provide further guidance to faculties on their responsibilities as hosts of interdisciplinary research institutes, an Institute Host Faculty Charter was developed. In addition to specifying the role of host Deans in institute governance, operational oversight and institute reviews, the charter covers administrative arrangements.

## OUTLOOK

The focus of 2013 will be on the implementation of the University's new research strategy, *Research at Melbourne: Ensuring Excellence and Impact to 2025*, with activities being grouped into three broad areas – people, research collaborations and settings.

The strategy will launch with an accelerated renewal of research capacity and a number of interventions to enhance research collaborations. Further nurturing of the Melbourne Research Institutes and development of the Carlton Connect initiative will be paramount in meeting the grand challenges central to the strategy.

The University will continue to improve the graduate researcher experience. The Supervisor Registration Policy will be implemented, a new Examinations Management Database will be developed, and research training policies, handbooks and communication strategies will be reviewed and revised to better serve both students and staff involved in graduate research training.

## RESEARCH HIGHLIGHTS

- More than 40 years after the discovery of new technologies such as the world wide web and high-power superconducting magnets, the CERN laboratory in Switzerland, in collaboration with physicists from the ATLAS and CMS experiments, announced the discovery of a new fundamental particle consistent with the Higgs boson. According to the Standard Model of particle physics, the Higgs field fills all the space of the Universe and is responsible for the mass of the electrons of atoms and the quarks inside protons and neutrons. The associated particle's discovery is a substantial intellectual milestone for humankind. **Physicists in the Faculty of Science** from the University of Melbourne have been involved in the ATLAS experiment from its inception. They constructed vital components of the inner tracking detector, were deeply involved in the data analysis which discovered the new particle, and shared in the excitement of the announcement at the International Conference for High Energy Physics held in Melbourne in July 2012.
- A **Research Unit in Public Cultures** was established in 2012 under the auspices of the **Faculty of Arts** to provide a vibrant environment for interdisciplinary and collaborative research, offer administrative support for grant development, and foster key partnerships with the cultural sector. The unit comprises 12 academic members from four University faculties who have a strong track record in team research, includes a range of institutional partners such as the Australia Council, Federation Square and the Victorian Multicultural Commission, and will be guided by a steering committee of external experts.
- A key policy issue in many countries is the maldistribution of doctors

across geographic areas, which has important effects on equity of access and healthcare costs. Government programs and incentive schemes established to encourage doctors to practise in rural areas have not, to date, met with significant success. Research undertaken by the **Melbourne Institute of Applied Economic and Social Research within the Faculty of Business and Economics** examined the preferences of general practitioners (GPs) for rural location and the financial incentives required. The conclusion that city GPs would need a salary increase of up to \$200 000 to entice them to work in certain country areas was extensively reported in national and state media and led to vibrant debate on how to improve medical access for communities across Australia.

- Research undertaken by members of the **Faculty of Veterinary Science** found the emergence of two different novel pathogenic strains of gallid herpesvirus 1 through independent recombination events between commercial live attenuated vaccine strains under field conditions. While recombination between herpesviruses had been seen in vitro and in vivo under experimental conditions, the capacity for recombination in the field and its consequences have, to date, been underestimated. Live attenuated herpesvirus vaccines are used in human and veterinary medicine throughout the world, with findings highlighting the risks of using multiple attenuated herpesvirus vaccines or vectors with distinct origins in the same populations. These findings urge careful consideration when assessing the safety of all live DNA virus vaccines.
- Advances Related to Autism Spectrum Disorder (ASD):

An Australian team led by researchers from **the University of Melbourne's Department of Electrical and Electronic Engineering in the Melbourne School of Engineering and Department of Psychiatry in the Faculty of Medicine, Dentistry and Health Sciences** has produced a genetic test able to predict the risk of developing ASD. The test could assist in the early detection of the condition in babies and children, help in early management of those diagnosed, and would be particularly relevant for families who have a history of autism or related conditions such as Asperger's Syndrome. Autism affects approximately one in 150 births. The test correctly predicted ASD with more than 70 per cent accuracy in people of central European descent. Validation tests are continuing, including the development of testing for other ethnic groups.

### The **National Music Therapy Research Unit in the Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music**

is a collection of postgraduate researchers that aims to improve the lives of the most vulnerable in the community. In one study, 20 young children with ASD were placed in a music therapy group (as a means of improving their drive and desire to interact) to investigate any changes in social skills which are not easily taught to children on the autistic spectrum. In a controlled trial conducted in family homes in Melbourne, quantitative results showed that children in the music therapy group made significant improvements in the quality of their social interactions at home and in the community, as well as within the music therapy sessions themselves. These outcomes provide strong preliminary support for the effectiveness of family-centred music therapy in promoting social communication skills development and fostering greater closeness in the parent-child relationship. The results meet the challenge for evidence in the field.

- University researchers from the **Department of Forest and Ecosystem Science in the Melbourne School of Land and Environment** used spatial data on forests together with fire severity data to model the effects of the Black Saturday wildfires on long-term streamflow in Melbourne's water supply catchments. Funded by Melbourne Water and the Victorian Department of Sustainability and Environment, this research was used in the recent Royal Commission and is being used by Melbourne Water as an input to future water supply demand strategies.
- Pursuant to a grant from the Australian National Preventive Health Agency, and in collaboration with the McCabe Centre for Law and Cancer – a joint initiative of the Cancer Council Victoria and the Union for International Cancer Control – researchers from the **Melbourne Law School** have undertaken independent research into the implications of international trade and investment law on the regulation of tobacco, alcohol and unhealthy foods (all of which are common risk factors for non-communicable diseases). Although still in the early stages, the research has already had significant impact, with the researchers' edited book on the legal issues associated with the plain packaging of tobacco products being launched by the Federal Minister for Health in December 2012 to coincide with the implementation of the relevant legislation. Edited and authored works arising from the project have been discussed



widely, specifically in the context of Australia’s successful defence of plain packaging in the High Court of Australia and in connection with the Fifth Session of the Conference of the Parties to the World Health Organization Framework Convention on Tobacco Control in Seoul in November 2012. The researchers have assisted government and non-government bodies throughout the world to reach an understanding of the nuances of international trade and investment law in connection with tobacco control regulation.

- An international team led by University of Melbourne researchers in the **Department of Pathology in the Faculty of Medicine, Dentistry and Health Sciences** has used the latest genetic sequencing technology to fast track the discovery of a breast cancer risk gene, the first to be discovered using this technology. The mutations in the newly identified gene, although rare, explain another proportion of breast cancers that run in families where there is no known genetic cause and that occur particularly at an early age. It is believed that the methodology will lead to further breast cancer risk genes being identified at a faster rate than before, and be used for other cancers such as colorectal and prostate cancers.

- Responsibility, discipline and a uniform can help young people gain a sense of belonging and develop important skills, according to research conducted by the **Youth Research Centre in the Melbourne Graduate School of Education** on behalf of the Australian Department of Defence. Researchers interviewed 300 and surveyed almost 3000 cadets from across the three Australian Defence Force Cadet organisations from the Australian Navy, the Australian Army and the Australian Air Force. Approximately 24 500 12–19-year-olds participate in these organisations annually. The research indicated that the hierarchical structure of cadets supports participation and development of leadership skills, in contrast to assumptions underpinning many youth development programs which highlight the importance of providing young people with space to follow their own interests and experience a respite from structured environments such as schools. Based on the research, a Cadet Youth Development Framework was produced and launched in October 2012 by the Federal Parliamentary Secretary for Defence.

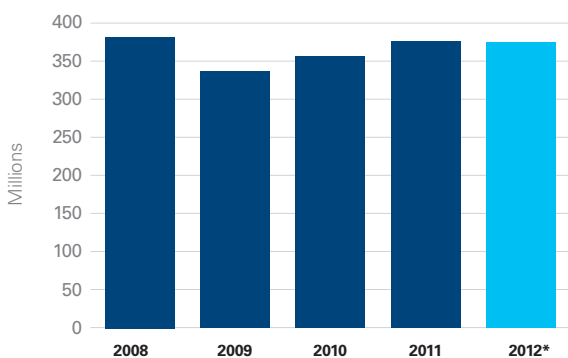
- Commissioned by the City of Melbourne, research led by the **Faculty of Architecture, Building and Planning** and involving the Melbourne School of Engineering and the Melbourne School of Land and Environment will give owners of buildings across Melbourne access to information that can help buildings absorb less heat and stay cooler during hot days. The research assessed the benefits of white roofs with the aim of assisting residential, commercial and industrial building owners determine the suitability of white roofs and advise on the best materials to use to reflect heat away from the building rather than absorbing it, thus reducing the energy required for cooling. The central business district of Melbourne has over 3 500 000 square metres of lettable commercial space; if the roofs of these buildings were painted white – a low-cost solution to making buildings more sustainable – the city could in theory reduce its energy use by 4.5 megajoules per year and its carbon dioxide emissions by 1.5 million kilograms or 3 million black balloons. The Melbourne City Council put the research into practice by trialling a white roof on its ArtPlay building.

**Melbourne’s performance for key national research indicators**

|      | Research income |               |            | Research publications |               |            | Research higher degree load |               | Research higher degree completions (eligible)* |               |
|------|-----------------|---------------|------------|-----------------------|---------------|------------|-----------------------------|---------------|--|---------------|
|      | \$ million      | National rank | % of Total | Weighted score        | National rank | % of Total | EFTSL                       | National rank | Number   | National rank |
| 2012 | 375.0 (est)     | n/a           | n/a        | 4500 (est)            | n/a           | n/a        | 3244 (est)                  | n/a           | 740  | n/a           |
| 2011 | 376.5           | 1             | 11.6%      | 4533                  | 3             | 8.1%       | 3110                        | 2             | 777  | 2             |
| 2010 | 357.0           | 1             | 11.6%      | 4271                  | 3             | 7.9%       | 3220                        | 2             | 727  | 2             |
| 2009 | 337.0           | 1             | 12.1%      | 4456                  | 1             | 8.5%       | 3173                        | 2             | 775  | 1             |
| 2008 | 382.5           | 1             | 13.6%      | 4317                  | 1             | 8.6%       | 3168                        | 1             | 720  | 1             |

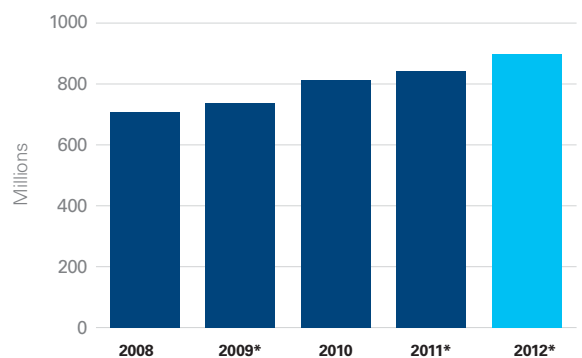
\* Eligible completions means those included in the RTS formula; excludes Higher Doctorates by publication.

**Research income**



\* estimate

**Research expenditure**



\* estimate



PhD candidate Kangmin Moon from Korea, and now based at the University of Melbourne's Creswick campus, is investigating micrometeorological patterns in Victoria's Wombat State Forest to enhance the prediction of fire behavior



Professor Peter Higgs (second from left) inspects the CMS experiment during the worldwide scientific hunt to discover the elusive Higgs boson. Photograph: Maximilien Brice

# MELBOURNE CONTRIBUTES TO INTERNATIONAL SCIENTIFIC BREAKTHROUGH

One of the world's most significant scientific breakthroughs in the international arena during 2012 was undoubtedly the discovery that particle scientists think could be the long sought-after Higgs boson, also known as the 'God particle'.

The Higgs boson, the final particle in the Standard Model of physics, has long been a preoccupation of the European Organisation for Nuclear Research (CERN), and has remained hidden from scientists' reach until a series of experiments confirmed its presence. This discovery, towards which University of Melbourne researchers contributed essential software and hardware developments, came as the result of an ATLAS particle detector experiment. ATLAS is designed to throw light on fundamental questions such as the origin of mass and the nature of the Universe's dark matter.

The exciting announcement was made this year via a live two-way video link from CERN Switzerland to scientists at the 36th International Conference on High Energy Physics, the largest gathering of international physicists held annually, in 2012 in Melbourne in July.

The conference, hosted for the first time in Australia, was supported by the University of Melbourne and the ARC Centre of Excellence for Particle Physics at the Tera-Scale, the leading Australian body for particle physics.

During his visit to Melbourne, the Director General of CERN Professor Rolf-Dieter Heuer was awarded an honorary doctorate by the University for his contribution to science.

The particle discovery, according to University of Melbourne Professor of Physics Geoffrey Taylor, Director of the ARC Centre of Excellence for Particle Physics. The next, according to Professor Taylor, is to understand its properties.

Subsequent research, which will again draw on the international collaboration of which Melbourne is an integral part, will investigate the scientific implications of the Higgs boson discovery.

Regardless of what these may prove to be, its existence represents a massive intellectual step towards understanding the origin of mass.

"We expect more fundamental discoveries, which we hope will help unravel the mysteries of the Universe and how it began," says Professor Taylor.



# LEARNING & TEACHING

In the Learning and Teaching arena, 2012 will be remembered as the year of massive open online courses, or MOOCs. In September Melbourne joined international universities – including Stanford and Princeton – in the Coursera consortium, an exciting experiment in online and digital learning. By year's end, an extraordinary 80 000 people had signed up for an MOOC at Melbourne, on topics ranging from Climate Change to Exercise Physiology and Principles of Macroeconomics.

Universities the world over face new questions in the era of online information. In 2012, however, the high demand for degrees at Melbourne – both undergraduate and graduate – confirmed that the interest in a quality on-campus experience is stronger than ever.

The University of Melbourne knows the value of diversity and is committed to ensuring students from low socio-economic, Indigenous and refugee backgrounds and those coming from rural and remote areas have access to the University. Through its Social Inclusion Plan, the University continues to prioritise equity and diversity in student recruitment, with a focus on access, participation and outcomes at both the undergraduate and graduate levels.

In the coming year, the Melbourne Students and Learning Division will continue to advance the University's strategic learning and teaching agenda, improve student engagement, and increase student satisfaction.

## PRIORITISING EQUITY AND DIVERSITY

The University of Melbourne continues to prioritise equity and diversity within the University community through its Social Inclusion Plan, which focuses on access, participation and outcomes at both undergraduate and graduate levels.

Student priority groups in 2012 included low socio-economic status (SES), Indigenous and students with a disability (with a growing emphasis on mental health). Other equity categories include students from rural or remote backgrounds, those from refugee backgrounds, and gender (where appropriate in particular disciplines).

### OUTREACH PROGRAMS TO ENGAGE AND INSPIRE STUDENTS EARLIER

In 2012, the University offered a range of targeted programs aimed at identifying and supporting young scholars still in secondary school; and providing general as well as discipline-specific on-campus peer-mentoring experiences and role-modelling opportunities for first-year University of Melbourne students. The University is also part of the joint Victorian Universities project (Learn, Experience, Access, Professions) designed to engage low SES students with universities and professional communities to demystify the links between school, higher education and professional careers. While the University primarily targets disadvantaged inner Melbourne areas, 244 Victorian schools engaged in the University's outreach activities during 2012. Of these, 72 were located in a low-SES postcode, 131 had an average-or-less ICSEA\* value (ie below 1000), and 135 had a higher-than-average bottom-quarter distribution of students at their secondary school (ie above 25%).

### IMPROVING AND WIDENING ACCESS

In 2012, a major review of undergraduate selection criteria and practices was completed and will inform future selection strategies. A Diploma in General Studies, developed in collaboration with Goulburn Ovens Institute of TAFE and Wodonga Institute of TAFE and designed to improve regional and rural students' options, will have its first intake of students from 2013.

Development of a Bachelor of Science (Extended) program for Indigenous students and a tertiary preparation diploma-level program for domestic students, particularly those seeking subsequent enrolment in the sciences, is under way.

The Kwong Lee Dow Young Scholars (KLDYS) program continued to support high-achieving secondary students through a series of on-campus activities and events throughout their Year 11 and 12 studies. Over 94 per cent of Victorian secondary schools have participated since the program commenced. In 2012, 80 per cent of eligible Victorian schools with Year 10 students participated. Of those, 38 per cent were considered under-represented at the University.

The University's Access Melbourne scheme also remains significant with respect to enrolling high-achieving students who have experienced educational, social or financial disadvantage. Access Melbourne applications, offers and acceptances continued to increase in 2012. Eligible applications increased by 25 per cent, offers by 21 per cent, and enrolments by 8 per cent.

As part of Access Melbourne, students who met the criteria for disadvantaged financial background and/or rural or isolated area categories, and received an ATAR of 78 or above, were guaranteed a place in the Bachelor of Arts, Bachelor of Science or Bachelor of Environments degrees. Those who received an ATAR of 88 or above were guaranteed a place in the Bachelor of Commerce and those who received an ATAR of 95 or above were guaranteed a place in the Bachelor of Biomedicine. As a result of the guaranteed entry for Access Melbourne applicants, there was a 13 per cent increase in enrolments of students from rural and isolated areas and a 32 per cent increase in enrolments of students from disadvantaged financial backgrounds.

### SUPPORTING STUDENTS THROUGHOUT THE STUDY CYCLE

In 2012, the support available to enrolled students included financial assistance, establishment of academic, social and professional networks, and mechanisms to support them in their studies. In 2012, Access Scholarships were awarded to 159 students who qualified on the basis of equity and access consideration under the Access Melbourne scheme (including those returning from deferral in 2011).

Of particular note was the support provided for educationally disadvantaged students to participate in overseas study experiences through the Lin Martin Melbourne Global Scholarship Program and the implementation of an on-campus student employment program.

### RESEARCH INTO SOCIAL INCLUSION TO IMPROVE OUTCOMES

During 2012, the University built on established programs and external relationships, and developed new initiatives. A memorandum of

understanding was signed with the Smith Family in late November which will support disadvantaged students to stay engaged with schooling and aspire to higher education.

The University continued to engage in research into social inclusion and provide support to individuals through its involvement in the Higher Education Participation and Partnerships Program (HEPPP) and its associated Equity Innovation Grant scheme, as well as through a range of research centres and programs in the areas of Schooling, Early Childhood and Youth Studies; Community, Wellbeing and Social Justice; and Higher Education. Of particular note is the newly established Melbourne Social Equity Institute, which aims to advance research in social inclusion across the full spectrum of social life including health, law, education, housing, work and transport.

Awareness, collaboration and recognition of social inclusion across the University was promoted through new mechanisms such as the Social Inclusion Barometer, the Social Inclusion Forum, the Social Inclusion Scholars and Practitioners Network, and the Diversity and Inclusion Awards.

### CONTINUING TO CHAMPION INDIGENOUS DEVELOPMENT

Following incorporation of the University's Indigenous student recruitment and support programs into the structure of the Murrup Barak Melbourne Institute for Indigenous Development in early 2011, 2012 was a year of consolidation for the University's Indigenous programs. Excellent progress was made in critical areas of Indigenous student support, Indigenous employment, and in the implementation of the University's Reconciliation Action Plan (RAP).

The proportion of Aboriginal and Torres Strait Islander-identified student enrolments at Melbourne remained stable at 0.32 per cent of the student population. A total of 57 Indigenous students graduated in 2012. The University employed 50 Indigenous staff members (16 academics and 34 professional appointments), up from 21 in 2010.

Achievements of particular significance in 2012 included:

Reconciliation Action Plan (RAP)

- Excellent achievement across all RAP action areas with 100 per cent of actions achieved by the due date for areas involving Indigenous students and staff, and Indigenous teaching and learning and research

\* The Index of Community Socio-Educational Advantage (ICSEA) is a scale that enables meaningful comparisons to be made across schools. It has been developed specifically for the My School website for the purpose of identifying schools serving similar student populations. The variables used in calculating a value on the ICSEA scale include student-level data on the occupation and education level of parents/carers and/or socio-economic characteristics of the areas where students live, whether a school is in a metropolitan, regional or remote area, proportion of students from a language background other than English, as well as the proportion of Indigenous students enrolled at the school.

- 17 of the 20 RAP actions for 2012 achieved by the target dates, with the remaining three actions on track for completion by the deferred delivery dates.

#### Indigenous employment

- 150 per cent increase in Indigenous staff numbers between January 2010 and November 2012
- Development of infrastructure ensuring sustainability and further growth in staff numbers
- Goal of population parity in staff numbers by 2020 on track for achievement by due date.

#### Commitment to 5-year Indigenous Student Plan

- University-wide commitment to build on early progress made by Murrup Barak in reviewing and improving Indigenous student services
- Cohesion across the 13 individual faculty Indigenous Students Recruitment and Retention Plans (ISRRPs)
- Centralised support requirements identified.

#### SPECIALISED STUDY PROGRAMS FOR INDIGENOUS STUDENTS

Although the majority of Indigenous Australian students enrolled at the University of Melbourne participate in mainstream courses, a number of programs have been designed to meet the needs of Indigenous students.

##### **Undergraduate award courses**

The first cohort of students enrolled the Bachelor of Arts (Extended) program were eligible to graduate in 2012. This program enables students who do not achieve the ATAR for entry to the Bachelor of Arts to complete the 3-year undergraduate degree over four years. A small cohort of students within this program are studying for a Bachelor of Commerce as an extended program.

Building on the success of the program, in 2012 the University established a working group tasked with responsibility for implementing a Bachelor of Science (Extended) program. The first cohort of students will commence in 2015.

The Diploma of General Studies, offering an alternative university entry pathway to rural students, was developed during 2012 and will be offered for the first time in 2013, and is expected to attract an Indigenous cohort.

##### **Programs for graduate students**

A philanthropic trust supports the development of graduate pathways, in particular research pathways, for Indigenous students. Projects supported by this trust include:

- Graduate Certificate in Indigenous Research and Leadership – two-part award course offered in intensive format, comprising summer school component to support students embarking on Research Higher Degree (RHD) programs, and winter school component for students nearing completion of RHD programs
- Indigenous Graduate Student Association – representing the interests of Indigenous graduate students, running regular seminars and an annual symposium to showcase work of Indigenous researchers from across the University
- Masters program in public health developed in 2012 for cohort of mature age students from the Goulburn Valley who have longstanding careers in the health sector, with classes held in both Parkville and Shepparton via combination of video conferencing and face-to-face attendance
- Multidisciplinary postgraduate training in Indigenous Arts Management offered by Wilin Centre for Indigenous Arts (situated within the Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music, and celebrating its 10th anniversary in 2012).

##### **Non-award programs for Indigenous students**

The University has offered programs to disengaged youth in the Goulburn Valley since 2004 through the Academy of Sport Health and Education (ASHE), a partnership program between the University of Melbourne Graduate School of Education, the Rumbalara Football Netball Club and Goulburn Ovens TAFE. Since 2004 an average of 75 students have participated in ASHE's programs each year and completed over 100 TAFE certificate courses. Participants have since achieved excellent employment and further study outcomes. From 2013 the program will include a VCAL component and report to the Director of Murrup Barak, Melbourne Institute for Indigenous Development.

The Faculty of Arts established an Indigenous Leaders' Program that will be offered to high-achieving Indigenous students enrolled in the faculty from 2013. The program offers mentoring, internship and work experience opportunities.

##### **Pathways programs**

Significant progress was made in 2012 in identifying pathways and priority areas to address the under-representation of Indigenous Australians. Initiatives included:

- Establishment and support of an Interfaculty Science Pathways Working Group to explore

pathways into the University's courses that require maths or science prerequisites

- Residential Indigenous Science Experience (RISE) – a science camp held in November 2012 attracting 18 Year 9 and 10 Indigenous students keen to learn about science pathways, and representing a first step towards the establishment of a long-term mentoring relationship aimed at developing a cohort of students eligible to enrol in the Bachelor of Science (Extended) in 2015 and 2016
- Engineering Pathways Partnership between the School of Engineering, the Minerals Council of Australia and industry partners, exploring ways to address under-representation of Indigenous Australians in engineering professions
- Proposal for a two-year Indigenous Academic Enrichment Program, developed by Murrup Barak and Melbourne Graduate School of Education (MGSE), which is awaiting a decision on funding.

#### QUALITY AND IMPACT OF INDIGENOUS TEACHING, LEARNING AND RESEARCH

As an early step in the implementation of the University's Reconciliation Action Plan (RAP), the Murrup Barak Institute for Indigenous Development invested considerable effort into reviewing Indigenous teaching and learning and research, with a view to identifying means of improving the quality and impact of these initiatives. Achievements during 2012 include:

- Academic Women in Leadership Project Team that developed framework for promoting and measuring quality in Indigenous teaching
- Regular meetings of Murrup Barak Associates Forum which provided networking opportunities and support to improve practice of academics involved in Indigenous teaching and learning and research
- 2012 Research at Melbourne strategy which established parameters for strengthening interdisciplinary research across three grand challenge areas (see page 38) and extending range and impact of Indigenous research
- \$25 000 Award for Excellence in Indigenous Higher Education, offered in partnership with Rio Tinto Australia, offered for the second time in 2012 and won by the Bower Project, a team of staff and students from Faculty of Architecture, Building and Planning who work directly with Indigenous communities to design and build projects to meet community needs



- Students from the Faculty of Business and Economics and Melbourne Graduate School of Education undertaking professional placement in Arnhem Land and Cape York, enabling them to use and build professional skills on teaching placements and community-driven projects in remote Australia (program funded by Rio Tinto Australia, with 25 students participating since establishment in 2011).

#### **PARTNERSHIPS AND CULTURAL ENGAGEMENT**

Each year the Murrup Barak, Melbourne Institute for Indigenous Development hosts two high-profile public orations to profile Indigenous issues. The Dungala Kaiela Oration, delivered in Shepparton, profiles local Indigenous issues, and the Narrm Oration, delivered in Parkville, addresses issues of global Indigenous relevance. Both events are offered in collaboration with the University's external partners, the Kaiela Institute (representing the Indigenous community in the Goulburn Valley) and Rio Tinto Australia.

The University is in the process of developing a number of partnerships to assist in the realisation of Indigenous development goals. Memorandums of understanding are currently being developed with an Aboriginal corporation, a philanthropic organisation involved in the provision of retention programs to Indigenous secondary students, a national public policy think tank and TAFE colleges, for launching in 2013.

An Aboriginal Walking Tour of the University was developed as a collaborative project led by the Faculty of Medicine, Dentistry and Health Sciences (MDHS) to provide a new way of looking at the campus beyond the built environment. Project contributors included the Murrup Barak, Melbourne Institute for Indigenous Development and the Wurundjeri Tribe Land Compensation Cultural Heritage Council. A brochure has been developed for a self-guided version of the walk, with group tours to be held in 2013 as part of the orientation for MDHS students.

As part of its Melbourne Medical School 150th celebrations, MDHS presented the gift of a possum skin cloak to the University on behalf of the Wurundjeri people of the Kulin nation. The gift, of high cultural significance to the Wurundjeri, has been incorporated into ceremonial processes of the University. It is also available to be worn by distinguished Indigenous guests at University functions, the first to do so being Professor Megan Davis who delivered the 2012 Narrm Oration in November.

## **CURRICULUM AND TEACHING**

### **UNDERGRADUATE CURRICULUM**

#### ***Demonstrating multiple degree pathways***

Data collated to map the pathways between the University's undergraduate degrees and other courses demonstrated the cross-faculty popularity of the Diploma in Languages and the strength of the Diploma in Mathematical Sciences in the Commerce and Science. The data also demonstrated the multiplicity of pathways available into the various professional graduate programs, including broad recruitment from a number of undergraduate degrees into teaching, management and engineering, and strong recruitment from both the undergraduate Biomedicine and Science degrees into the suite of health-related Masters (Extended) programs.

#### ***Chancellor's Scholars Program rewarding excellence***

2012 saw the launch of the Chancellor's Scholars Program, an initiative designed to recognise high-achieving commencing students' VCE achievements.

The Chancellor's Scholars Program offers a range of benefits including:

- Melbourne National Scholarship
- Access to Melbourne Global Scholars Award
- Internship opportunity
- Targeted academic enhancement opportunities, including mentoring
- Social events throughout the year
- Guarantee into professional entry Masters by Coursework degree of choice (subject to course prerequisites and other specific requirements, such as interviews).

By February 2012 there was a total of 61 Chancellor's Scholars enrolled across five of the six Melbourne undergraduate degrees. Throughout the year, Chancellor's Scholars engaged in a range of activities such as the Leaders in Communities Award, mentoring activities with program directors, and a range of social events.

### **INTRODUCING NEW GRADUATE INTERDISCIPLINARY PROGRAMS**

In August 2011, the University allocated funding to support development of new graduate fee-paying programs for 2014, involving collaboration across graduate schools. The aims of the recommendations were to:

- Create coherent new cutting-edge graduate programs

- Offer attractive and rigorous study options at the graduate level
- Draw on the University's disciplinary strengths with cross or inter-disciplinary offerings
- Match industry, professional and/or community workplace needs.

Three courses were developed during 2012 – Master of Information, Master of International Development Practice, and Master of Healthy Ageing.

### **ONLINE AND eLEARNING**

#### ***Strategy developed to guide e-Learning***

The eLearning Strategy guides the development of eLearning at the University of Melbourne, and is designed to ensure the most effective, efficient and equitable use of technologies for teaching, learning and assessment.

The strategy encompasses key strategic and enabling priority areas, including:

- Providing greater emphasis on student interaction and engagement by reorienting how information and communications technologies are used
- Improving students' access to a coordinated suite of eLearning resources and experiences
- Engaging with students in new ways through innovative curriculum delivery models
- Fostering excellence in learning technology innovation.

These strategic priority areas are supported by three enabling activities:

- Significantly enhancing collective skill base and expertise within the University
- Investing in improved support services for staff and students
- Systematically upgrading core information technology infrastructure.

#### ***First Australia university to join international online course provider Coursera***

In September 2012 the University announced that it would become the first Australian university to join the prestigious online course provider Coursera, which offers more than 120 free online subjects to more than a million learners around the world from leading international universities including Brown, Columbia, Princeton and Stanford.

The University will begin putting single subjects online early in 2013 and expects to have 10 subjects available through Coursera by the end of the year. The diverse Melbourne subject offerings range from macroeconomics

and animal behaviour to discrete optimisation and epigenetics. Over 80 000 enrolments were received for Melbourne's 2013 Coursea subjects before the end of 2012.

### **Promotion of peer learning recognised**

PRAZE won the *eLearning.org Award for University eLearning* in 2012, awarded by the eLearning Industry Association of Australia. PRAZE is an intuitive anonymous web-based peer review system that automates and manages the entire peer assessment process. It promotes effective learning by providing students with prompt and diverse feedback, and engaging them in critical analysis and self-reflection. Its versatility allows PRAZE to be used across a wide range of disciplines for the peer review of virtually any document type. Users access PRAZE via the University's central Learning Management System (LMS), making it easily accessible by instructors and students.

### **Extending eLearning to all screens**

A strategic eLearning priority for the University is to provide students with the ability to access learning materials and activities any time, anywhere and with any screen device. As such, in mid-2012 the University implemented the Blackboard Mobile Learn product as a key technology enabler to enable students to access learning materials and activities from personal mobile devices.

## **QUALITY AND EXCELLENCE**

### **Educational research awarded for innovation**

Associate Professor Sophie Arkoudis and Dr Chi Baik (Centre for the Study of Higher Education), Dr Shanton Chang (Computing and Information Systems) and Professor Ian Lang (Victorian College of the Arts) were awarded the 2012 Norman Curry Award for Innovation and Excellence in Educational Programs for their *Finding common ground: enhancing interaction between domestic and international students*.

### **Australian Awards for University Teaching**

The following staff won Citations for Outstanding Contribution to Student Learning in the 2012 round of Australian Awards for University Teaching:

- Associate Professor David Beckett (Melbourne Graduate School of Education) for two decades of exemplary research supervision that has exemplified adult learning principles and practices in the field of education and across the University
- Mr Matthew Bell (Melbourne Law School) for sustained excellence in curriculum design and teaching of subjects and programs at the nexus of law and construction,

designed to develop outstanding interdisciplinary professionals

- Associate Professor Alison Duxbury (Melbourne Law School) for sustained excellence in engaging students with real-life issues, events and examples across diverse disciplinary and interdisciplinary subjects, thus promoting their active global citizenship
- Professor Stephen Kent (Department of Microbiology and Immunology, Faculty of Medicine, Dentistry and Health Sciences) for excellence in PhD student supervision in the field of HIV vaccines that has facilitated students flourishing as future researchers and scientists
- Dr Katrina Skewes McFerran (Melbourne Conservatorium of Music) for teaching that promotes interdisciplinary knowledge sharing and engages all students in critically considering the transformative potential of music for transcending diversity and promoting connectedness
- Dr David O'Brien (Faculty of Architecture, Building and Planning) for innovative and collaborative approaches to engaging architecture students with Indigenous communities to realise development projects alongside local partners.

### **Learning and Teaching Initiative Grants**

The University maintains an internal Learning and Teaching Initiative Grants scheme to encourage faculties to identify and undertake initiatives to improve learning and teaching performance. In 2012 the award committee assessed 69 applications, with a total requested value of \$1 761 745 and approved funding for 23 projects with a total value of \$463 030. Priority was given to projects that incorporated innovative and effective use of technology, the internationalisation of academic programs, curriculum initiatives designed to achieve positive graduate outcomes, and appropriate specification and assurance of course-level learning outcomes.

### **Group of Eight Quality Verification System pilot**

The Group of Eight (Go8) Quality Verification System (QVS) for assuring academic standards was piloted at the University in 2011. The purpose was to assess the feasibility of the proposed process and to identify potential process improvements. The pilot affirmed the grading standards in each of the subjects reviewed and identified a number of areas of excellent practice. It also pointed to ways of improving how learning outcomes are expressed and assessed in University of Melbourne subjects. The Go8 agreed to extend the pilot for another year.

## **THE STUDENT EXPERIENCE**

### **UNDERSTANDING OF STUDENT NEEDS ACROSS THE STUDY CYCLE**

#### **Student Services Evaluation Framework (SSEF)**

The Student Services Evaluation Framework (SSEF) was established in 2012 to evaluate all student services from the perspective of students, stakeholders, peers and self-assessments. It aims to provide regular and consistent assessment of progress towards achieving the University-wide targets of student satisfaction with support services and positive graduate study and employment outcomes. Determining how well students rate services also helps inform decision making on key areas of service delivery and improvement.

For the first time in 2012 survey data was aligned to enable a comparative analysis of data sets and common survey indicators to identify performance trends and areas for review. Results showed that the University is performing very well in a number of areas, including a marked improvement in overall student satisfaction with the quality of services provided by student centres.

Importantly, the results also highlighted a number of areas where the University could perform better. Key areas for improvement across Student Services include: student advice on graduate pathways and enrichment opportunities, careers programs and services, and online services.

#### **Engaging with students and student associations**

The University actively seeks to engage its elected student representatives in committees and working groups involving delivery of student services. The Student Representatives Advisory Group was established in 2012 to provide ongoing consultation with students on the collection and use of the Student Services and Amenities Fee (SSAF). The advisory group also contributes to the development of University-wide plans for student facilities and provides a forum to discuss and coordinate services and amenities for students.

Student reference groups were consulted for input into the Student Charter, Student Connect and Portal Renewal projects, and students were also represented on advisory forums including the Student Experience Advisory Group, the Re-enrolment Working Group, and the Volunteering, Orientation, Leadership and Transition (VOLT) Working Group.

### **Student Charter established**

The Student Charter developed in 2012 embodies the key principles underpinning the partnership between students and the University, and in line with current legislation, sets out student responsibilities and likely expectations. The charter also reflects the University's values as a scholarly community committed to the common enterprise of learning in an environment which respects diversity, and to the principles of justice, equity and the pursuit of excellence.

The charter aims to provide a concise summary of the foundations of the relationship between students and the University, and will be used as a key communication and transition tool by Student Connect staff when they meet with each commencing student in 2013.

### **STREAMLINING AND IMPROVING ACCESS TO OUR SERVICES**

#### **Co-locating and integrating services**

In November 2012 the University completed a relocation of a number of its student support services to a single delivery point in the Baldwin Spencer Building. The new centralised service consolidates Student Administration, Disability Liaison, Scholarships, International Student Services, Student Financial Aid and Student Housing into a 'one-stop-shop' providing a more streamlined, student-centric service where front-counter staff provide advice on a number of issues.

In September 2012 international and local career and employment services were consolidated into three operational areas – Career Services, Student Employment Services, and Industry Liaison – and co-located with the Student Connect team in the Eastern Precinct. The new organisational structure and environment will serve to leverage co-located expertise and knowledge to enhance the design and delivery of careers and advising services to students.

#### **Building self-service capability**

The University has developed a 70:20:10 model for student service delivery with 70 per cent self-service underpinned by a 20 per cent supported service and 10 per cent case-managed services. The strategic focus of this model is to move as much of the basic transactional work online and deliver self-service capability with the view to reducing the level of assistance and support students require for basic transactions. A key driver is to increase capacity and capability in service areas, ensuring that high-level support for complex cases and value-adding services are adequately resourced to meet student demand.

In 2012 the University moved student payments online, and earmarked a range of reforms to make other services accessible online from February 2013.

Improvements were also made to the systems students and staff use to interact with the University, the most significant of which has been the Student Portal Renewal Project. The redeveloped portal, scheduled to go live early January 2013, will be more user-friendly and accessible, faster, more reliable, and feature updated functionality. During the process of redevelopment, the Student Portal Renewal team engaged with over 100 students and approximately 200 staff to inform the project.

In November 2012 the University launched a rebranded *ask.unimelb* website to deliver greater student service capability through a new, more contemporary look, involving the updating of all Frequently Asked Questions, and moving Future Student FAQs to a single site. The system will also be more accessible for staff through easier reporting and a clearly defined new business process for using *RightNow* across the University.

In July 2012 a new Business Improvement team was established within the Office of the Academic Registrar to develop and review business process designs and practices to ensure the effective implementation of new or changed policies and procedures across all student service areas. Two major pieces of work in 2012 included reviewing the re-enrolment and special consideration processes.

#### **Service improvements**

Building on the 2011 establishment of a University-wide Contact Centre, a substantial Service Commitment function was established in 2012 to continue the work of supporting faculty and central services staff who deliver services to students. A Service Commitment Coordinator was appointed with responsibility for promoting and building on service protocols across the University through a range of key initiatives including:

- Launch of service commitment website containing instructional videos and training material featuring Contact Centre staff, quizzes and support information specific to quality customer service within a university context
- Targeted training across faculties and central student services on email, telephone and face-to-face service protocols and best practice
- Introduction of monthly peer-nominated Service Star Award to celebrate excellent service provision
- Half-day conference for frontline staff to showcase student services commitment, profile excellent and innovative practice from within and outside the University, and build community of practice amongst staff.

In September 2012 the University's work was recognised in an Association for Tertiary Education Management (ATEM)/Campus Review Best Practice Award for student administration and customer service.

The University also received positive results in a series of Customer Service Benchmarking Australia (CSBA) face-to-face 'mystery shopping' assessments conducted from April to June 2012. The University's performance improved from the previous quarter's assessment, with no criterion notably declining, and with CSBA recommending that customer service agents be commended on their results.

### **SUPPORTING STUDENTS TO ACHIEVE**

#### **Integrated careers and advising action plan instigated**

The University developed an action plan in response to a review in 2011–2012 of the University's careers, employment and advising services. The action plan aims to establish an integrated program and a teaching-led approach to service delivery that will be sector-leading in Australia.

The University's flagship Student Connect program will go live on 3 January 2013. Funded through the Student Services and Amenities Fee (SSAF), Student Connect is a University-wide initiative aimed at proactive outreach, support and development of enrolled students. The program will provide an additional resource for developmental advising, services and support at peak times, and for ongoing case management. It specifically addresses student feedback about advising on careers, pathways, and enrichment opportunities as reflected in a range of evaluation measures.

During 2012 the Student Connect team was established and nine student development advisers recruited and trained. Additional support will be provided by student peer advisers and student programs staff at peak times. Business practices and protocols have been developed to underpin the program, and to implement a systems tool to support a more integrated approach to student advising.

In 2013 early intervention activities will focus primarily on incoming first-year undergraduate students, expanding to later-year students, including graduate students, in subsequent years.

#### **Expanding on-campus employment**

An expanded and enhanced Students@Work (S@W) program was established in 2012, building on a pilot program undertaken in the 13 MELB Contact Centre. A coordinated and dedicated student employment service is now located in the Careers and

Employment team. A key priority is working with colleagues around the University to increase the number of jobs available for students through Service Level Agreements, targeted promotion, and partnering with the Library, Student Services, MU Sport and other areas such as residential colleges. Opportunities for paid internships are also being explored. The challenge to identify positions to meet student demand is ongoing. To this end, a Students@Work Advisory Group has been established, with an explicit charter to champion and promote this initiative within the University.

New students have been recruited to the S@W program through a Careers Online tool, with strong demand and keen competition for final places in the program. Work readiness training and support has been delivered to both students and supervisors, with further intakes planned for 2013 and beyond.

#### **Establishing a safer campus**

The University's Safer Community Program was established in 2012 to maintain and enhance existing safety initiatives and to make members of the University community more aware of safety issues while they work and study.

Two staff have been appointed to provide services to staff and students across all campuses of the University, with a particular focus on behaviours of concern that might create a safety risk. The program aims to be the central point of enquiry and advice for anyone aware of or experiencing concerning and/or inappropriate behaviour, and will introduce strategies and procedures to manage the impact of these behaviours on all involved, and promote a culture of safety and responsibility on campus. The Safer Community team works with other areas of the University, including Security, HR, OHS and Counselling and Psychological Services, to ensure a safe experience for students and staff.

#### **Continuing to create enhanced student spaces**

In 2012 the University continued its strategic development of formal and informal learning environments across campuses. A focus of activity at Parkville was the finalisation of the design of the new building for the Faculty of Architecture, Building and Planning, which will feature a series of informal learning spaces, a new research library and a series of state-of-the-art classroom studios.

Temporary facilities have been redeveloped to accommodate faculty staff and programs during the building process. This includes the repurposing of the Frank Tate Building's learning spaces, which will be dedicated to student use for the duration of construction.

A new student hub created in Physics to provide an informal learning and social centre for students, and incorporating an IT-intensive classroom which transforms into an open-access student facility in non-class time, has invigorated activity in this precinct of the campus.

Another significant development has been the widespread use of the Learning Environment Spatial Lab (LESL) by a range of faculties and programs looking to investigate the design and use of new generation learning spaces and utilise the unique capacities of the LESL facility, which has been awarded a national award for design innovation by the Council for Educational Facilities Planners International.

#### **CELEBRATING STUDENT GRADUATION**

The University made significant changes to the graduation ceremonies held in December 2012. The new schedule and format involved larger cohort-specific ceremonies at the Royal Exhibition Building and smaller graduate school ceremonies on the Parkville campus at Wilson Hall. In order to implement a 'faculty day of celebration' for students, all undergraduate degree ceremonies were held at both locations over a week, a huge logistical achievement. High-profile guest speakers were invited to deliver the occasional addresses and significantly contributed to the improved quality of post-ceremony functions.

#### **STREAMLINING UNIVERSITY LIBRARIES**

The \$10 million Gibley Eunson Business and Education Library was officially opened on 7 August 2012 by the Minister for Tertiary Education, Skills, Science and Research, Senator the Hon Chris Evans. This new space overlooking University Square continues to win praise from students.

Responding to student and staff feedback, the Library is making books easier to find on the shelves. Discipline-specific collections were moved to relevant campus precincts and reference materials integrated with main collections. Back issues of periodicals were moved into storage, freeing shelf space for physical items with no digital equivalents. A Library-wide stocktake will ensure that some 3 million books are correctly barcoded, catalogued and shelved.

Architecture collections and services were relocated to the Eastern Resource Centre, making way for the faculty's major building project. The Library will create additional study spaces on level 1 of the Educational Resource Centre (ERC) including up to 45 computers, seating for 115 scholars, bookable project rooms and large study tables. The Library has also temporarily vacated the Frank Tate Learning Centre, which will be repurposed for faculty

use during the two-year construction project of the new Architecture, Building and Planning building.

As custodian of its scholarly information strategy, the Library facilitates the development and management of the University's research outputs, research data and records, materials created for learning and teaching purpose, and library, museum and archival collections that support engagement, research and teaching.

#### **...for Research**

The eScholarship Research Centre (eSRC) completed several externally funded projects in 2012, creating digital archives and websites that provide nationally significant collections for public access.

With funding from the Australian National Data Service (ANDS), eSRC and other Library staff collaborated on several projects with researchers, the Research Office, IT Services and the Victorian eResearch Strategic Initiative (VeRSI). The ANDS projects aimed to improve research data management practices and collect and publish metadata relating to high-profile research data sets. More than 500 metadata records are now available in the University's Research Data Registry and in Research Data Australia, a national registry of research data collections.

The University of Melbourne's Institutional Repository, which houses digital versions of research outputs, student theses and selected Library collections, was reviewed in a collaborative project with the University of Western Australia. The review team's recommendations will be addressed in 2013-14.

Dr David Pear was named the 2012 Redmond Barry Fellow, an appointment offered jointly by the University of Melbourne and the State Library of Victoria. Dr Pear's fellowship research will focus on Percy Grainger's early life and musical influences. The University Library manages the internationally recognised Grainger Museum.

#### **...for Learning and Teaching**

The Learning Management System's website recorded more than 4 million visits during 2012, indicating increased acceptance of online learning as an integral part of university teaching. The Library manages and provides technical support for more than 250 shared teaching spaces across the University's main campuses. Senior staff in the Learning Environments team worked closely with the University's new Director of eLearning to develop a long-term strategy for e-Learning and online learning.

Liaison librarians in a variety of disciplines are working with academic staff to integrate information literacy

training into the curriculum. A particular success in 2012 was the Virtual Print Room class led by Professor Jaynie Anderson, where student groups designed a virtual exhibition based on digitised versions of items from the Library's rich collection of prints.

The student printing, scanning and copying service was reviewed in 2012. Improvements launched in Semester 2 included new equipment, EFTPOS payments, an online credit management system, remote printing and improved security. Client costs for this service have remained unchanged for the past three years.

This year the Library introduced a Service Commitment charter. Staff were trained in customer service protocols and a 'mystery shopping' exercise was benchmarked against results from a South Australian university.

In 2012 the Library delivered more than 30 common services for students and staff of the University, scoring highly in a staff survey compared with other common service providers. The biennial Library Client Satisfaction Survey, of which 80 per cent of respondents are students, is benchmarked nationally, and shows the overall quality of the Library's services has steadily improved since 2008.

#### ...for Engagement

During 2012, the Library employed over 100 students as casual library assistants or in customer service roles with the Student IT Support Service, with student interns undertaking projects in digitisation, event management, marketing and communication.

The Cultural Treasures Festival attracted its largest-ever crowd in late July, with the Grainger Museum alone welcoming 900 visitors over the weekend. The biennial festival opens the University's Cultural Collections to the public with displays, tours and talks demonstrating how the collections support learning, teaching and research.

The Information Futures Forum series featured public lectures by Richard E Luce, the Vice Provost and Director of Libraries at Emory University in the USA, and Miriam Nisbet, Director of the US Office of Government Information Services. A forum on Open Access was attended by 100 University researchers and staff. Philip Kent's fourth annual University Librarian's Lecture drew on primary sources for a study of Edward Hippius Bromby's work as the first full-time librarian at the University of Melbourne. The Law Library's annual Rare Books Lecture was presented by Bryan A Garner, editor of *Black's Law Dictionary* and a collector of rare law books.

Five Middle Eastern manuscripts from the Library's Special Collections

were displayed in the State Library of Victoria's international exhibition *Love and Devotion*. The manuscripts were digitised in full and made available online.

A half-day scholarly symposium accompanied the exhibition *Adventure & Art: the fine press book from 1450 to 2011*. Melbourne boasts an exceptional collection of fine and private press books, including the Kelmescott Press and Golden Cockerel.

The Grainger Museum hosted a series of concerts and exhibitions highlighting Percy Grainger's diverse musical interests and cultural influences. This outreach program was complemented by lectures and seminars presented by Australian and international experts.

The University Archives hosted a seminar on the national census conducted by the University of Melbourne during World War II. The seminar marked the completion of the cataloguing of Wilfred Prest's papers, courtesy of the Russell and Mab Grimwade Miegunyah Fund. The only extant recordings of the John Henry Austral radio programs are now available online. Developed for the Liberal Party in the late 1940s, the programs were the first national political advertising campaign on Australian radio. The project resulted in media coverage and integration into new curricula. Also drawing on the Archives' unique collections, a public seminar with Professor Geoffrey Blainey commemorated the 100th anniversary of the North Lyell mine disaster.

The National Year of Reading was celebrated with seminars, exhibitions and a literary breakfast. Special guests included poet and novelist Professor Kevin Brophy (School of Culture and Communications), Vogel Award winner Paul D Carter, graphic novelist Nicki Greenberg and popular children's author Andy Griffiths.

Library staff participated in projects with several organisations that have long-term relationships with the University, for example CPA Australia, the Brotherhood of St Laurence, and the University of Timor-Leste. Staff also organised social events to raise funds for the Indigenous Literary Foundation, Salvation Army, Stephanie Alexander Foundation, RSPCA and the Victorian Cancer Council.

Tech Zoo events gave students and staff an opportunity to play with tablet computers, e-book readers and other new technologies. The Library's Facebook page attracted more than 4000 likes and the @unilibrary Twitter feed has 1700 followers. The free Treasures Revealed mobile app allows students, staff and friends of the University to 'visit' the Library's cultural collections from anywhere in the world.

#### Gifts and benefactors

The previous gift of the Malcolm Fraser Archives culminated in the launch of *Malcolm Fraser: Guide to Archives of Australia's Prime Ministers* in partnership with the National Archives of Australia. The guide was launched on 15 October 2012 by the Hon Simon Crean MP.

In August, Nanjing University generously presented the University of Melbourne a gift of the 16 volumes of the *Quan Qing ci*. The entire set was catalogued within 24 hours and placed on the Library shelves in time for the visit of a delegation of Presidents and Vice-Presidents from the China 9 (C9) research universities.

Celebrating its 150th anniversary, the Melbourne Medical School partnered with the Library to present several exhibitions under the theme *A Body of Knowledge*. To mark the occasion, the Friends of the Baillieu Library donated a handsome two-volume folio of Pietro Mattiolo's work dating from 1568 and featuring over 1000 full-page woodcuts depicting herbs used to produce early medicines.

Library staff noted with sadness the passing of Emeritus Professor A G L (Alan) Shaw, a supporter of the Library for many years. His most recent gift in 2010 was spent on cataloguing the McLaren Collection. A significant gift in 2000 funded the purchase of two major items – a lavishly illustrated 1502 German edition of Virgil with 214 woodcut blocks from sketches by Sebastian Brandt, and a 1495 first-edition Meder containing 18 full-page woodcuts based on the parable of the prodigal son and illustrated by an artist from the circle of Albrecht Durer.

#### Library and learning systems

A new Echo360 system was implemented this year, replacing the Lectopia lecture capture system. Echo360 provides a more efficient process for recording and publishing hundreds of lectures each semester.

Relais, a software system introduced in 2012 for managing inter-library loans, automates a number of manual processes and enables Library clients to lodge, track and manage inter-library loan requests online.

From August 2012 the Faculty of Arts replaced its manual processes with the Library's Millennium system to manage items such as computers, cameras, tripods and microphones available for loan to the faculty's graduate students, RHD students and staff. Items can now be viewed and searched via the Library's web catalogue.

#### PROVIDING EXPANDED GLOBAL MOBILITY OPPORTUNITIES

The University of Melbourne is committed to providing opportunities for

students to participate in credit-based international student mobility programs, and has one of the largest outbound student mobility programs in Australia. The program continued to grow in 2012, with the Melbourne Global Mobility Office reporting a 20 per cent increase of participating students from 2011. In all, just over 2500 Melbourne students undertook a student mobility program (exchange, study abroad, short course, research/clinical placement) including nearly 800 who undertook a semester or year-long exchange at a partner institution overseas. In addition, the number of high-quality exchange partners increased, with a five per cent growth in the number of institutions where Melbourne students studied during the year.

### LEADING AUSTRALIAN UNIVERSITY SPORT AND RECREATION

The University of Melbourne aims to be the leading Australian university for sporting performance, level of participation and engagement, and the quality of its facilities. An estimated 17 000 students (50 per cent of the student population) are engaged in sport, fitness or recreational activity as part of their University experience, and over the course of the year, approximately 1 million visits to the Sports Precinct and other University sporting facilities were recorded by participants, coaches, club volunteers and spectators.

The performances of University of Melbourne student/athletes continued to be a source of great pride, with 12 current students, alumni and club members representing Australia at the London Olympic and Paralympic Games, and a stand-out performance by rower Kim Crow, who won a silver and bronze medal. In partnership with the Melbourne University Student Union, the Games were broadcast at venues across campus. Forty-five students were also selected to represent Australia or their country of origin during 2012, in many cases with support from the University.

In an outstanding result, the University took out 14 National University Championships, including the Australian University Games, and won the 2012 Overall University Champion title. The fourth annual Australian Boat Race against the University of Sydney was conducted on Sydney Harbour, with the Women's XIII continuing their domination with a fourth straight win, and the Men's XIII losing narrowly in another close race.

The 40 sport, recreational and instructional clubs provided 5000 active members with close to 150 000 participant opportunities, including national and state-level sporting competitions (community sport, social sport, martial arts and recreational

activities). The Mountaineering Club provided an important community service assisting the State Emergency Services (SES) with search and rescue. Two new clubs were established in 2012 – Cheerleading and Gridiron (American Football) – further increasing the diversity of opportunities and reflecting the evolving interests of the campus community.

The University's competitive sporting clubs continued to be some of the pre-eminent University sporting clubs in the country. Notable achievements in 2012 included the Boat Club rowers dominating the Australian Rowing Championships, the University Blacks winning the Victorian Amateur Football Association (VAFA) Premier B Grand Final (and thereby joining University Blues back in the Premier A competition), and the Rugby Club winning the Colts Grand Final.

In March this year an additional fitness centre was established at 183 Bouverie Street, providing access to fitness and group exercise programs for the increasing number of students and staff located south of Grattan Street. The new centre and additional innovative fitness programs have resulted in an overall increase of 15 per cent in total visitor numbers (330 000) to all University fitness and aquatic facilities (including the Sports Precinct), with a record 10 000 members across all sites.

Over 200 000 casual and informal sport and recreation visits to the Sports Precinct in 2012 were recorded by participants, showing the extent to which students and staff continued to engage in a growing range of casual sport programs that provide friendly competition in a more relaxed atmosphere. Students and staff also used the facilities and grounds in the Sports Precinct and the surrounding parks for informal recreation and sporting activities in significant numbers. A further 174 students, staff and alumni participated in large community events such as Around the Bay and the Melbourne Marathon in University-branded cycling vests or running singlets.

Eleven residential colleges participated in the College Sport Program in 2012, competing in 11 sports and 20 competitions including the marquee event, the College Regatta on the Yarra. Ormond College won both the Tickner Cup and the overall women's title and Trinity College took out the Cowan Cup for the men's overall title. An estimated 2000 residents competed for their college in 2012 with many of the finals attracting large, colourful and vocal supporter groups.

The Elite Athlete Program continued to expand with a record 247 student athletes receiving financial and in-kind support from MU Sport and advocacy.

Several of the student athletes also participated in the new Elite Athletes in Schools program, funded by the Equity Innovation Grant Scheme, in which they outlined their sport, academic and life experiences to young people during visits to 17 secondary schools in low socio-economic areas across Victoria. In a similar initiative, the University of Melbourne Rugby Young Achiever Award was presented for the second time in 2012 in collaboration with the Melbourne Rebels and Victorian Schools Rugby Union.

The University of Melbourne Sport Foundation was launched at the MCG Members Dining Room in June, featuring both current and past University sporting luminaries. The foundation has been established to ensure sustainability for sporting activities and clubs and to provide a mechanism for University sporting alumni to donate. A Sport Giving Campaign will be launched in 2013 to raise funds for the Pavilion redevelopment. Support will also be sought for scholarships and equity programs to remove financial hurdles to student participation.

In collaboration with Property and Campus Services (PCS) MU Sport is developing a Sport Capital Improvement Plan (2013–2023) to secure the long-term provision, management and access to sport and recreation facilities, including access to Princes and Royal Parks. MU Sport is also undertaking an \$11 million facility development program including the extension to the Boat House (opened in 2011), Lincoln Square Fitness (March 2012), and the Sports Centre refurbishment and Pavilion redevelopment (both due for completion in 2013).

## STUDENT DEMAND, SATISFACTION AND SUCCESS

### DEMAND AND ADMISSIONS CONTINUE TO GROW

The University again experienced strong demand for undergraduate courses with all clearly-in ATARs increasing while the number of offers made was maintained. In 2012 five of Melbourne's undergraduate degrees were in the top ten most popular degrees according to the Victorian Tertiary Admissions Centre (VTAC) first preference rankings (see table on page 55). Course demand for 2012 remained strong with initial VTAC data showing an increase in the number of first preferences. The Bachelor of Arts continues to be the most popular course for domestic students. The quality of the student intake remained very high with the median ATAR increasing to 93.90.

The introduction of the Chancellor's Scholars Programs in 2012 saw the University significantly increase enrolments of students with ATARs of 99.90 or higher. Each domestic Chancellor's Scholar student received a National Scholarship.

There was a 27 per cent increase in graduate coursework applications in 2012, with a subsequent increase of 25 per cent in enrolments. There was particular growth in international graduate coursework enrolments (35 per cent increase).

#### RISING STUDENT SATISFACTION

The Melbourne Experience Survey (MES), developed by the University to evaluate students' experience over the period of transition into the Melbourne Curriculum, shows a high and growing level of satisfaction. In 2012, students again reported a positive view of their overall experience at the University. Over 80 per cent of first-year undergraduates and three-quarters of other students described their experience thus far as good or excellent and less than 5 per cent of respondents described their experience as poor or very poor. The proportion of students reporting their experience to be good or excellent is 10 percentage points higher than in 2007 (prior to the introduction of the Melbourne Curriculum).

The 2012 Course Experience Questionnaire (CEQ) showed marked improvement from the previous two years. Eighty-three per cent of bachelor graduates and 86 per cent of graduate coursework students were overall satisfied with the quality of their

course at the University (up from 79 per cent and 82 per cent respectively in 2011). The CEQ outcomes for the University's undergraduate students showed substantial improvement for all degrees, exceeding 2011 outcomes.

The 2012 Subject Experience Survey (SES) results continue to reflect the positive feedback received from students in 2011. Outcomes for undergraduate subjects showed further improvement in the second half of 2012 with the overall mean rating increasing to 4.01 from 3.96 in the first half of the year and up from 3.91 when the SES was introduced in the first half of 2011. Outcomes for graduate subjects have been fairly steady since the introduction of the SES with an overall mean rating of 4.03 in the second half of 2012.

The first major wave of the University Experience Survey (UES) occurred in July–September 2012 following a trial conducted in 2011. The University's outcomes for the UES were generally in line with national outcomes, specifically in the areas of learner engagement, teaching quality and learning resources, and slightly lower in the areas of skill development and student support.

#### GRADUATE EMPLOYMENT RATES RISING

The labour market for University of Melbourne graduates appears to be finally improving following the global financial crisis (GFC). The 2012 results of the Graduate Destination Survey (GDS) demonstrate that the full-time employment rate increased to 78.0 per cent from 76.3 per cent and 76.2 per cent in the preceding two years.

The full-time employment rate for graduate coursework graduates was 86.6 per cent, a significant increase from 2009–2012.

The University indicator for positive graduate outcomes showed further improvement in 2012, driven by an improved labour market and an increasing proportion of undergraduates continuing their studies in the Melbourne Curriculum. In 2012, 79.1 per cent of undergraduates were employed or in full-time study compared to 78.9 per cent in 2008 prior to the global financial crisis.

## OUTLOOK

The Melbourne Students and Learning Division will continue to work across the University to advance the University's strategic learning and teaching agenda, improve student engagement and increase student satisfaction with all aspects of their university experience. A consolidated approach to the University's online and eLearning strategies will be further developed, building on the initial partnership arrangement with massive online open courseware (MOOC) provider Coursera that commenced in 2012.

The Student Connect program will commence, providing face-to-face student advising, planning and assistance for all new first-year undergraduate students. A major review of the student lifecycle will also be undertaken to develop system improvements for students across the entire range of activities from admissions to graduation.



University of Melbourne alumnus Peter Cohen, who holds a Graduate Certificate in Information Systems, saw double when he attended the Melbourne School of Information (MSI) launch in October to collect the Protiviti Award for Excellence in Emerging Technologies and Issues.

## 2012 Most preferred courses based on VTAC CSP first preference ranking

| Higher education provider   | Course        | Course rank |      |      |      |      | 2012 No of 1st preferences |
|-----------------------------|---------------|-------------|------|------|------|------|----------------------------|
|                             |               | 2008        | 2009 | 2010 | 2011 | 2012 |                            |
| The University of Melbourne | Arts          | 1           | 1    | 1    | 1    | 1    | 2738                       |
| The University of Melbourne | Science       | 5           | 4    | 3    | 2    | 2    | 2160                       |
| Other institution           | Non-UM course | 7           | 3    | 2    | 3    | 3    | 1900                       |
| The University of Melbourne | Commerce      | 2           | 2    | 4    | 4    | 4    | 1435                       |
| Other institution           | Non-UM course | 4           | 5    | 5    | 5    | 5    | 904                        |
| The University of Melbourne | Biomedicine   | 17          | 11   | 7    | 7    | 6    | 825                        |
| Other institution           | Non-UM course | 6           | 6    | 6    | 6    | 7    | 790                        |
| Other institution           | Non-UM course | 11          | 10   | 10   | 9    | 8    | 720                        |
| Other institution           | Non-UM course | 9           | 8    | 9    | 10   | 9    | 666                        |
| The University of Melbourne | Environments  | 10          | 13   | 16   | 11   | 10   | 653                        |

Data: University MIS, Popularity Poll Cube, Entry Time 3 data

## Median undergraduate ATARS

| Enrolled students | 2005  | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  |
|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Median ATAR       | 94.50 | 94.30 | 94.65 | 93.90 | 94.10 | 93.90 | 93.10 | 93.90 |

## Access Melbourne offers and enrolments as a percentage of total university offers and enrolments

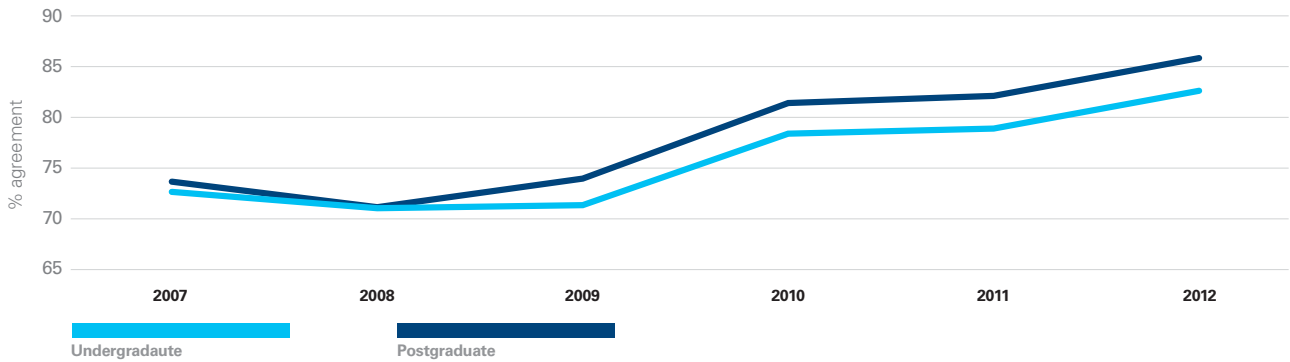
|       | Access Melbourne offers | % of total offers | Access Melbourne enrolments | % of total enrolments |
|-------|-------------------------|-------------------|-----------------------------|-----------------------|
| 11/12 | 2144                    | 33.33%            | 1696                        | 37.06%                |
| 10/11 | 1774                    | 28.92%            | 1573                        | 30.00%                |
| 09/10 | 1641                    | 28.73%            | 1408                        | 29.90%                |
| 08/09 | 1214                    | 21.05%            | 1049                        | 22.92%                |
| 07/08 | 1046                    | 16.18%            | 911                         | 21.08%                |
| 06/07 | 1177                    | 16.49%            | 1077                        | 23.02%                |

## Indigenous student enrolments and completions

|             | 2008 | 2009 | 2010 | 2011 | 2012 |
|-------------|------|------|------|------|------|
| Enrolments  | 194  | 189  | 210  | 186  | 165  |
| Completions | 45   | 35   | 44   | 60   | 57   |

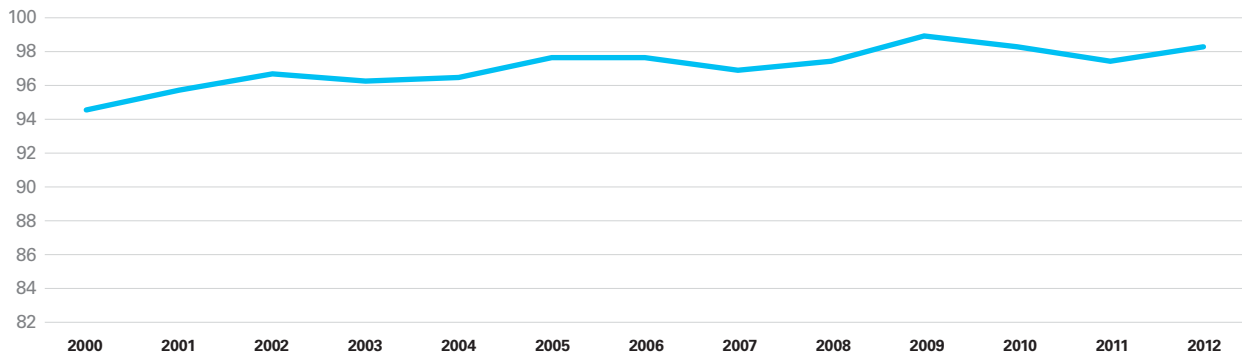


**Overall student satisfaction, Course Experience Survey**



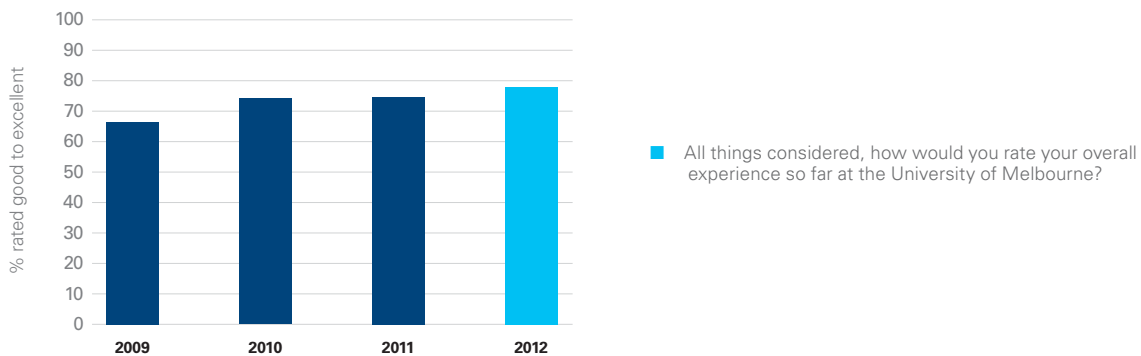
Source: Course Experience Survey, percentage of students in agreement that they were satisfied with the quality of their course

**Quality of Teaching Survey**  
 Percentage of undergraduate subjects with a mean rating 3.0 or higher on Question 2 (QoT)/Question 4 (SES) 'This subject was well taught'



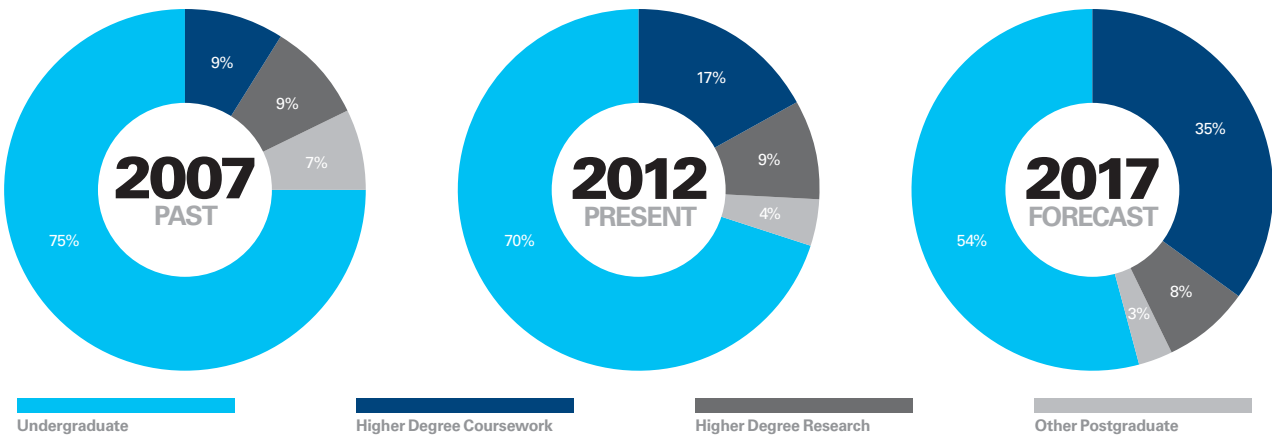
Source: Quality of Teaching Survey (2001–2010) and Student Experience Survey (2011–2012)

**Undergraduate overall experience**



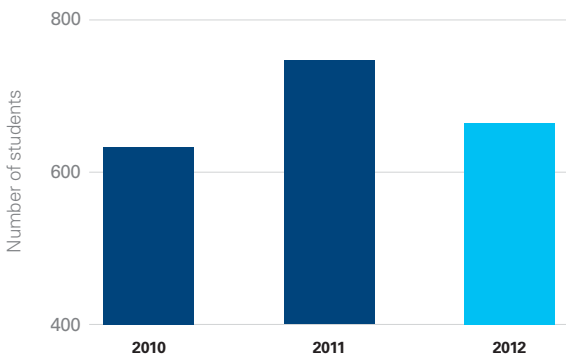
Source: Melbourne Experience Survey

Teaching load – past, present and future



Notes:  
 2007 data are based on final data submitted to DEEWR.  
 2012 data are based on DIISRTE extracts from ISIS at 26 October 2012.  
 2017 data are based on projection in SSM Scenario 159 as at 26 October 2012.  
 The data exclude CE load, and load taught by MBS, MCCP and MSGR.

Student participation in outbound mobility programs



Source: Student mobility, total accepted outbound students

# HELPING MAKE A BETTER FUTURE FOR ALL AUSTRALIANS

In the 1960s Charles Perkins, Arrernte man on his mother's side and Kalkadoon on his father's, was one of the first Indigenous Australians to attend and graduate from university.

Charles Perkins went on to become a leading campaigner for Aboriginal rights and development and the first Indigenous head of a Federal Government department.

Today, 50 years after his own university days, a scholarship program established in Charles Perkins' honour is helping young Indigenous Australians pursue study at the University of Oxford or the University of Cambridge.

In May, University of Melbourne student Lilly Brown was awarded a Charlie Perkins Scholarship in the 2012 round. The \$53 000 scholarship, designed to cover living expenses, airfare and tuition costs for up to three years, will see Ms Brown become the first Indigenous Australian to study at Cambridge University.

Ms Brown, a Gumbangerrii woman originally from Perth, recently completed honours in Indigenous Studies at the University of Melbourne, looking at the value of education as a tool to effect positive social change. At Cambridge, where she has chosen to take up her scholarship, Ms Brown will study for a Master of Philosophy in Politics, Development and Democratic Education at Trinity College, after which she plans to return to Australia and work in Indigenous education. Her expressed hope is to make universities safer, more comfortable places for Indigenous students and to use her masters degree to help make a better future for all Australians.

"Cambridge for me is a way of making my voice stronger," said Ms Brown. "What is important is being able to get inside the system and change it a little bit." She speaks passionately of the under-representation of Indigenous people at all levels of education, and of the important link between education, knowledge and power.

Ms Brown was one of three Indigenous students to be presented their scholarship awards by Prime Minister the Hon Julia Gillard, the British High Commissioner Paul Madden, and Charles Perkins' daughter Hetti.

The Charlie Perkins Scholarship awards students who have demonstrated academic excellence and strong leadership. The program is supported by the Australian and British governments, Rio Tinto, the Pratt Foundation, the Cambridge Commonwealth Trust, the Cambridge Australia Trust and The McCusker Foundation.



Lilly Brown (centre) with her fellow 2012 Charlie Perkins Scholarship recipients, Kyle Turner and Krystal Lockwood



# ENGAGEMENT

In August, the University's inaugural Melbourne Latin America Dialogue attracted over 250 leaders from government, business and academia who travelled from across Australia and around the world to participate in a high-level exchange of ideas and to discuss future engagement across the Pacific.

As third strand of the *Growing Esteem* strategy, Engagement is central to the University's mission. Committed to balancing its traditional mandate of teaching and research with a more recent emphasis on meeting economic, professional and community priorities, the University's ongoing challenge is to ensure a ready recognition of the importance of community and business partnerships, interactions with alumni, advancement activities and international programs.

The University continued its rich series of public lectures and events, reaching a wide external audience through its suite of over 200 lectures during the 2012 calendar year. With an eclectic range of presenters which included high-ranking government officials from Australia and overseas, academic and media experts, a former Prime Minister, and even an international rockstar physicist, the University's commitment to promoting understanding, discussion, access and equity was amply demonstrated.

Having brought the full spectrum of the University's engagement activities into a single portfolio in 2012, the coming year augurs well for a concentrated, focused approach to the University's engagement with communities, corporations, cultural organisations, and alumni and friends.

As one of the three strands of the *Growing Esteem* strategy, engagement is core to the University's mission. In 2012 the full spectrum of the University's engagement activities – cultural, corporate, community and international – were brought together into a single portfolio led by the Deputy Vice-Chancellor (Engagement), uniting the two previously separate portfolios of University Affairs and Global Engagement.

## PROVIDING A PLATFORM FOR DEBATE OF MAJOR PUBLIC ISSUES

During 2012 the University continued its tradition of providing a platform for the debate and discussion of key public issues through a busy calendar of conferences, seminars, lectures and other public programs. These events enriched the experience of Melbourne staff and students, drew alumni back to the campus, and opened the University to a wide external audience.

A highlight of the year was the inaugural Melbourne Latin America Dialogue, hosted by the University in August as part of its commitment to enhancing relations between Latin America and Australia. Over 250 leaders from government, business and academia travelled from around Australia and the world to participate in this high-level exchange of ideas and to discuss future engagement across the Pacific. The agenda included pressing issues such as the resources sector and the changing global balance; science, technology and innovation; agriculture and food security; urban design and planning; and sustainability, clean energy and green growth. The dialogue was supported by the Latin American Group of Ambassadors in Australia, the Council on Australia Latin America Relations, the Australia-Latin America Business Council and the State Government of Victoria.

In November, the Melbourne Institute of Applied Economic and Social Research and *The Australian* newspaper hosted the eighth Economic and Social Outlook Conference, the nation's premier economic and social public policy forum. Titled 'Securing the Future: How Australia Can Thrive in a Volatile World', the conference explored such issues as ageing, population, economic growth, health reform, education, the Asian economy, financial stability, homelessness, tax, trade, and innovation. Delegates included leading politicians, public servants, academics and representatives of non-government organisations.

In September the University hosted a national policy forum 'Creating New Futures – High-Speed Broadband and Higher Education'. Opened by the Hon Stephen Conroy, Minister for Broadband, Communications and the Digital Economy, the forum was attended by senior representatives from government, industry and the higher education sector.

The University continued its rich series of public lectures and events, reaching a wide external audience. Over 200 lectures were presented and advertised monthly in *Voice*, the University's supplement in *The Age* newspaper, and online via the University's events website. Attendance continued to be excellent. Highlights included:

- Indonesian Vice Minister of Law and Human Rights and University alumnus Professor Denny Indrayana delivered the Chancellor's Human Rights Lecture describing Indonesia's transition to democracy and his personal role in addressing Indonesia's anti-corruption crusade.
- Celebrity physicist Professor Brian Cox uncovered the secrets of the cosmos and explored the wonders of the Universe to a sell-out audience of 2500 people at the Melbourne Convention and Exhibition Centre.
- Attorney General the Hon Nicola Roxon MP, a Melbourne Law School alumna, delivered a lecture on Constitutional Reform for the Centre for Comparative Constitutional Studies.
- Chief Executive Officer of News Limited, Kim Williams, presented the A N Smith Lecture in Journalism, reflecting on the dramatic restructure of Australia's news media industry.
- A lecture series presented in partnership with Melbourne Museum's *The Wonders of Ancient Mesopotamia* exhibition showcased University talent on a range of topics including ancient architecture, archaeology, agriculture and food supply in Ancient Mesopotamia.
- The 'Australia's Role in the World' series of public lectures, delivered in partnership with the Australian Institute of International Affairs and UN Youth Australia, raised awareness of Australia's role in addressing the global challenges of the 21st century. Highlights included a public forum co-presented with Asialink in which the Hon Malcolm Fraser led a discussion on Australia-US relations in the Asian Century, and a panel discussion featuring leading contributors to Melbourne's knowledge economy on the importance of space and place in knowledge creation.

## PARTNERING WITH BUSINESS, GOVERNMENT AND COMMUNITY

Drawing on international best practice models to scope, develop, manage, monitor and review University-wide partnerships, strategic partnerships have been established to shape research and teaching and learning endeavours, and create outcomes that could not otherwise be achieved by the University alone.

Significant partnership development throughout 2012 included:

### BROTHERHOOD OF ST LAURENCE

The University's long-standing partnership with the Brotherhood of St Laurence continued work on research programs addressing social inclusion across the life course. 2012 saw strong enrolments in the Master of Social Policy which is co-delivered by the Brotherhood and University academics. Other initiatives included a regular seminar series hosted by the Brotherhood's Research and Policy Centre which was attended by a broad audience including Melbourne academics, significant research training developments, and four Strategic Research Australia Postgraduate Awards programs.

### CARLTON COMMUNITY

Partnership activities with the Carlton Community throughout 2012 strengthened the memorandum of understanding established between the University, the community and the City of Melbourne in 2011. Staff and student participation in the delivery of community events, projects and initiatives also increased significantly this year. Highlights included the Carlton Community Sports Carnival, which was held at the Melbourne University Sports precinct twice during the year in partnership with Sports Without Borders, with each event engaging around 200 participants. The annual Harmony Day celebrations took place at the local housing estate again this year, with the University's Mobile Eye Clinics providing free eye tests, VCA students contributing entertainment, and the homework club linking University student volunteers with Carlton's school students. The significant 'Heart of Carlton' program was awarded a Vice-Chancellor's Staff Engagement Grant for its evaluation sub-project.

### IBM

The deep and broad partnership between IBM and the University of Melbourne remained strong in 2012, bringing benefits to both partners and

to the wider community. The IBM Research and Development – Australia Laboratory, established in 2011 adjacent to the University’s Parkville campus, remains a cornerstone of the partnership. At the end of 2012, over 40 researchers were engaged in the laboratory, focusing their research on three major themes: life sciences and healthcare, natural resources management, and disaster management. A particular highlight in the field of research collaboration is the Australian Disaster Management Platform, jointly developed by IBM, the University and National ICT Australia (Victoria Research Lab) to support real-time, evidence-based decision making for various types of natural disasters. The University and IBM also worked together on a range of teaching and engagement activities in 2012, including a Residential Indigenous Science Experience program for Indigenous high school students, a learning analytics workshop to explore the impact of technology analytics across the University, and the annual IBM Research Colloquium. IBM and the University are making a number of joint staff appointments, and the IBM Laboratory is offering postgraduate and postdoctoral internships and scholarships to Melbourne students.

**TIMOR-LESTE**

The University’s partnership with the Universidade Nacional Timor Lorosa’e (UNTL) is the source of many varied projects under way across the University, addressing key issues such as natural hazards, education, food security, and museum and archive conservation. In 2012 the partnership saw increased collaboration with other universities and institutions in Australia to build capacity for projects targeting the needs of Timor-Leste, including contribution to Universities Australia’s Timor-Leste Coordination roundtable discussion early in the year. Other partnership activity focused on building the capacity of UNTL’s library, continued collaboration between the University’s Centre for Cultural Materials Conservation and Timor-Leste’s Secretariat of State for Culture in training and museum development, and a senior professional development program which brought seven visiting UNTL vice-deans to the Parkville campus in April for a week of shared ideas and knowledge.

**ZOOS VICTORIA**

Zoos Victoria and the University saw their long-standing partnership move beyond traditional zoology and veterinary science links to engage with a number of other disciplines such as engineering, marketing, and education. Twenty-three partnership projects are now under way – some of which were finalised in the latter half of the year – with participation from 425 students across six faculties. Collaborative highlights included

work on the ‘Seal the Loop’ project, identification of retail opportunities, a significant engineering project to improve the operating efficiency of the butterfly house at Melbourne Zoo, and work to preserve global biodiversity through enhanced conservation and sustainability measures.

**REWARDING OUTSTANDING ENGAGEMENT PROJECTS**

Each year the Vice-Chancellor’s Engagement Awards recognise and reward the significant partnership work of staff and students. The awards cover three categories: Dreamlarge student grants, staff project grants, and staff excellence awards.

In 2012 more than 100 staff, students and partners contributed to 22 engagement initiatives across local, national and international boundaries, including the Teachabout Minyerri student program, the Ilahita Expedition to Papua New Guinea, and the Watering Regional Victoria project.

Excellence awards were presented to four staff projects which demonstrated significant engagement with a partner organisation. Recipients were from the Centre for Cultural Materials Conservation, the School of Chemistry, the Department of Optometry and Vision Sciences, and the School of Engineering.

2012 also saw the presentation of the inaugural Peter McPhee Student Awards for engagement activities within the student community. Grants were awarded to seven student groups to assist in the development of projects ranging from eye care services in rural Indian villages to creative workshops for girls from public housing estates in Melbourne’s inner suburbs.

**ENRICHING MELBOURNE’S CULTURAL LIFE**

The range and extent of rich cultural programs, collections, events and performances offered annually to the general public distinguish the University of Melbourne as a unique patron, proponent and producer, working to develop the next generation of talented artists and contributing to the City of Melbourne’s vigorous reputation as a global centre for culture and the arts.

2012 was an important year for the University’s artistic program, as both the Victorian College of the Arts and the Ian Potter Museum of Art celebrated their 40th anniversaries. In addition to scores

of performances, events, seminars and exhibitions throughout the year, the Faculty of the VCA and MCM threw a street party to celebrate the milestone with performances from students, staff and alumni. Other highlights included an international conference on the works of Rodgers and Hammerstein featuring guest Oscar Hammerstein III, orchestral concerts at the Melbourne Town Hall and the Melbourne Recital Centre, and a student dance event in Singapore.

The Ian Potter Museum of Art celebrated its 40 years as one of Australia’s premier university art museums with a range of dedicated activities focused around the exhibition *Visions past and present: celebrating 40 years* and an accompanying publication of the same title. Other exhibitions in the Potter’s annual program, presenting works from around the world and Australia, included *Jenny Watson: here, there and everywhere*; *Post-planning*; *Based on a true story: Geoff Lowe and A Constructed World*; *The Basil Sellers Art Prize*; *Jitish Kallat: circa*; and *Gigi Scaria: prisms of perception*.

The University’s cultural collections also had an active calendar of exhibitions and events, with engagement and partnerships the hallmark of activity. The highlight of the cultural program was the Cultural Treasures Festival held over a weekend in July in conjunction with Open House Melbourne and the Melbourne Rare Book Fair. The event profiled the collections to more than 3000 visitors through outstanding exhibitions, tours and seminars.

Public engagement was more broadly fostered through lectures and concerts at the Grainger Museum and seminars hosted by University of Melbourne Archives. The 150th anniversary of the Melbourne Medical School generated a number of exhibitions including *The anatomy lesson: life and anatomical drawing*; *A med student’s life*; *A body of knowledge*; and *The art of teaching: models and methods*. The Baillieu Library Special Collections presented *Knowledge through print: a Melbourne perspective* and *Adventure & Art: the fine press book from 1450 to 2011*. Other exhibitions included *Wilson Hall; centre and symbol of the University*, *John Harry Grainger: architect and civil engineer*; *Ceramic art of ancient Cyprus*; and *Post-planning*. The focus on Wilson Hall’s history was enhanced with the publication of *Architectural ornament: the history and art of Wilson Hall* and the acquisition of the silver presentation set which was originally presented to Sir Samuel Wilson on the laying of the memorial stone of Wilson Hall in 1879.

2012 was further distinguished by the number and quality of publications produced by cultural collections and the record number of student internships offered. The selective Cultural Collections Projects Program



continued to attract high-calibre students to its ranks, as did the highly sought-after student exchange program offered by the University of Melbourne and the University of Birmingham.

In 2012, the Melbourne Theatre Company invited theatre stalwarts Aidan Fennessy, Robyn Nevin and Pamela Rabe to design its program. The season saw significant opportunities for Australian playwrights, with three new Australian works produced: comedian Jonathon Biggins' *Australia Day* co-produced with Sydney Theatre Company, Aiden Fennessy's *National Interest*, and Barry Oakley's new play *Music*. Other highlights included the award-winning play *Red*, the significant Shakespeare adaptation *Queen Lear* starring Robyn Nevin, and Caryl Churchill's *Top Girls*.

In association with the University, the Melbourne Symphony Orchestra held its annual series of free concerts at the Sidney Myer Music Bowl. Artists from around the world performed with the orchestra at one of Australia's finest outdoor music spaces.

In 2012 Melbourne University Publishing (MUP) offered 43 new titles under three main imprints: Melbourne University Press, The Miegunyah Press, and Victory Books. Eight academic monographs were also produced. Highlights included Jenny Hocking's explosive second volume of her Gough Whitlam biography *Gough Whitlam: His Time*, Major General John Cantwell's moving account of life on the modern battlefield *Exit Wounds*, and two compelling political memoirs, *Tales from the Political Trenches* by Maxine McKew and *Speechless* by James Button. Many MUP titles were shortlisted for state and national literary awards. Most notably, Mark McKenna's *An Eye for Eternity* won the 2012 Prime Minister's Literary Award, the NSW, Victorian and Queensland Premier's Literary Awards, and the 2012 Adelaide Festival Award for Literature.

Cultural and community activities across campus in 2012 were supported by Cultural & Community Grants totalling \$259 370. These grants provided support for student theatre productions, awards for professional development, lunchtime concerts at Melba Hall, travel grants for elite students and athletes, festivals showcasing international cultures, and the Australian Festival of Travel Writing.

## GROWING ALUMNI PARTICIPATION

Alumni are a vital part of the University community and their participation in university life continues to grow. As career mentors, student hosts,

internship providers, employers, advocates, and members of committees and supporting groups, alumni continue to ensure that the Melbourne experience is rich and rewarding and the University's mission and achievements well understood by others. In 2012 the Alumni Council completed its first year, providing its strategy for supporting international alumni engagement in the coming years to University Council.

During 2012 more alumni than ever before made contact through local and international programs. Two exclusive viewings of the *Ancient Wonders of Mesopotamia* exhibition at Melbourne Museum proved to be highlights, with more than 1900 alumni participating. Internationally our alumni provided briefings for those commencing their studies, career guidance through the Melbourne Leadership Series, and networking opportunities through events held in China, Hong Kong, Singapore, Indonesia, Malaysia, the United Kingdom, the United States and many other countries.

In 2012 the University celebrated the 150th anniversary of the Melbourne Medical School, the first medical school in Australia. The year-long program of activities – including an exhibition, tours and a gala dinner – focused on the school's long history and attracted an audience of over 15 300 local and international alumni and members of the general public. Alumni were universally impressed by the exceptional 150 medical students who acted as ambassadors throughout the anniversary celebrations. Alumni also helped mark the 40th anniversary of the Victorian College of the Arts and the 40th anniversary of the Ian Potter Museum of Art. Over 50 reunions across all faculties brought classmates across many decades back together.

Future activities will benefit from the invaluable feedback of more than 14 000 alumni who shared their views in the 2012 Alumni Preferences Survey.

## PHILANTHROPIC SUPPORT FOR THE UNIVERSITY

The University is immensely grateful for the generosity of its ever-growing global community of donors, which in 2012 numbered more than 5000 including alumni, friends, business organisations, charitable foundations, students and staff. The University's 2012 philanthropic income exceeded \$32.25 million from 5403 donors (up 16 per cent on 2011).

Beneficiaries of this philanthropy include exceptional students whose scholarships enable them to overcome the financial barriers of tertiary study, people across the world whose lives are transformed

by breakthroughs from cutting-edge donor-supported research, and all those able to access the University's rich cultural collections and libraries.

The Heritage Society, which acknowledges those who have recognised the University in their wills, has continued to increase its membership, with events organised for society members well received in 2012. The University's stewardship program has also been expanded to recognise and thank donors for their support. This year information regarding the outcomes from philanthropic gifts was communicated to an expanded audience of donors and non-donors, including alumni.

The University Fund Appeal has raised over \$1.7 million through direct mail appeals and an expanded telephone campaign program where current students engaged with alumni. The Student Appeal also registered a significant increase of support.

## MARKETING

The Marketing Office works closely with faculties and departments across the University to ensure that the engagement experience for all key stakeholders is meaningful, inspiring, and differentiates the University from its competitors. It is the responsibility of the Marketing Office to build equity, create desirability, and drive advocacy and awareness of the University of Melbourne brand. Using market research, social media, web marketing, publishing, advertising, and public programs, the Marketing Office works to ensure that every connection reinforces the positive attributes of individuals who connect with the University each day. The University of Melbourne continues to enjoy one of the strongest educational brands in Australia.

The Marketing Office undertook a number of key initiatives in 2012 to increase its engagement levels with key stakeholders and recruitment markets, including:

- Improved global access to course information with the release of Course Search Mark 2. Its greatly improved usability and search capacity has seen traffic to the site double since its 2012 release.
- Strategies to improve engagement levels on social media have led to a doubling of the University's fan base on Facebook and Twitter. The levels through social media were, by the end of 2012, higher than most Australian universities, peaking at 8.4 per cent of fan base numbers on Facebook.
- The University hosted over 200 free public lectures in 2012, attracting an audience of around 50 000 with

an additional 11 000 visiting the events website to watch public lectures online. High-profile speakers included particle physicist and media star Professor Brian Cox, Chair of the UK Press Inquiry Lord Brian Leveson, and CEO of UK National Endowment for Science and Arts Dr Geoff Mulgan.

- Sponsorship arrangements with important partners such as Melbourne Museum, the State Library of Victoria (with Australia India Institute), and the Melbourne Rebels have provided opportunities to further engage alumni, schools and the broader community.
- A special publishing project titled *Kick Start Your Career* has provided much-needed support for careers teachers nationally to assist secondary school students with career planning. Orders for the guide exceeded 16 000 copies nationally in a two-month period, with feedback clearly indicating that the guide fills an important gap in career education for secondary school students.
- Recent results from the annual Commencing Students Survey has found that University of Melbourne advertising and promotional materials have been increasingly effective in positively influencing student choice since surveying commenced in 2008. In 2012, 30 per cent of students indicated that its advertising changed

their opinion of the University, either by making them want to study there, reinforcing their view that Melbourne was the best, or enforcing the prestige of the University.

## COMMERCIAL ENGAGEMENT

In 2012, UoM Commercial Ltd (UoMC) continued as the commercialisation arm of the University of Melbourne with its former subsidiary, Melbourne Ventures Pty Ltd, successfully merged and operating within the Technology Commercialisation and Contract and Asset Management groups. In its consolidated form, UoMC delivered commercial outcomes for the University of Melbourne's intellectual assets and capabilities as a common service provider of such services to faculties and graduate schools.

Revenue derived from commercial engagement activity managed by UoMC, including award and non-award programs, commercial research contracts, technology licensing and consultancies, was approximately \$24 million. Additionally, UoMC activities further supported industry engagement at the University with a high level of client retention and growth in new clients during the year.

To support revenue growth in 2013, a strategy has been developed comprising

a 'hub and spoke' commercialisation service employing faculty and graduate school staff and supported by centrally based senior staff and systems. Implementation of the program is due to commence in January 2013.

During 2012 the Asset Management team managed 75 new intellectual property disclosures from researchers and managed the filing of 34 new provisional and 12 new complete patent applications.

The Contract Management team managed 329 consulting and commercial research opportunities (including tenders) and entered into contracts with an estimated value of \$9.8 million. These contracts provided expert advice and commercial research services across a diverse scope of activities such as testing of chemical compounds, managing patient data, improving learning methodologies, and advising on management of water catchment areas.

During 2012 the Technology Commercialisation team worked on a range of technologies in the medical area including a vaccine-related technology developed by Professor David Jackson (Department of Microbiology and Immunology) which secured in excess of \$500 000 of funding from Indonesian Biotechnology company BioFarma and from Janssen Pharmaceuticals for evaluation of technology and imaging-related



In April, Teresa de Jesus Va Cabral (right), Dean of the Faculty of Medicine, was one of a large team from the Universidade Nacional Timor-Leste (UNTL) who met with University of Melbourne academics including Professor Doris Young, Associate Dean (Academic) at the Faculty of Medicine, Dentistry and Health Sciences, to strengthen ties and share ideas and knowledge

technologies. Existing licence agreements for technologies related to poultry respiratory disease that were developed in the Faculty of Veterinary Science were renewed. In the field of Engineering and ICT, projects included supporting the evaluation of heat exchanger coating technologies by a Swiss-based dairy company and the evaluation of enhanced voice extraction technologies by one of Australia's largest call centre operators.

UoMC continued to manage the University of Melbourne's portfolio of investments in start-up companies and worked closely with the University of Melbourne joint venture pre-seed fund, Uniseed, on a number of opportunities. UoMC also continued to support the University of Melbourne's interests in Cooperative Research Centres and to provide strategic IP management and commercialisation advice to support other aspects of the University's research portfolio.

The Teaching and Learning Commercialisation group incorporating the School of Melbourne Custom Programs, in partnership with faculties and graduate schools, continued to develop, accredit and deliver an innovative and strategic range of programs in response to demand from the private and public sectors. Graduate award course enrolments administered by the school were approximately 2500 and short course enrolments were 1258.

## INTERNATIONAL ENGAGEMENT

The University extended its global outreach in 2012 with new partnerships established with leading international institutions, and existing partnerships strengthened.

The University holds formal agreements with a majority of the 50 top-ranked universities in the leading international ranking schemes. Following assessment of faculty international partnership priorities and a detailed analysis of research collaboration data, the University has identified a subset of these partnerships as a focus in 2013. Separate processes are under way to map relationships, priorities and potential in other countries of key strategic importance to the University including China, India, Indonesia, Germany and selected countries in Latin America.

The University continued to attract a large and diverse cohort of international students to its coursework and research degree programs. Its outbound student exchange program continued to be the largest in Australia, and overall outbound mobility was marked by new and innovative short-term programs offering students numerous opportunities for overseas study experience.

The University also contributed to major Commonwealth initiatives in the international sphere, most notably by providing detailed submissions to both the *Australia in the Asian Century White Paper* (Henry Review) and the *IEAC Development of an International Education Strategy for Australia* (Chaney Review).

## INTERNATIONAL STUDENT ENROLMENTS MAINTAINED

The University of Melbourne maintained its international student enrolments in 2012 despite an overall decline across the sector nationally. The University had a total international student population of approximately 10 647 EFTSL equating to almost 28 per cent of teaching load – a 5 per cent increase from 2011. There was a significant increase in the number of higher degree coursework commencements and, as in previous years, China, Indonesia, Malaysia and Singapore and were the University's top four source countries (based on citizenship). After a number of years of declining commencements there was a substantial increase in the number of students with Indian citizenship commencing in 2012.

Throughout 2012 the University focused on maximising the market share of students studying onshore and increasing flows from offshore markets. There has been a concentrated effort to communicate with key stakeholders in schools and foundation programs throughout Australia, and to build relationships with offshore schools. The University has continued to develop its profile in a range of emerging international student markets through both physical and virtual presence. Because a significant proportion of the University's international higher degree coursework commencements come from onshore (39 per cent in 2012), the University worked closely with representatives around Australia who counsel international students, including through a dedicated on-campus training day. The University has aimed to provide a higher level of service in order to improve the rate of conversion from offers to acceptances.

## INTERNATIONAL COLLABORATION

The University's International Plan 2011–2014 recognises that, to increase international standing and research impact, international networks and collaboration with leading institutions must be strengthened. Faculty and institution-level agreements also need to be in place to meet the

growing needs of what is Australia's largest outbound student exchange program and to support broad international research collaboration.

The University is now a partner in 229 bilateral international agreements, the majority of which include provision for reciprocal student exchange. As part of the regular cycle of quality assurance and review, 46 existing agreements were considered for renegotiation in 2012. Of these, 42 were endorsed for renewal. When renewing agreements in 2012, negotiations focused on opportunities for targeted partnership development, including increased research collaboration, the establishment of frameworks for jointly supervised doctoral degrees, and enhanced student mobility options.

New agreements to support faculty-level teaching and research collaboration were developed with institutions including Nanjing University in China (Faculty of Architecture, Building and Planning) and the National University of Singapore (Melbourne Law School).

In response to growing demand for outbound student mobility opportunities, new student exchange linkages were established with leading institutions in key countries, such as the Chinese University of Hong Kong, the Free University of Brussels (Belgium), the Pontifical Catholic University of Argentina, the University of St Andrews (UK) and the University of Guadalajara (Mexico). In addition, the University finalised new bilateral agreements with two leading Chinese universities, Shanghai Jiao Tong University and Zhejiang University, both members of the select China 9 grouping.

The University continues to foster its strategic partnership with Vanderbilt University (USA), with 16 academic staff conducting jointly funded projects. Prioritisation of other highly ranked institutions for strategic partnerships is under way, including via a China Partnerships Strategy.

### ASSOCIATION OF PACIFIC RIM UNIVERSITIES

As a member of the Association of Pacific Rim Universities (APRU) – a network of 42 leading research-intensive universities around the Pacific Rim – the University continues to support engagement in APRU activities which benefit individual staff.

Opportunities for staff and students to participate in APRU activities in 2012 included the Senior Staff Meeting hosted by Korea University, the APRU Fellows program for early career researchers hosted by the National University of Singapore, and a series of research symposia and workshops held in Japan and the USA.

In a new initiative in 2012, the University has spearheaded the organisation of an inaugural meeting of APRU Deans of Graduate Studies. Held in Washington DC and bringing together representatives of 14 APRU universities from eight countries, this meeting explored opportunities for greater collaboration and engagement in graduate research and research training.

**UNIVERSITAS 21**

In 2012 Melbourne continued to play a leading role in the Universitas 21 (U21) network. Vice-Chancellor Professor Glyn Davis's term as Chair of U21 ended in May and Senior Vice-Principal Ian Marshman continued as Chair of the U21 Managers' Group. The Pontifical University of Chile was admitted to membership, U21's first South American member.

Opportunities for enriching the student experience through mobility and related programs continued to be a key benefit of the University's participation in the network. During the year some 3200 students from across the network participated in formal exchange programs, and a further 600 undertook short-term mobility activities including increased RHD student mobility, annual U21 summer schools, and undergraduate research conferences. Melbourne sent 207 students on exchange to U21 partners (compared with 165 in 2011).

The University of Melbourne continued to coordinate the web-enabled Global Issues Program, a multidisciplinary program offered by the U21 network to undergraduate students of seven participating institutions; the other six are the Universities of British Columbia (Canada), Lund (Sweden), Nottingham (United Kingdom), Tecnológico de Monterrey (Mexico), and Queensland. In 2012 some 200 students enrolled in the program.

The network gave prominence to innovative ways of internationalising the student experience. One initiative, sponsored by the University of Connecticut, allowed students from across the network to participate in a for-credit Social Entrepreneur Corps in Guatemala, which four students from Melbourne joined.

Other highlights included the release in May of the inaugural U21 ranking of national systems, a joint project undertaken with the Melbourne Institute that seeks to rank the national systems of higher education in 48 countries, using resources, environment, connectivity and output as the key composite drivers of relative performance. The rankings project attracted considerable media interest and will be repeated on an annual basis.

A Teaching and Learning Network comprising senior staff with academic

leadership roles gave attention to six 'Grand Challenges' facing research-intensive universities. Since June 2012, the network has been headed by Melbourne.

In the area of research collaboration, 2012 saw an increased number of RHD students participating in joint PhD programs within the network and increased provision for limited term mobility opportunities for early career researchers.

**DEVELOPMENT OF INTERNATIONAL RELATIONSHIPS**

Each year the University hosts a range of international delegations, with a strong strategic focus on briefing Australian and international diplomatic staff, as well as meeting with leading partner institutions. During 2012 the University hosted events with key partner universities including Hebrew University of Jerusalem (Israel), Humboldt University (Germany), Nanjing University (China), the National University of Singapore, Peking University (China), the Pontifical Catholic University of Chile, Trinity College Dublin (Ireland), Tsinghua University (China), the University of Bordeaux (France), University of British Columbia (Canada), University College London (UK), the University of Delhi (India), the University of Malaya (Malaysia) and Vanderbilt University (USA).

The University also hosted a range of high-level government visits, including from Belgium (Crown Prince and ministerial delegation), China (Ministry of Education, Ministry of Science and Technology, and Jiangsu Provincial Government), Germany (DAAD Vice-President), Indonesia (Ministry of Foreign Affairs) and Malaysia (Chief Minister of Penang).

The University's network of regional in-country offices in China, India, Indonesia, Malaysia, North America and Singapore continues to maintain regular contact with government departments and partner institutions abroad. In Australia, a targeted diplomatic engagement strategy seeks to raise the profile of the University at government level with briefings provided to over 35 visiting Australian and foreign diplomats in 2012.

In response to growing demand for outbound student mobility opportunities, a number of new student exchange linkages were also established with leading institutions, including the Chinese University of Hong Kong, the Copenhagen Business School, University of Durham, and University of St Andrews. In addition, the University finalised a bilateral student exchange agreement with Shanghai Jiao Tong University and Zhejiang University – both members of the China 9 League, China's equivalent to the Group of Eight.

**ENGAGEMENT WITH ASIA**

Senior Executive affirmed the University's commitment to remain among the five top-ranked universities in the Asian region and to develop a pre-eminent reputation for issue and theme-oriented Asia-engaged research.

**ASIALINK**

In 2012, Asialink cemented its position as Australia's leading centre for the promotion of Australia's role in Asia. Major achievements included:

- Launching the *Developing an Asia Capable Workforce* National Strategy with ANZ CEO Mike Smith OBE and *Australia in the Asian Century* White Paper Task Force Chair Dr Ken Henry AC
- Extensive profiling of Asialink's history and activities in the *Australia in the Asian Century* White Paper (Henry Review), including endorsements for the Asia Education Foundation's BRIDGE program and Asialink's Arts program
- Launching the *PwC Melbourne Institute Asialink Index* as a free web application (asialinkindex.com.au) with integrated video and interactive content
- Touring six writers and a pop up library 2000 km across India by train for 'The Bookwallah'
- Significant engagement with Myanmar through the Asialink Conversations in Yangon, a business visit to Myanmar, hosting speakers of both the lower and upper houses of Myanmar's Parliament in Australia, and the establishment of the Australia Myanmar Business Taskforce
- Intensive engagement with the ASEAN region through publication of the Asialink Commission report *Our Place in the Asian Century: Southeast Asia as 'The Third Way'* and involvement in the ASEAN-Australia-New Zealand Dialogue (AANZ) and Australia-ASEAN Emerging Leaders Program (A2ELP)
- Leading the national debate on Asia literacy in schools through the Asia Education Foundation's National Conference, and continuing to deliver high-quality study tours and other Asia literacy programs
- Coordinating a conference in Bali on best practice community mental health for 150 leaders in mental health from across the Asian region
- Delivering 70 events to a combined audience of over 4000 people, highlighted by Senator the Hon Bob Carr's address at the Chairman's Lunch in Sydney

- Establishing an Asialink Sydney office and Singapore chapter to cater to the expanding interest in Asia–Australia engagement and Asia capability outside Victoria.

#### AUSTRALIA INDIA INSTITUTE

The Australia India Institute emerged in 2012 as a dynamic force in reshaping and developing relations, perceptions and scholarship between the two democracies in the Asian Century. The institute substantially expanded its presence in the realms of foreign policy, original research, education and the arts. The highlight of the year was the institute's third international conference *The Argumentative Indian: Critical Debates in the World's Largest Democracy & Perspectives from Australia*.

Major partnerships and events included the 2012 Australia–India Roundtable held in New Delhi in December, co-sponsorship of the spectacular *OzFest* Australian arts program in India in October, the series of inaugural public lectures including the Satyajit Ray Oration in Melbourne, the Gandhi Oration at the University of NSW, and the Babe Amte Oration (named after the Indian humanitarian leader), and the Australia India Address delivered by ANZ Bank CEO Michael Smith.

The Institute's Perceptions Taskforce report *Beyond the Lost Decade* and the recommendations of its taskforce on tobacco control in India attracted international attention and media coverage. A revamped website expanded the Institute's online presence, and its first monograph *The Reluctant Superpower: Understanding India and its Aspirations*, edited by Professor Amitabh Mattoo, was published by Melbourne University Press.

#### CONFUCIUS INSTITUTE

The Melbourne Confucius Institute has had another fruitful year of active involvement in China-related events, business forums and public lectures. Its Chinese language and business programs have expanded steadily, with new clients from a variety of industries including aviation, education, law and government. Highlights of 2012 included:

- A renewed agreement between Nanjing University and the University of Melbourne on the continued development of the Confucius Institute
- Endorsement of the Confucius Institute Development Plan 2013–2017 by the CI Joint Management Committee

- Expansion of the Institute's collaboration with the University, including free Chinese classes to University staff and the promotion of the New China Study Fellowship
- Launch of Confucius Classroom programs in nine schools across Victoria
- First Chinese Language Immersion Camp for secondary school students, held in regional Victoria
- Supporting Department of Education and Early Childhood Development and Asia Education Foundation in the establishment of 56 'sister school' partnerships between schools in Victoria and Jiangsu Province.

#### International student enrolments (EFTSL)

|                                 | 2007  | 2008  | 2009   | 2010   | 2011   | 2012   |
|---------------------------------|-------|-------|--------|--------|--------|--------|
| <b>International enrolments</b> | 9385  | 9895  | 10 154 | 10 144 | 10 159 | 10 647 |
| <b>% International</b>          | 27.1% | 27.9% | 28.2%  | 27.7%  | 27.6%  | 27.8%  |

#### Number of formal bilateral agreements with other leading universities by region

|                                    | University-level | Faculty-level | Total      |
|------------------------------------|------------------|---------------|------------|
| <b>Europe</b>                      | 49               | 51            | 100        |
| <b>Latin America</b>               | 7                | 3             | 10         |
| <b>Middle East and Africa</b>      | 2                | 4             | 6          |
| <b>North America</b>               | 23               | 20            | 43         |
| <b>North East Asia</b>             | 28               | 21            | 49         |
| <b>South Asia</b>                  | 4                | 3             | 7          |
| <b>South East Asia and Oceania</b> | 8                | 6             | 14         |
| <b>Total</b>                       | <b>121</b>       | <b>108</b>    | <b>229</b> |



With the help of a Dreamlarge Engagement Grant, University of Melbourne students Jessica Crofts and Gemma Leigh-Dodds worked with Meghan Fitzgerald (right), a lawyer with the Fitzroy Legal Service, to produce *Off the Record*, a documentary to help overcome irrelevant criminal records discrimination

# VALE DAME ELISABETH MURDOCH

Dame Elisabeth Murdoch, a prominent Australian philanthropist and great friend to the University of Melbourne, passed away in December 2012, at the grand age of 103.

The University was one of many institutions honoured by Dame Elisabeth's support. She was a long-time patron of the Royal Children's Hospital, a founding member of Murdoch Children's Research Institute, and the first female Trustee of the National Gallery of Victoria.

A patron of the arts, Dame Elisabeth's support was instrumental to the growth of the Victorian College of the Arts, the Schools of Art History, Cinema, and Classics and Archaeology, the Baillieu Library, and the Ian Potter Museum of Art. Dame Elisabeth was also a

generous supporter of Agriculture and Forestry in the Melbourne School of Land and Environment, Landscape Architecture within the Faculty of Architecture, Building and Planning, and of Asialink. Through scholarships she supported countless students at an individual level, and she maintained a close personal involvement with the University, regularly attending performances, exhibitions and concerts.

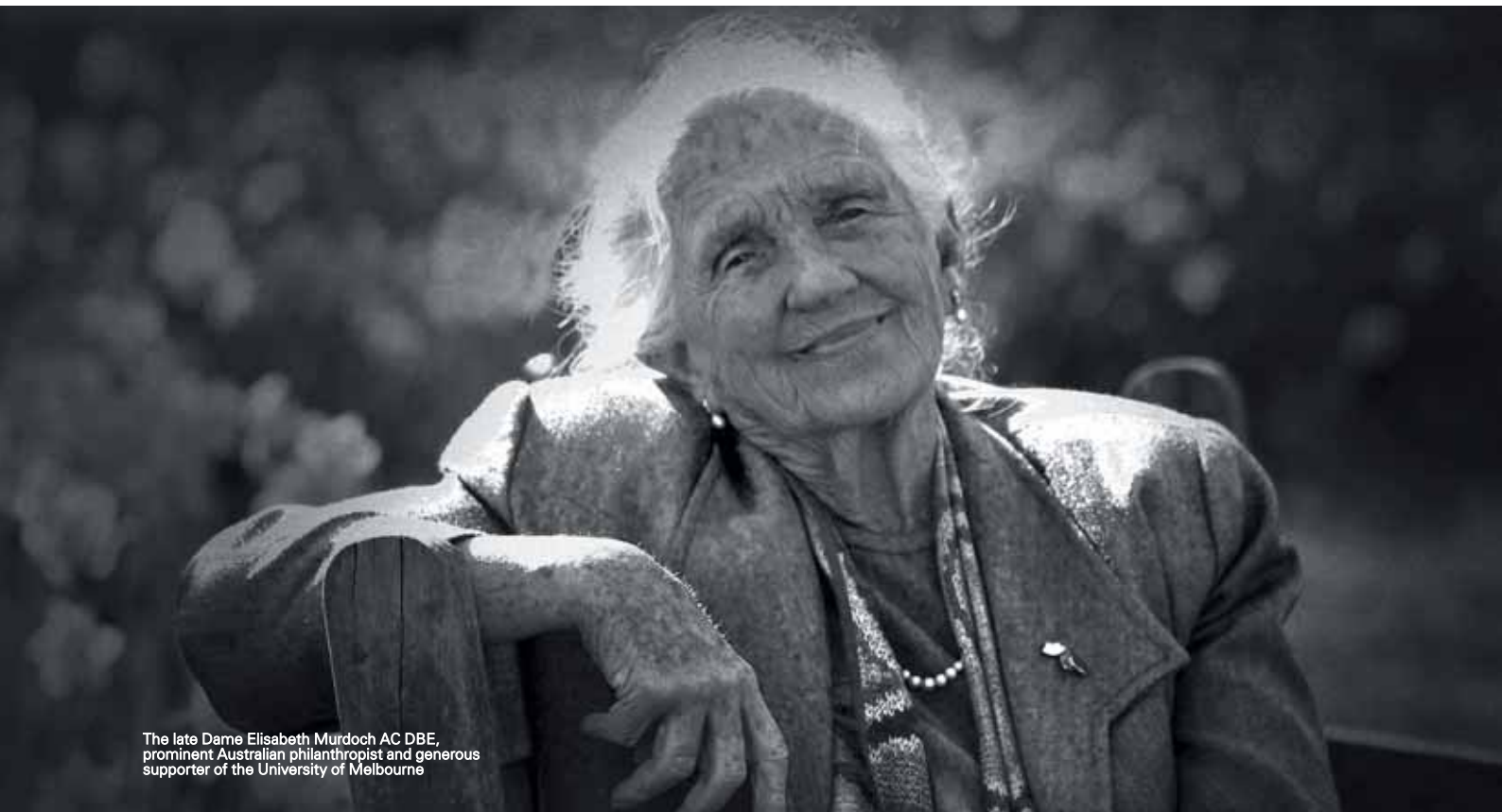
The Murdoch family's patronage of the University dates back to 1944, when a donation by Sir Keith Murdoch via the Herald and Weekly Times established the Herald Chair of Fine Arts. The purpose of the Chair was to teach an 'understanding and appreciation of the fine arts and the application of their principles and practice to the life of

the community'. It was the first Chair of Fine Arts Australia and one of the earliest in the English-speaking world.

Dame Elisabeth's many contributions have been recognised by the University in naming two buildings in her honour, one at the Parkville campus and one at Southbank.

Dame Elisabeth's passing was a great loss to the University and to Victoria, and this was reflected in the subsequent widespread celebration of her amazing life and wonderful generosity.

Her support will leave an indelible legacy on the University, its staff and students, now and for generations to come.



The late Dame Elisabeth Murdoch AC DBE, prominent Australian philanthropist and generous supporter of the University of Melbourne

# HONOUR ROLL

The University of Melbourne honours the extraordinary generosity of the following donors and recognises the truly transformational effects of their giving. Each has, over time, contributed an outstanding level of philanthropic support to the University.

- A E Rowden White Foundation
- Alfred Felton Bequest
- Apex Foundation for Research into Intellectual Disability
- The Atlantic Philanthropies
- Australian Rotary Health
- Becton Group of Companies
- Bill and Melinda Gates Foundation
- Charles Bright and Primrose Bright
- The Cass Foundation Limited
- Collier Charitable Fund
- Cybec Foundation
- Denise de Gruchy
- Diabetes Australia Research Trust
- Eva Erdi and *the late Les Erdi OAM*
- Fortior Pty Ltd
- Patricia Fullerton
- Garnett Passe and Rodney Williams Memorial Foundation
- GlaxoSmithKline
- Hansen Yunken Pty Ltd
- Harold Mitchell Foundation
- The Helen Macpherson Smith Trust
- John Higgins
- The Hugh D T Williamson Foundation
- The Ian Potter Foundation
- The Jack Brockhoff Foundation
- Kathleen and Lloyd Ansell Ophthalmology Foundation
- The Lee Foundation
- Andrew Lee King Fun
- The Lionel Gell Foundation Ltd
- Lippo Group – Dr James T Riady
- Margaret Lawrence Bequest
- Francine McNiff
- Medical Research Foundation for Women and Babies
- Ministry of Higher Education (Oman)
- *The late Dame Elisabeth Murdoch AC DBE*
- The Myer Foundation
- Allan Myers AO QC and Maria Myers AO
- National Institutes of Health USA
- Bob Paterson and Helen Paterson
- Greg Poche AO
- The Pratt Foundation
- Prostate Cancer Foundation of Australia
- The R E Ross Trust
- RACP Research and Education Foundation
- Ron Rosanove and Elizabeth Rosanove
- Royal Melbourne Hospital Neuroscience Foundation
- The Russell and Mab Grimwade Miegunyah Fund
- The Scobie and Claire MacKinnon Trust
- *The late Noel Shaw*
- Spencer-Pappas Trust
- *The late Donald W Thornton*
- The University of Melbourne USA Foundation
- Carlo Vaccari
- Vizard Foundation
- Volvo Research and Educational Foundations
- The William Buckland Foundation
- Yulgilbar Foundation
- nine anonymous donors



A black and white photograph of Gopalkrishna Gandhi, an elderly man with glasses, wearing a suit and tie. He is speaking at a podium with a microphone, gesturing with his right hand. The background is dark and out of focus.

# THE ARGUMENTATIVE INDIAN CONFERENCE

Gopalkrishna Gandhi, eminent intellectual and grandson of Mahatma Gandhi, delivered the valedictory address to Australia India Institute's 3rd international conference *The Argumentative Indian: Critical Debates in the World's Largest Democracy & Perspectives from Australia*



More than 700 delegates attended the Australia India Institute's 3rd international conference *The Argumentative Indian: Critical Debates in the World's Largest Democracy & Perspectives from Australia* in Melbourne.

The conference featured keynote lectures by the Governor of West Bengal, M K Narayanan, and revered social activist Dr Kiran Bedi. Eminent intellectual and grandson of Mahatma Gandhi, Gopalkrishna Gandhi (pictured), delivered a thought-provoking valedictory address.

Representatives of four of India's main political parties participated in the three-day conference as did the head of India's national broadcaster and the editor of India's leading national daily newspaper *The Hindu*, along with leaders in the fields of political science, economics, education and business including the Vice-Chancellor of O P Jindal Global University Professor C Raj Kumar.

Nobel Prize winning economist Professor Amartya Sen of Harvard University delivered a recorded address tracing the lineage of Indian democracy from the Hindu epics to today's nation-state, a theme echoed in the annual Australia India Institute Oration delivered by University of Melbourne Vice-Chancellor Professor Glyn Davis.

More than 50 speakers and chairs addressed the conference, including the Federal Minister for Tertiary Education, Skills, Science and Research Senator Chris Evans, Federal Opposition Finance spokesman Andrew Robb, and former Foreign Minister Gareth Evans.



# SUSTAINABILITY

In April, the Vice-Chancellor officially opened the new Campus Sustainability Centre. Established to showcase cross-campus sustainability-related research, the centre will use working models such as the University's shallow geothermal system and green roof modules to inform innovative solutions to prevailing challenges experienced the world over.

Concerted efforts over recent years to reduce its environmental impact has afforded the University significant energy savings in crucial areas. However, transport in all its forms – air, fleet and commuting – continues to influence the University's carbon footprint and throws out a challenge for researchers across many disciplines and all campuses.

The University is working to extend efforts beyond stationary energy reduction by developing solutions that will reduce transport emissions through a range of initiatives including staff incentives to commute by public transport, purchase of Greenfleet offsets, planting to offset carbon generation, and installation of bicycle repair stands.

The University's Sustainability Forum, now in its third year and reporting annually to the Vice-Chancellor and to Council, is developing the governance and leadership structure for sustainability as a key focus for 2013 and beyond.

## RESEARCH ON SUSTAINABILITY

In 2012 the University of Melbourne established its second geothermal system to supplement existing heating and to provide energy-efficient heating and cooling for the Campus Sustainability Centre and the Office for Environmental Programs in the Walter Boas Building. The project is a collaborative effort of Property and Campus Services, the Department of Infrastructure Engineering, Mitsubishi Electric, Geotechnical Engineering and Schneider Electric.

Green infrastructure uses urban vegetation to cool cities, thereby reducing urban energy use and greenhouse gas emissions, and at the same time reducing stormwater runoff and providing community health benefits, both physical and mental. It relates to parks, gardens and street trees as well as new technologies such as green roofs and green walls.

The Melbourne School of Land and Environment at Burnley is establishing a research and demonstration centre, featuring the 'Burnley Green Roofs' project. This unique research facility will enable real-world testing of substrates and plant species for green roofs and walls, and testing of related energy and stormwater benefits. Preliminary data from the Burnley research suggests that green roofs and walls may reduce energy use by up to 38 per cent.

Funded by the Melbourne Sustainable Society Institute, the Rubbish to Resource project was established in 2012 to investigate ways to increase recycling rates, enhance the understanding of recycling infrastructure and departmental culture at the University, and determine the nature and extent of knowledge gaps among various parts of the University community.

## TEACHING FOR SUSTAINABILITY

Reporting to the Associate Deans' Learning and Teaching Forum, the Learning Outcomes and Graduate Attributes working group is responsible for identifying opportunities to incorporate sustainability into University curricula. The working group does this by:

- Developing a process whereby learning outcomes in undergraduate degrees can be mapped against the University's graduate attributes, including those around sustainability
- Ensuring that strategies set out in University planning documents such as Education for Sustainability and the Reconciliation Action Plan are drawn into the process.

The working group is scheduled to report on its progress in July 2013.

## SUSTAINABILITY & ENGAGEMENT

### CAMPUS SUSTAINABILITY CENTRE

In April 2012 the Vice-Chancellor launched the Campus Sustainability Centre in the refurbished Walter Boas Building.

The Centre was established to showcase sustainability-related research across our campuses and to inform and engage on all aspects of sustainability at the University. Working models such as the shallow geothermal system and green roof modules are showcased as key features of the newly established sustainable precinct.

### GREEN STAR COMMUNITIES

Already a Gold Sponsor of the Green Building Council of Australia's Green Star Communities project, the University's involvement was expanded when its Parkville campus project was accepted under the pilot phase of the project.

This tool provides a framework to support review of the University Master Plan in 2013, including best practice benchmarking and third-party verification of the sustainability of community and precinct-wide developments.

The University's environmental impact can be significantly reduced as a result of the sustainability principles which underpin the development of buildings and grounds. Green Star Communities will also assist in developing the non-operational aspects of social and economic sustainability.

### SUSTAINABILITY BENCHMARKING SURVEY

According to the 2012 inaugural Sustainability Benchmarking Survey (open to students and staff), environmental sustainability, climate change and the economy are the most important issues facing Australia today, with carbon emissions, energy and water use considered most critical within those categories. The survey also provides benchmarks that will enable progress to be tracked over coming years.

Over 50 per cent of participants believed that the University had improved across key sustainability indicators in recent years, however many noted the need for more frequent, regular communication to ensure ongoing education of the University community.

### FAIR TRADE

In May, World Vision Chief Executive Tim Costello and Oxfam Australia's Executive Director Andrew Hewett helped launch the University's accreditation by the

Fair Trade Association of Australia and New Zealand. The University will stock Fair Trade tea, coffee, chocolate and clothing developed within Fair Trade's ethical guidelines. Fair Trade works in partnership with farmers to provide fairer prices, better terms of trade, and additional funds for business and community development.

### GO TAP

Launched in 2012, the Go Tap campaign encourages individuals to avoid relying on disposable water bottles on campus and instead use non-disposable bottles (such as aluminium flasks). To support this initiative to reduce waste, over 30 water fountains were installed across University campuses to encourage staff and students to refill water bottles. Both Southbank and Burnley campuses are now free of bottled water.

## OPERATIONAL SUSTAINABILITY

### ENERGY

The University minimises its carbon emissions through the reduction of energy consumption, purchase of green power, and investment in external abatement projects. Between 2006 and 2012, total University space increased by 24 per cent, including 2 per cent in 2012. As energy and emission reduction targets are measured by resource intensity (usage per floor space), energy usage per floor area has reduced by 23 per cent since 2006.

### Green power and abatements

Continuing on from 2011, in 2012 the University purchased 100 per cent green power for Burnley, Creswick and Dookie campuses, and 20 per cent for all other campuses. Abatements were purchased by way of certificates under the Victorian Energy Efficiency Target scheme at 15 per cent of electricity consumption. The combined contribution in 2012 of green power and abatements reduced the University's carbon footprint by some 40 000 tonnes.

### Energy reduction projects

With a continued investment in energy reduction projects, the University estimates that projects implemented in 2012 will deliver savings of 1277 tonnes of carbon per year.

Estimated to save over 700 tonnes of carbon per year, the Building Lighting Upgrade (BLU) project gained momentum in 2012 and will be rolled out in 2013, with complete LED lighting and control upgrades of the Redmond Barry Building and the University Square car park. Together with the projected reduction in carbon, the upgrade will also reduce maintenance replacement costs as a result of the expected 10-year lifespan of the LED technology.

Other project highlights in 2012 include:

- Savings of around 35 per cent more than estimated – a further 300 tonnes of carbon saved annually – indicated by recent post-implementation measurements of variable set-point projects
- Overhauling the dangerous steam-powered kitchen at Dookie and delivering a 100 per cent green power, emission-free facility for use by staff and students
- Investigation into localised zero emission energy generation options including solar capacity surveys and potential biomass and micro-hydro options at Dookie, with further investigation planned for 2013.

## WATER

The University is committed to reducing water consumption and has maintained significantly reduced consumption from the 2006 baseline. In absolute terms, 2012 water consumption is 18 per cent below 2006. Given that the University's floor space has increased by 24 per cent since 2006, we consider our continued reduction of total consumption throughout that period to be a significant achievement. On a water usage per floor area basis, consumption reduced by 34 per cent from 2006 to 2012.

Despite previous year-on-year reductions in water usage and ongoing measures to reduce water consumption, the University's water usage increased by 21 per cent from 2011 to 2012. This is partly a result of drier months during periods of seasonal plant growth and some losses due to difficult-to-detect leaks.

Water saving projects implemented throughout 2012 included the integration of flow-restricted taps, flushers and cisterns into building upgrades.

Ongoing savings from projects implemented in prior years continue to make a contribution to reducing mains water consumption. The University will continue its sustained efforts to reduce water consumption in 2013.

## WASTE AND RECYCLING (RESOURCE RECOVERY)

The University is dedicated to reducing its waste to landfill through the waste management program and the dedication of students and staff. There have been significant increases in recycling in the past four years, with over 1100 tonnes of recycling diverted from landfill in 2012 alone.

In 2012, a number of infrastructure improvements were made to increase recycling rates, including:

- Rollout of 22 000 new desk bins for staff
- Installation of eight dual external bins around sports fields (with part

funding through the Packaging Stewardship Forum and the Australian Food and Grocery Council)

- Purchase of 20 large blue cardboard recycling bins
- Construction of an enclosed hard waste yard (replacing the current 16 open collection areas around the Parkville campus).

The success of the waste management program is in great part due to the education and engagement of staff and students through activities such as Follow Your Waste tours, workshops and staff advocacy programs.

## Furniture Reuse Project

Frequent refurbishments and relocations over the past year have resulted in an excess of furniture and equipment. 2012 saw the development of a coordinated response to promote reuse of furniture within the University. This involved furniture and equipment being catalogued, photographed and advertised to University departments and faculties in order to minimise the University's environmental impact by diverting waste away from landfill, reducing manufacturing carbon emissions, and discouraging the need for new timber products.

The Melbourne Sustainable Society Institute received a research grant to fund a six-month interdisciplinary project to examine campus waste and recycling systems and ascertain how they are being utilised by the community. The results of this research will provide the tools to enhance and manage the waste and recycling system.

## SUSTAINABLE BUILDINGS

The Peter Doherty Institute, which is presently under construction, has been awarded a five-star Green Star Buildings design rating by the Green Building Council of Australia (GBCA).

This is the third University building to be formally recognised by the GBCA for sustainable design. The Peter Doherty Institute joins the Melbourne Brain Centre and The Spot as the University's most sustainable buildings, all with five-star design ratings.

The University is committed to demonstrating sustainable design principles in all new buildings and refurbishments, as evidenced by a number of projects completed in 2012. For example, the Elisabeth Murdoch Building upgrade included the following sustainable design elements:

- Open plan layout maximising natural light
- Increased ventilation through openable windows
- Central plant to service both the Elisabeth Murdoch and neighbouring Nuclear Physics buildings

- Solar hot water system
- Plumbing that will connect to the University's recycled ring main
- Industry-leading Green Rate and Green Tag-rated low-VOC (volatile organic compound) carpet tiles with high recycled material content
- Workstation system using reusable or recyclable components
- Zero emission board products (veneered and laminated).

## SUSTAINABLE TRANSPORT

As a result of concerted efforts to reduce its environmental impact, the University has achieved significant energy savings over recent years. However, transport in all its forms – air travel, fleet and commuting – also makes a substantial contribution to the University's carbon footprint.

The University is therefore working to extend efforts beyond stationary energy reduction by developing solutions that will reduce transport emissions. This includes providing incentives for staff to use sustainable transport to commute to and from work, and purchase of Greenfleet offsets for 100 per cent of emissions from the entire vehicle fleet. Native trees have been planted to offset the 1045 tonnes of carbon generated by University vehicles in 2012.

Staff and students can now service and maintain their bicycles using newly installed bicycle repair stands at the Parkville, Southbank and Burnley campuses. These innovative stands allow users to check that their bicycle is in safe working order at any time of the day. The first stand was installed outside the Campus Sustainability Centre, with more stands to be installed in 2013.

The University now offers annual metropolitan transport tickets at a reduced cost to staff through the Myki Commuter Club as part of its commitment to promoting sustainable practices. Eligible staff can have the cost of a myki pass deducted from their fortnightly salaries or purchase a pass upfront at a discounted rate.

## CULTURE CHANGE

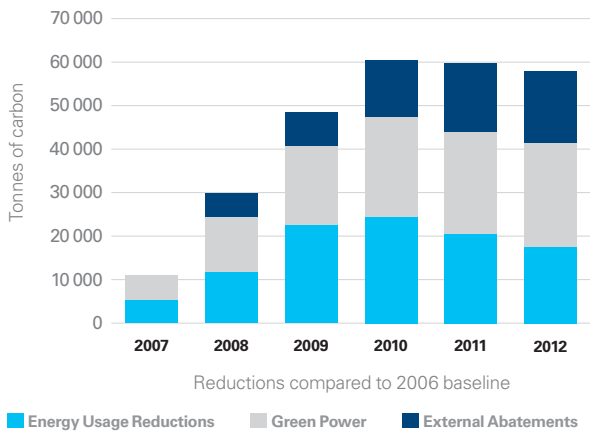
With 2012 marking its third anniversary, the Sustainability Forum continued to address sustainability issues via working groups assigned to the strategic areas of Curriculum, Campus as a Laboratory, Campus Operations, and Student and Staff Capacity Building. Reporting annually to the Vice-Chancellor and to Council, the forum provides an opportunity for all University divisions to develop initiatives to embed sustainability in University culture. Developing the governance and leadership structure for sustainability at the University will be a key focus in 2013.

Sustainability targets 2011–2015

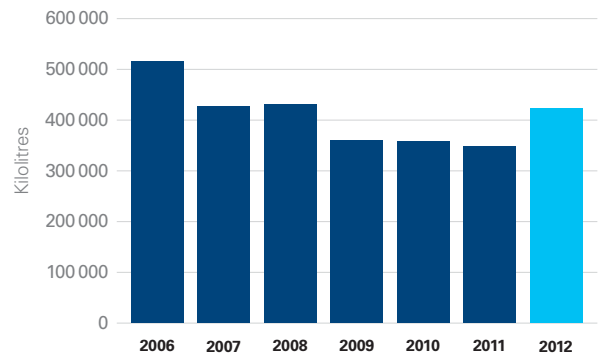
| Annual performance measure  | Baseline year | Baseline value | 2012 Performance | 2015 Target | 2015 Target as % reduction from baseline |
|---|---------------|----------------|------------------|-------------|--|
| Energy usage – GJ/m <sup>2</sup> GFA  | 2006          | 0.9            | <b>0.69</b>      | 0.6         | 33%                                      |
| Nett energy-related carbon emissions – kg CO <sub>2</sub> /m <sup>2</sup> GFA | 2006          | 212            | <b>102</b>       | 106         | 50%                                      |
| Potable water usage – megalitres  | 2006          | 515            | <b>422</b>       | 412         | 20%                                      |
| Waste – % of total waste by weight diverted to recycling*                     | 2009          | 16%            | <b>28%</b>       | 50%         |  |
| Travel – motor vehicle fleet, nett fuel emissions after Greenfleet offset     | 2007          | zero           | <b>zero</b>      | zero        |  |

\* Waste figures include Parkville, Southbank, Burnley and Werribee campuses.

Total University emissions

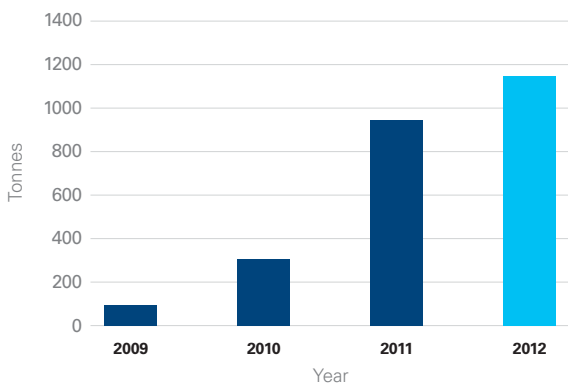


Total University mains water usage 2006–2012



University recycling data 2009–2012

Parkville, Southbank, Burnley and Werribee campuses



Furniture reuse data 2012

|                         |           |
|-------------------------|-----------|
| Items reused            | 1122      |
| Diversion from landfill | 47 tonnes |
| Estimated cost savings  | \$225 000 |



Natasha Prewett, who is undertaking a Master of Urban Horticulture at the University of Melbourne's Burnley campus, hopes one day to use her expertise to increase the food grown within city areas



# STUDENTS SUCCEEDED IN ACHIEVING A FAIR DEAL FOR GLOBAL PRODUCERS

Thanks largely to a two-year student-led campaign, the University received accreditation from the Fair Trade Association of Australia and New Zealand in May 2012.

Fair trade is a social movement that helps producers in developing countries achieve better trading conditions and promote sustainability. With over 55 000 staff and student consumers across its campuses, the University of Melbourne could be said to be the fifth-largest city in Victoria. For this reason alone, it takes seriously its responsibility to make considerate consumer decisions at both the organisational and individual level. And as one of Australia's leading and largest educational institutions, the University aspires to promote global citizenship, including through important social movements like fair trade.

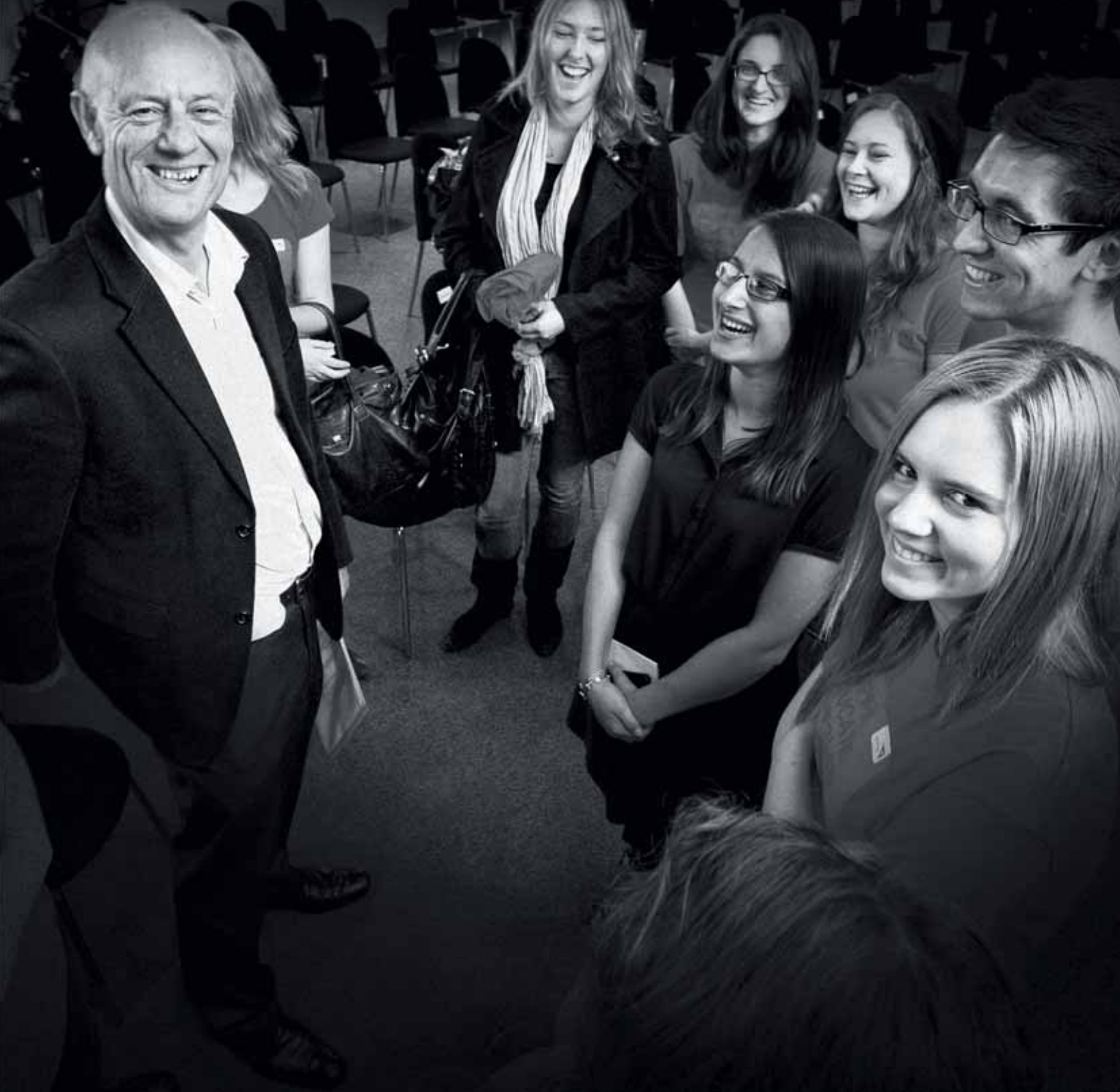
The University's move to fair trade was led by two students, presidents of the Oxfam and World Vision student groups, Kerrie Haria Adams and Hamish McKenzie, who first discussed the push towards fair trade in 2010 and saw their vision realised this year.

"Universities are known for enacting and encouraging societal change," said Ms Adams, "and fair trade certification is a way Melbourne can encourage its staff and students to become informed world citizens."

The University's Fair Trade status was celebrated at a launch attended by World Vision Australia Chief Executive Tim Costello and Oxfam Australia Executive Director Andrew Hewett.

"To see the University, which is such an important part of our community, publicly recognising the importance of fair trade, and making a deliberate step towards creating a fair trade community is an exciting step forward," said Mr Hewett.

Student groups also organised the Fair Trade Fair, which brought retailers, student groups and campus suppliers together to showcase their range of fair trade tea, coffee, clothing and chocolate. In the process they effectively demonstrated how easy it can be to distribute and offer fair trade products to a willing market.



World Vision Australia Chief Executive Tim Costello with Kerrie Haria Adams and Hamish McKenzie and some of the University of Melbourne's student Fair Trade ambassadors



# ENABLERS

In this the third and final year of the Responsible Division Management implementation phase, a series of comprehensive assessments have been concluded and some fine-tuning of the service devolution model introduced. Overall, the University is buoyed by the high levels of support expressed by staff for RDM, and its underlying philosophy of subsidiarity particularly those in senior positions in the faculties and graduate schools.

In 2012, the University instituted a number of business improvement projects to strengthen administrative effectiveness and automate further some of the transactional work devolved to budget divisions.

For example, the Themis Enabling Excellence program, rolled out as part of the upgrading of the University's Oracle enterprise system, will improve targeted financial, human resources and research management business processes.

While the main focus on staff-related activities undertaken during 2012 has been on developing a better metrics-based understanding of the University's growing professional workforce, over the coming triennium increased attention will be given to the development needs and pathways for advancement for staff engaged in teaching and research.

## RESPONSIBLE DIVISION MANAGEMENT

In 2010 the University of Melbourne adopted the concept of subsidiarity (which aligns accountability and actions as closely as possible to where services are delivered and people can influence outcomes) as its organising principle for operating a large and diverse academic institution. Referred to as Responsible Division Management (RDM), the three-year implementation phase saw the bedding down of the new arrangements and allowed for fine-tuning of the model. Assessments undertaken since implementation indicate high levels of support, especially amongst senior staff in faculties and graduate schools. A mid-term review sought feedback on the level of transactional work devolved to budget divisions, and determine whether unnecessary costs have been added for little tangible benefit. The results are informing subsequent decisions around the most effective deployment of resources and functions.

A number of business improvement projects are under way or planned to enable greater streamlining or automating of transactional processes. These projects are being used to test whether some activities need to be re-centralised, for example the Themis Enabling Excellence (TEE) program (see page 87).

Other achievements during 2012 include the redevelopment of the University's policy library to more focused and simplified form to support decision makers, and continuing analysis of professional staff activity from the Uniforum benchmarking project (see below) to assess the impact of RDM and other administrative efficiency.

## ADMINISTRATIVE BENCHMARKING

The University annually benchmarks professional staff activity against a number of Australian and New Zealand institutions. This includes the Universities of Auckland, Monash, New South Wales, Queensland University of Technology, the University of Sydney and the University of Queensland through Uniforum, an externally managed project which compares the effort of professional, full-time equivalence and expenditure through an annual staff survey based on over 100 activities in which professional staff are engaged. The project compares professional staff activity at a function, activity and task level and, in 2012, provided comparative data on the level of seniority, management capacity and specialisation in each function. The data are used for institutional and divisional business planning to identify areas for improved administrative practice and efficiency. Uniforum also facilitates in-depth studies into functions and activities of common interest. In 2012, these included:

- Facilities management
- Research portfolio management
- Finance: budgeting and forecasting
- Travel procurement
- Service effectiveness.

Results of the 2012 Uniforum survey confirmed that in aggregate Melbourne has one of the lowest cost administrations even though there are significant variations among functional areas.

## COST CONTAINMENT

In 2012, the Ways and Means Committee (WAM), under delegated authority from Senior Executive, provided governance and oversight of projects designed to achieve revenue and cost savings targets of up to \$100 million by 2015. Current cost containment projects overseen by WAM are expected to generate cost savings of \$55 million by 2015 compared to the 2012 base.

Projects include those continuing from 2011 under the Responsible Expenditure Management initiative, namely workspace computing, procurement and business process reform associated with the Themis Enabling Excellence program (see page 87). During the year, the Managing Our Resources initiative produced additional administrative cost containment proposals that were approved by Senior Executive in August 2012. This included student lifecycle business process reform, cloud email/calendaring system for staff, consolidation of enterprise system support, consolidation of web support, and leased space reduction and rationalisation.

## MAJOR PROJECTS

The University continues to adopt the *Major Projects Framework Procedures Manual* as a means of planning, managing and governing major projects. The manual advocates a 'stage gate' approach to ensure that proper approvals are sought at the end of each stage of a project's lifecycle, that projects are not initiated if they cannot be funded, and that those that cease to meet the University's objectives – including those that have become too risky or expensive – are closed down.

Accordingly, by operating within this whole of university framework, major University capital projects, large IT projects and large-scale business transformation, organisational restructuring and reform projects are managed rigorously and deliver the strategic outcomes specified, without exposing the University to unnecessary risks.

The reporting requirements for the major projects portfolio include monthly reports to the Major Projects Co-ordination Group, monthly

reporting to Senior Executive for all major projects, monthly reporting to Finance Committee for projects in the implementation phase (including the funding status of planned projects and associated risks), and quarterly reports to the Risk Management Committee of Council on identified risks associated with individual projects and the Major Projects Portfolio. A report is provided at each meeting of University Council and statutory reporting to the Federal or State Government is undertaken as required.

## HUMAN RESOURCES

The University of Melbourne's success as a leading teaching and research organisation is dependent on having people with the right skills, experiences and capabilities. Management strives to create and maintain a work environment which attracts and retains the best research, teaching and professional staff and provides them with the opportunity to have rewarding and developing careers in line with their potential.

## OUR PEOPLE

The University workforce increased by 449 in the 12 months to March 2012, the date of the annual staffing census for reporting purposes. The academic workforce increased by 129 and the professional staff by 320. Some of the increase in professional staff was attributable in part to a redesignation of some academic staff principally engaged in non-teaching or research activities. The most significant increases in academic staff numbers were in Medical, Dental and Health Sciences (MDHS) and Engineering. Increases in professional staff numbers were primarily in MDHS and the Senior Vice Principal's Division. The ratio of academic staff to professional staff decreased marginally between March 2011 and March 2012 from 1:1.22 to 1:1.27. Turnover remains at an annual rate of approximately 14.5 per cent, which is below the Go8 average. Among academic positions around 26 per cent were filled by internal candidates, while 45 per cent of professional staff vacancies were filled by internal candidates.

In line with the changing needs of the University, significant change programs were undertaken in 2012. These included the closure of the University Bookshop (with the subsequent licensing of the Co-operative Bookshop to provide on-campus services), reviews within the Science and Education faculties, consolidation of workspace computing arrangements in three faculties, and reviews within Information Technology Services and Melbourne Students and Learning. These programs resulted in some 125 positions

being made redundant or reviewed under early retirement programs by December 2012. Importantly, some 15 staff were successfully redeployed into vacant roles under the University's redeployment program.

### EXCELLENCE IN SKILLS, CAPABILITIES AND EXPERIENCE

In 2012, the University's focus on the future was maintained with a raft of initiatives including development of a strategic workforce planning framework for application across all campuses. Principal activities focused on an understanding of the University workforce through enhanced metrics, and a review of staffing needs for the next five years was conducted to assist with planning development needs and pathways for individual advancement, based on defined research and teaching challenges.

The University believes that staff development is a vital investment towards building an agile and capable workforce and, to this end, delivers learning and development solutions for staff that enhance organisational and individual performance, and build the organisation's capacity to be self-sustaining and effective over the long term.

In 2012, over 31 different programs were offered in the areas of leadership and management, academic leadership, performance development, change, and working at the University. The programs were accessed by all faculties and divisions, with all leadership programs being significantly oversubscribed. For the first time, the New Academic Leaders and Future Academic Leaders programs achieved a 50:50 ratio of female and male participants.

In 2011 a 23 per cent growth in participation rates over 2010 was achieved, and a 19 per cent increase in training hours delivered. In 2012 the University introduced a blended learning model which enabled an expansion of learning offerings for broader access, consistent delivery of knowledge around organisational processes, and an increased capability to meet compliance requirements.

The 2012 portfolio was significantly refreshed with the introduction of new programs aligned with strategic areas of diversity and leadership, change management capability, and the performance development framework, plus an addition to the University's cultural awareness courses. Further enhancements will be introduced in 2013.

The development program portfolio was supplemented with a tailored leadership program for Faculty General Managers (FGM). As key influencers within faculties and across the institution, it is important that FGMs are equipped to succeed. The program looked at both individual and organisational leadership, and will be incorporated in the overall review of the professional staff development structure.

Mentoring has also been a key focus of the development agenda. Across the University, programs have been developed both within faculties (including Medicine, Dentistry and Health Sciences, Education and Arts) and in relation to specific disciplines (eg Research Grants). To support and further these mentoring relationships, a Networking Forum has been established, with accompanying support tools and processes developed.

In line with the University focus on development, leadership teams participated in 360 degree or multi-rater development reviews in 2012. These biennial reviews ensure that leaders receive constructive and timely developmental feedback and that individual and team development actions are defined and implemented. The reviews show a strong creative leadership profile for senior leaders at the University.

### EQUAL OPPORTUNITY

As a workplace characterised by inclusion and equal opportunity, in which men and women have equal opportunity to seek and retain employment and fulfilling careers across roles, organisational units and disciplines, the University aims to create a positive and inclusive organisational culture that values the diverse perspectives,

experience and expertise of its staff. The University Plan 2011–2014 identifies two particular targets concerning staff equity and diversity: improved quality and cultural diversity of staff and students, and demonstrated increased diversity in the staff profile.

Consistent with these aspirations, a new Staff Equity and Diversity Strategy is being developed to guide the University through to 2016. The strategy aims to promote the "representation, distribution and retention of staff with diverse personal attributes, experiences and backgrounds, where diversity is valued and respected, and where staff are supported to achieve their personal aspirations, in order to achieve the University's strategic goals". Accordingly, while existing initiatives will continue and be strengthened through incorporation of targets in business plans, there will be a stronger focus on cultural change and removing unconscious bias in decision making.

As an employer, the University seeks to provide staff with access to a range of benefits. These include health and wellbeing services such as discounted optometry services, salary sacrificing for gym membership and childcare services, and cultural and educational benefits including access to events, conferences, symposia, libraries, galleries and subsidised University course fees.

### Women in leadership

Within the University women hold the majority of employment positions. However, women's representation among academic staff is lower than among professional staff, and women's representation decreases with seniority of appointment.

Between 1986 and 2012 the representation of women in academic positions has increased from 16 per cent to 48 per cent, with women holding 23 per cent of professorial positions. The representation of women in senior professional staff positions (HEW 10+) has increased to 57 per cent, with women's representation in these senior levels above the Australian university mean.

## EMPLOYER OF CHOICE FOR WOMEN

**A STAFF MEMBER WHO HAS BEEN ON PARENTAL LEAVE AND IS THE PRIMARY CARER MAY BE ELIGIBLE FOR A 'RETURN TO WORK' BONUS OF UP TO 12 WEEKS ADDITIONAL SALARY PAID WHEN THE STAFF MEMBER RETURNS TO WORK. THE BONUS IS DESIGNED TO FACILITATE RE-ENTRY TO PAID WORK, AND CAN BE USED IN THE FOLLOWING WAYS:**

- as an allowance to offset costs associated with parenting, such as childcare costs
- paid-time release, to work reduced hours while maintaining full salary
- as a grant for re-establishing career progress such as for research, conference attendance, and staff development opportunities.

The rate of return from staff on maternity leave has increased markedly since the introduction of the bonus in 2004, and in 2011 the rate of return showed an increase from 2010 levels.

Women are represented in significant numbers on a range of committees at the University. Council has 33.3 per cent female membership, and Senior Executive and Academic Board 23 per cent female membership.

The University has again been awarded Employer of Choice for Women for 2012–13 from the Federal Government Equal Opportunity for Women in the Workplace Agency in recognition of employment provisions and achievements.

#### **Indigenous staff**

In 2010 the University employed approximately 7100 staff of whom 24 were Aboriginal and Torres Strait Islanders (13 employed as professional staff and 11 as academic staff). In 2012, Indigenous representation had doubled to 50, with programs in place including an entry-level trainee program to ensure further growth in representation in 2013.

The University's Indigenous Employment Framework 2010–2013 (IEF) establishes a whole-of-University strategy to coordinate and sustain efforts to achieve greater representation by Indigenous Australians within the University. The IEF sits within the policy framework developed by the Indigenous Higher Education Advisory Council (IHEAC). Significant commitments by the University include:

- bringing the number and dispersion of Indigenous staff within the higher education sector to population parity within 10 years
- increasing Indigenous employment to at least double the number of continuing or fixed-term appointments within the next five years and triple the number by 2015
- providing increased employment opportunities in a diverse range of areas and occupations.

#### **Country of birth**

Diversity of staff contributes significantly to encouraging University of Melbourne students to become active global citizens, attuned to cultural diversity.

Eighty-three per cent of professional and academic staff who have recorded their country of birth were born in Australia. This is higher than the Victorian population average of 76 per cent. The ethnic groups which are represented in lower numbers at the University than the general population of Victoria include Europe and South East Asia. In contrast, staff from North East Asia, and Southern and Central Asia, are represented in higher numbers at the University than the Victorian average.

Of the 78 per cent of academic staff who have recorded their country of birth, 31 per cent were born in countries other than Australia, with 100 countries represented. The most

frequently recorded countries are the United Kingdom, China and the USA.

#### **Staff qualifications**

The capacity of the University to meet its goals in research, training, and global engagement is closely linked with the qualifications, reputation and connections of its staff, nationally and internationally.

Nearly one-third of academic staff (32 per cent) who have reported the country in which they achieved a PhD obtained the qualification in one of 73 countries outside Australia.

#### **Inclusive workplace**

The University aspires to be a workplace characterised by equal opportunity and freedom from discrimination and harassment. University policy, procedures and training have been developed in accordance with this goal.

There were 118 enquiries or complaints relating to discrimination (31 per cent), sexual harassment (12 per cent) and bullying (57 per cent) dealt with by the HR Fairness and Diversity Unit or specialist Advisers in 2012, with discrimination complaints most frequently raised in relation to disability and impairment (41 per cent). More than 90 per cent of all cases were resolved without referral to formal complaints process within or external to the organisation. The number of complaints was significantly lower than in 2011. Six complaints of unlawful discrimination were lodged the Australian Human Rights Commission (AHRC), the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) or the Victorian Civil and Administrative Tribunal (VCAT). Of these complaints four were made by prospective, current or former students citing disability discrimination, of which two were resolved by conciliation/mediation, one is currently ongoing and one was terminated by the external agency. Two complaints were received from staff members, of which one is due to be conciliated, while the other was terminated by the external agency after the staff member withdrew the complaint because a local resolution. No adverse finding of discrimination, sexual harassment or bullying has been recorded by any external agency against the University in the reporting period.

#### **COLLABORATION AND COOPERATION**

The University's Collective Agreement, which was negotiated in 2010, expired in June 2012. Although negotiations for a new agreement were due to commence in March, they did not commence until October, as the National Tertiary Education Union (NTEU) sought to finalise a national agenda. The University is seeking a new agreement that takes into account

the needs of the future, is prospective, informative and easy to understand, and does not contain content which is covered in legislation or policy, and has outcomes tailored to the needs of the University and its employees.

## ENGAGEMENT AND COMMITMENT

### STAFF ENGAGEMENT SURVEY

In *Growing Esteem 2010* the University committed itself to having "the highest staff satisfaction within the Group of Eight universities... by 2015". In 2011 the inaugural Melbourne Staff Survey was conducted to obtain a comprehensive view of staff perceptions of their work environment. The topics included employee engagement and satisfaction, and staff perceptions of the University's values and ethics, diversity, resources, safety and facilities, recruitment, rewards, performance appraisal, motivation, wellness and work/life balance.

As a result of the feedback received, initiatives have been introduced to improve communication and increase staff involvement. These include reviews of internal communications (Engineering and Architecture, Building and Planning), monthly electronic bulletins providing staff and HR-related information (Engineering, Melbourne Graduate School of Education, and Science), an internal communications framework (Melbourne School of Land and Environment), a new website for enhanced communication (Melbourne School of Land and Environment, Melbourne Law School and Property and Campus Services), and a minimum standard for meetings (Library).

Faculties and budget divisions continue to actively support completion of the University's people management courses. The Leading Your Team and Leadership in Action courses have been strongly subscribed. In addition to continuing professional development for managers and leaders, a number of faculties have undertaken initiatives to ensure 100 per cent compliance on Professional Development Framework (PDF) course completion. These initiatives include establishment of a PDF and Workload Advisory Committee with representatives from each academic school (Arts), in-house training sessions about the PDF process for senior staff (Melbourne Law School), and a PDF working group to review the academic PDF process (Science).

A number of faculties (Melbourne Graduate School of Education, Architecture, Building and Planning, and Medicine, Dentistry and Health Sciences) has implemented processes to address change management in

response to current change within their area. Initiatives include training on planning for organisational change and the establishment of a change management network.

## INFRASTRUCTURE

During 2012 the University continued to invest in the planning, design and construction of quality physical infrastructure in and around campus. These projects include new buildings, significant refurbishment of older buildings, and redevelopment or replacement of supporting infrastructure. A number of these activities has been supported by State and Federal Government grants.

The University has over \$2.5 billion of capital works either under way or being planned in and around its main Parkville campus, which will help establish it as a world centre of research and clinical training.

Major projects currently under way include:

- \$207.5 million Peter Doherty Institute, supported by a \$90 million Education Investment Fund (EIF) grant (to be operational by March 2014)
- \$20 million Australian Urban Research Infrastructure Network initiative, funded by the Federal Government's Super Science Initiative
- \$47 million National eResearch Collaboration Tools and Resources project, with funding under the Federal Government's Super Science Initiative, for enhanced research collaboration and improved technology and research infrastructure for better research outcomes
- Construction of the new building for the Faculty of Architecture, Building and Planning to commence in early 2013 for a 2015 opening, including 500-seat lecture theatre and incorporating sustainable technologies
- \$34.4 million shared facility in Northern Health Precinct at Epping, supported by \$14 million Health and Hospitals (HHF) grant (to be operational by October 2014)
- Working in partnership with the private sector, construction of a new Leicester Street Student Accommodation Project, providing approximately 600 beds for university students over a range of rental cost levels
- With six other partners, development of new \$1.07 billion Victorian Comprehensive Cancer Centre (due to be completed in 2015).

### PROJECTS COMPLETED SINCE LAST REPORT

Since the last reporting date, four major projects have been completed and are operational or in use:

- Stage 2 of \$100 million Victorian Life Sciences Computation Initiative
- \$20 million Melbourne Oral Health Training and Education Centre
- \$34.2 million Centre for Neural Engineering (CfNE)
- \$33.2 million Graduate Learning Spaces project.

### MAINTENANCE AND SERVICES INFRASTRUCTURE

In 2012, \$33.8 million was spent on asset maintenance of the University's buildings, grounds and infrastructure. This includes \$8.7 million on heating and cooling systems, \$2.5 million on lighting and electrical upgrades, \$2.5 million on fire protection systems, \$1.5 million on plumbing works, \$1.2 million on carpentry repairs, and \$0.8 million on lift upgrades. A total of \$3.5 million was spent on maintenance at Burnley, Creswick, Dookie, Southbank and Werribee campuses.

It is estimated that backlog maintenance costs have been reduced from \$172 million (2006 Condition Audit) to approximately \$100 million as a result of a targeted works program utilising funds specifically provided to address the poor condition of many of the University's building assets. The Backlog Maintenance Program achieved its aim of ensuring all buildings are rated in accordance with the Tertiary Education Facilities Management Association as 'good' or 'excellent'. An update of the Condition Audit is under way and due to be completed in mid-2013.

### INFORMATION TECHNOLOGY

The University implemented a range of IT projects, initiatives and service improvements throughout 2012 to support the University as a centre of world-class research, teaching and engagement.

In February the NeCTAR (National eResearch Collaboration Tools and Resources) research cloud, hosted at the University of Melbourne, was launched. This Federal Government-funded, nation-wide service provides researchers in fields such as high-energy particle physics and climate change with free computing resources. In November, processing capacity was doubled to 4000 cores (central processing units or CPUs), allowing more researchers to access supercomputing power and analyse large data sets. To date over 1600 researchers from 43 educational and research institutions are using these free services rather than needing to maintain their own IT infrastructure.

In October the University also connected a number of research services to the Victorian Research Network. A 'data superhighway' for researchers, the network is capable of speeds up to 100 Gbps, enabling any-to-any connectivity between Victorian research facilities including NeCTAR and the Victorian Life Sciences Computation Initiative (VLSCI) Peak Computing Facility.

The University of Melbourne's data network provides connectivity to more than 50 000 students and staff, as well as to external parties and sites. During 2012, upgrades to the core network were completed which deliver increased capacity and improved security. These upgrades will enable key service improvements to be delivered in 2013, including more rapid provisioning of network connectivity for staff, and seamless connectivity to all mobile devices via the wireless network.

University research systems were also upgraded in 2012 via an upgrade to the 'Find an Expert' system and by implementing a publication tracking tool. This will improve both data quality and research collaboration.

To improve the consistency and quality of the University's web presence, a web governance strategy was developed and a centralised web team established. This will enable a more efficient, strategic and coordinated approach to the delivery of public-facing websites and applications. As part of this initiative, a redesign of the University's website home page was undertaken to improve accessibility and the overall user experience.

The Themis Enabling Excellence program (TEE) – formerly the Themis Improvement Program (TIP) – is designed to improve key University systems that support finance, human resources, procurement and research administration. The new program will also provide new functionality for managing projects, reporting and business analytics. Staged implementation is planned for mid-2013 and the beginning of 2014.

In preparation for the Themis 'go live', 2012 saw the completion of upgrades to the University's data centres and installation of a new state-of-the-art server platform for all major University applications.

Student marketing and recruitment is supported by the Nexus Customer Relationship Management system. During 2012 use of the system extended to a greater number of areas of the University, with over 480 active users supported by an active community of practice covering both faculty and central teams.



In order to more efficiently deliver workspace services, plans have been developed to provide desktop support and IT infrastructure services centrally. Plans are well under way to transition local IT support and infrastructure to these services from the Faculty of Business and Economics, Melbourne Law School, and the Faculty of Victorian College of the Arts and Melbourne Conservatorium of Music. From early 2013, a full suite of common services will be provided to five of the 13 faculties and graduate schools in addition to central administrative areas.

### COMMUNICATIONS

In 2012, the University received 40 506 media mentions, a 40 per cent increase on 2011. International media mentions increased by 24 per cent to 1679, and digital media mentions increased by 27 per cent to 74 797.

The University's flagship publication, the University of Melbourne *Voice* newspaper, was published as a supplement in *The Age* once a month during 2012, and will continue to be included each month in 2013.

The audience of the University's weekly audio research podcast, *Up Close*, reached 309 372 for the year while the fortnightly video podcast, *Visions*, reached 113 291 viewers. *Visions* episodes were also regularly broadcast through Sky's APAC channel.

Throughout 2012 University Communications facilitated 111 live crosses from the University's on-campus studio – one of the few live working studios at a university anywhere in the world – to television news networks throughout Australia and internationally.

In 2012 University Communications published 23 editions of the fortnightly online community newsletter *MUSSE* and weekly editions of the *Staff News* bulletin as well as facilitating the redesign, build and launch of seven major online or other technology platforms.

The University's social media presence and influence continued to grow in 2012. Followers of the Twitter account @uommedia increased to more than 5000. The account was also officially verified by Twitter.

### Staff numbers at 31 March 2012 (excluding casuals)

| Full-Time Equivalent Staff at 31 March 2012 | 2009 | 2010 | 2011 | 2012 |
|---|------|------|------|------|
| Total                                       | 6366 | 6170 | 6479 | 6928 |

### Maternity leave rates of return

| 2009 | 2010  | 2011 |
|------|-------|------|
| 88%  | 87.5% | 91%  |

### Representation of female staff in total staff population (excluding casuals)

| FTE staff at March 31 | 2008 | Female          | 2009 | Female          | 2010 | Female          | 2011 | Female          | 2012 | Female          |
|-----------------------|------|-----------------|------|-----------------|------|-----------------|------|-----------------|------|-----------------|
| Total academic staff  | 3025 | 1365<br>(45.1%) | 2997 | 1368<br>(45.6%) | 2991 | 1383<br>(46.2%) | 3033 | 1401<br>(46.2%) | 3158 | 1455<br>(46.1%) |
| Total T&R staff       | 1516 | 579<br>(38.2%)  | 1491 | 574<br>(38.5%)  | 1464 | 573<br>(39.1%)  | 1388 | 542<br>(39.1%)  | 1305 | 484<br>(37.1%)  |
| Staff at Level D      | 374  | 112<br>(30.0%)  | 377  | 124<br>(32.8%)  | 373  | 120<br>(32.1%)  | 376  | 127<br>(33.8%)  | 372  | 132<br>(35.5%)  |
| Staff at Level E+     | 358  | 77<br>(21.5%)   | 384  | 86<br>(22.5%)   | 403  | 89<br>(22.0%)   | 436  | 98<br>(22.6%)   | 471  | 109<br>(23.3%)  |
| Staff at HEW 10+      | 189  | 92<br>(48.7%)   | 216  | 116<br>(53.8%)  | 213  | 121<br>(56.9%)  | 246  | 141<br>(57.6%)  | 249  | 146<br>(58.4%)  |

Level E+ includes: Level E staff, Deans, Pro Vice-Chancellors, Provost and Deputy Vice-Chancellors.

HEW 10+ includes: HEW 10 staff, Vice-Chancellor, Executive Directors, Chief Financial Officer, Chief Marketing Officer, Senior Vice-Principal and General Counsel.

# LANDMARK AGREEMENT PAVES WAY FOR GLOBAL BUSINESS EDUCATION HUB IN MELBOURNE

Under an historic agreement formally announced on 29 October 2012, the University of Melbourne's Faculty of Business and Economics and Melbourne Business School will forge closer ties to further strengthen the global competitiveness of research and teaching in business and economics in Melbourne.

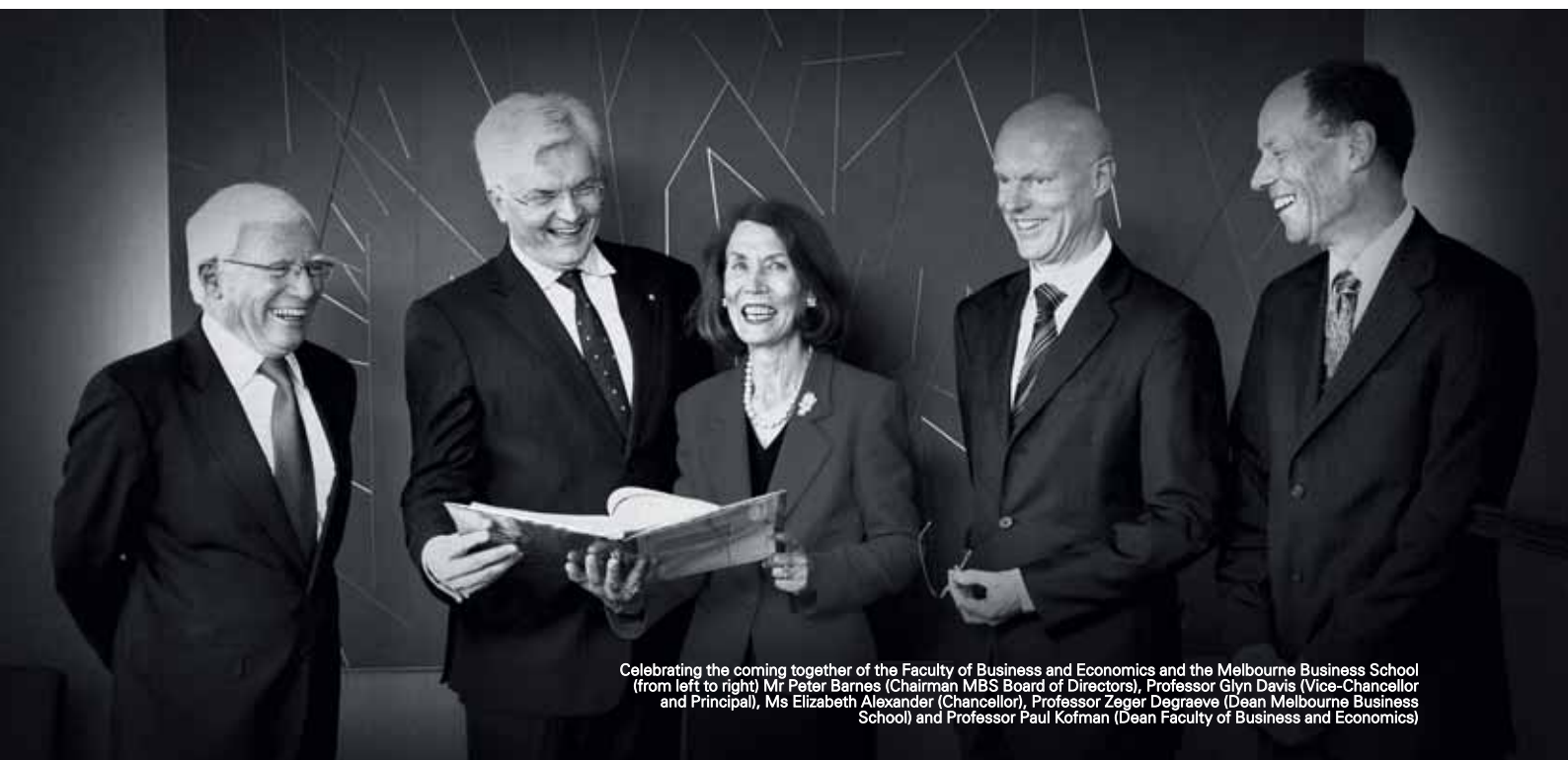
With this exciting development for both institutions, the University's graduate programs in business and

economics, including the Master of Business Administration (MBA), will be offered through Melbourne Business School which, in turn, becomes the graduate school for business and economics at Melbourne.

Academic resources will be shared across both the Faculty and Melbourne Business School. Under the agreement, both entities are working together to create a world-class hub for business and economics disciplines at Melbourne.

The collaboration will be in place by 1 May 2013. This will enable the entities to work towards positioning Melbourne as a global hub for business and economics leadership development for the Asian century.

The collaboration will also strengthen Melbourne's position as the home of Australia's largest program offerings in Executive Education.



Celebrating the coming together of the Faculty of Business and Economics and the Melbourne Business School (from left to right) Mr Peter Barnes (Chairman MBS Board of Directors), Professor Glyn Davis (Vice-Chancellor and Principal), Ms Elizabeth Alexander (Chancellor), Professor Zeger Degraeve (Dean Melbourne Business School) and Professor Paul Kofman (Dean Faculty of Business and Economics)

# RESEARCH LEADER JOINS MELBOURNE AS PROVOST

In April 2012, Professor Margaret Sheil joined the University of Melbourne as its third Provost.

Professor Sheil came to the role after five years as Chief Executive Officer of the Australian Research Council, a key institution in Australia's research landscape. Professor Sheil's time as head of the ARC was marked by major policy innovation, including the inaugural Excellence in Research for Australia audit. She is also renowned as an indefatigable supporter and mentor for women, Indigenous and early career researchers.

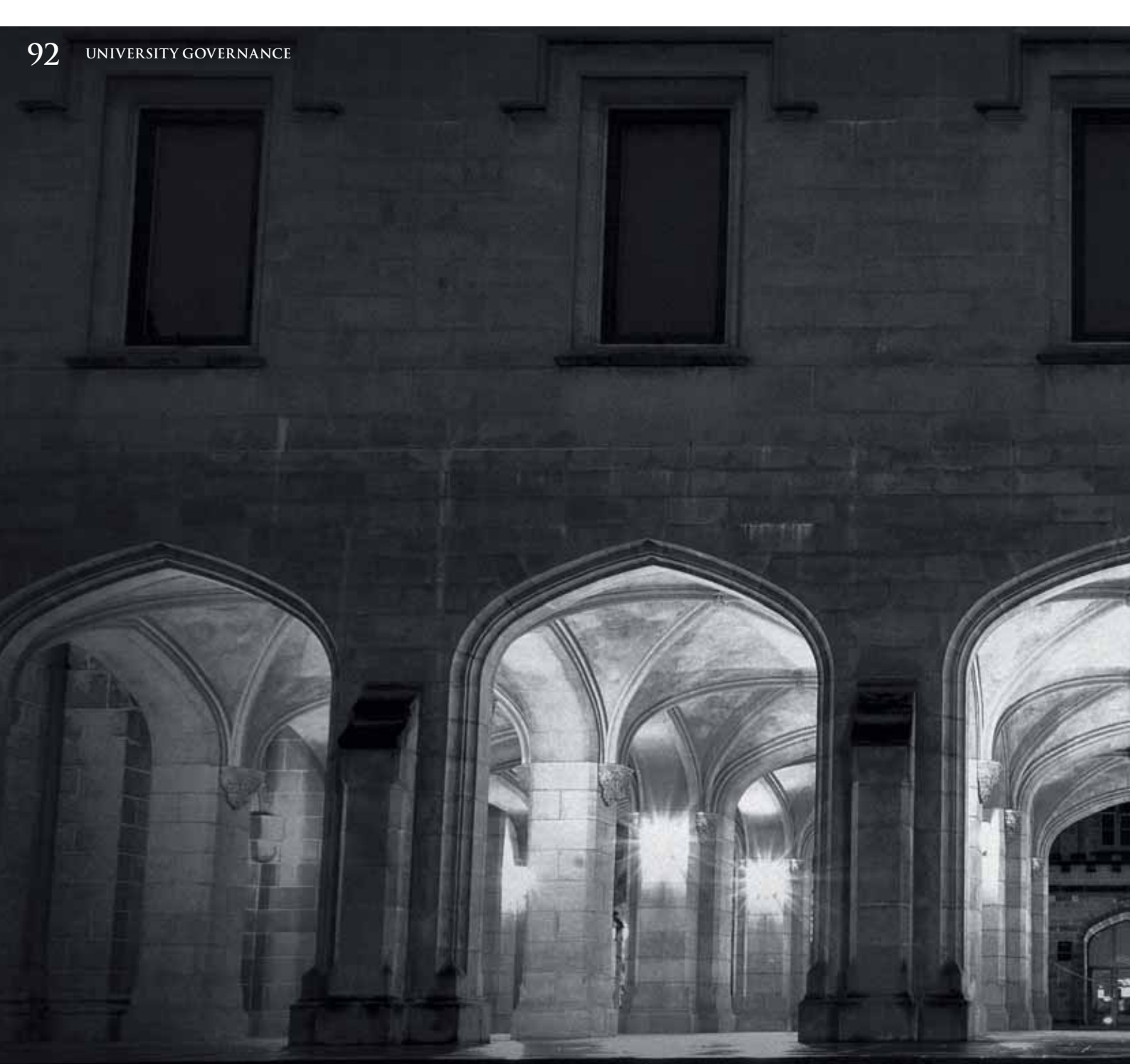
Prior to working with the ARC, Professor Sheil was a leading academic and senior administrator at the University of Wollongong, where she became a professor of chemistry in 2000. In the following year she was appointed Dean of Science, and just one year later Deputy Vice-Chancellor (Research), a position she held with distinction for five years before moving to the ARC. Professor Sheil has also held research positions at the Australian National University and the University of Utah, USA.

In 2012, Professor Sheil was named by the *Australian Financial Review* amongst Australia's top 100 Women of Influence, in the category of public policy. She is a Fellow of the Royal Australian Chemical Institute and the Academy of Technological Sciences and Engineering.

During the short time since taking up the role as the University's senior academic officer responsible for the development and diversity of the Melbourne curriculum and the Melbourne Student Services Model, and standing deputy to the Vice-Chancellor, Professor Sheil has already made her mark, leading the University's online and eLearning agenda.



Professor Margaret Sheil, University of Melbourne Provost



# UNIVERSITY GOVERNANCE



The University of Melbourne was established by an Act of the Victorian Parliament in April 1853. Since then it has been governed by successive Acts, the most recent being the *University of Melbourne Act 2009* ('the Act'). The Act has been amended by the *Education Legislation Amendment (Governance) Act 2012*, which received royal assent on 4 December 2012 with the amendments to take effect from 1 January 2013.

Section 8 of the Act sets out the primary responsibilities of Council as the University's governing body, which include:

- (a) appointing and monitoring the performance of the Vice-Chancellor as chief executive officer of the University;
- (b) approving the mission and strategic direction of the University and its annual budget and business plan;
- (c) overseeing and reviewing the management of the University and its performance;
- (d) establishing policy and procedural principles for the operation of the University consistent with legal requirements and community expectations;
- (e) approving and monitoring systems of control and accountability of the University, including those required to maintain a general overview of any entity over which the University has control within the meaning of section 3 of the Audit Act 1994;
- (f) overseeing and monitoring the assessment and management of risk across the University, including university commercial activities;
- (g) overseeing and monitoring the academic activities of the University;
- (h) approving any significant university commercial activities.

#### OBJECTIVES OF THE UNIVERSITY

Section 5 of the Act states that the objectives of the University are:

- a) to provide and maintain a teaching and learning environment of excellent quality offering higher education at an international standard
- b) to provide vocational education and training, further education and other forms of education determined by the University to support and complement the provision of higher education by the University
- c) to undertake scholarship, pure and applied research, invention, innovation, education and consultancy of international standing and to apply those matters to the advancement of knowledge and to the benefit of the wellbeing of the Victorian, Australian and international communities

- d) to equip graduates of the University to excel in their chosen careers and to contribute to the life of the community
- e) to serve the Victorian, Australian and international communities and the public interest by:
  - i. enriching cultural and community life
  - ii. elevating public awareness of educational, scientific and artistic developments, and
  - iii. promoting critical and free enquiry, informed intellectual discourse and public debate within the University and in the wider society
- f) to use its expertise and resources to involve Aboriginal and Torres Strait Islander people of Australia in its teaching, learning, research and advancement of knowledge activities and thereby contribute to:
  - i. realising Aboriginal and Torres Strait Islander aspirations, and
  - ii. the safeguarding of the ancient and rich Aboriginal and Torres Strait Islander cultural heritage
- g) to provide programs and services in a way that reflects principles of equity and social justice
- h) to confer degrees and grant other awards
- i) to utilise or exploit its expertise and resources, whether commercially or otherwise.

Subject to the provisions of the Act, the governance of the University of Melbourne, is detailed in a Council Standing Resolution (1.3). Part of that Standing Resolution covers Council committees.

#### MIXED REPRESENTATION COMMITTEES

Reflecting the value of balanced input, most major University Council committees are of mixed composition, combining external and internal Council members and, where appropriate, involving non-members of Council, both external and internal, who bring special knowledge or skills to the committee's tasks.

The Buildings and Estates Committee serves as an example of a Council Committee constituted of a mix of external and internal Council and non-Council members. The internal members are stakeholders with an in-depth knowledge of the issues that concern the committee, but because they may have particular interests in the outcome of its decisions, external members provide the necessary balance.

#### EXTERNAL-MEMBER COMMITTEES

Although the Chancellor and the Vice-Chancellor are ex officio members of all

University bodies, certain committees are otherwise composed wholly of external members. The Remuneration and Employment Conditions is such an example. From time to time Council may establish an ad hoc Due Diligence Committee to consider a specific issue (for example a matter of strategic importance or a proposal involving unusually large expenditure) and, if Council so determines, such a committee may be made up exclusively or predominantly of external members.

Council committees in 2012 comprised the following:

#### Audit Committee

*(established 4 June 2012)*

**2012 Chair: Mr John Wilson**

Audit Committee oversees the University's external audit program, recommends the annual financial statements for approval, monitors the University response to the annual audit and, jointly with the University Risk Committee, oversees the annual internal audit program. The Audit Committee reports to Council.

#### Audit and Risk Committee<sup>1</sup>

*(disestablished 4 June 2012)*

**2012 Chair: The Hon David White**

Audit and Risk Committee advises Council and its Finance Committee on the policy direction and effectiveness of both internal and external audit investigations and reviews, on the effectiveness and efficiency of internal control systems, and on risk and processes relating to the governance and management of risk.

#### Buildings and Estates Committee

**2012 Chair: Mr Robert Johanson**

Buildings and Estates Committee exercises governance responsibilities on behalf of Council in the oversight of the planning, development and stewardship of the University's buildings, infrastructure and open spaces on all campuses.

#### Council Nominations and Governance Committee

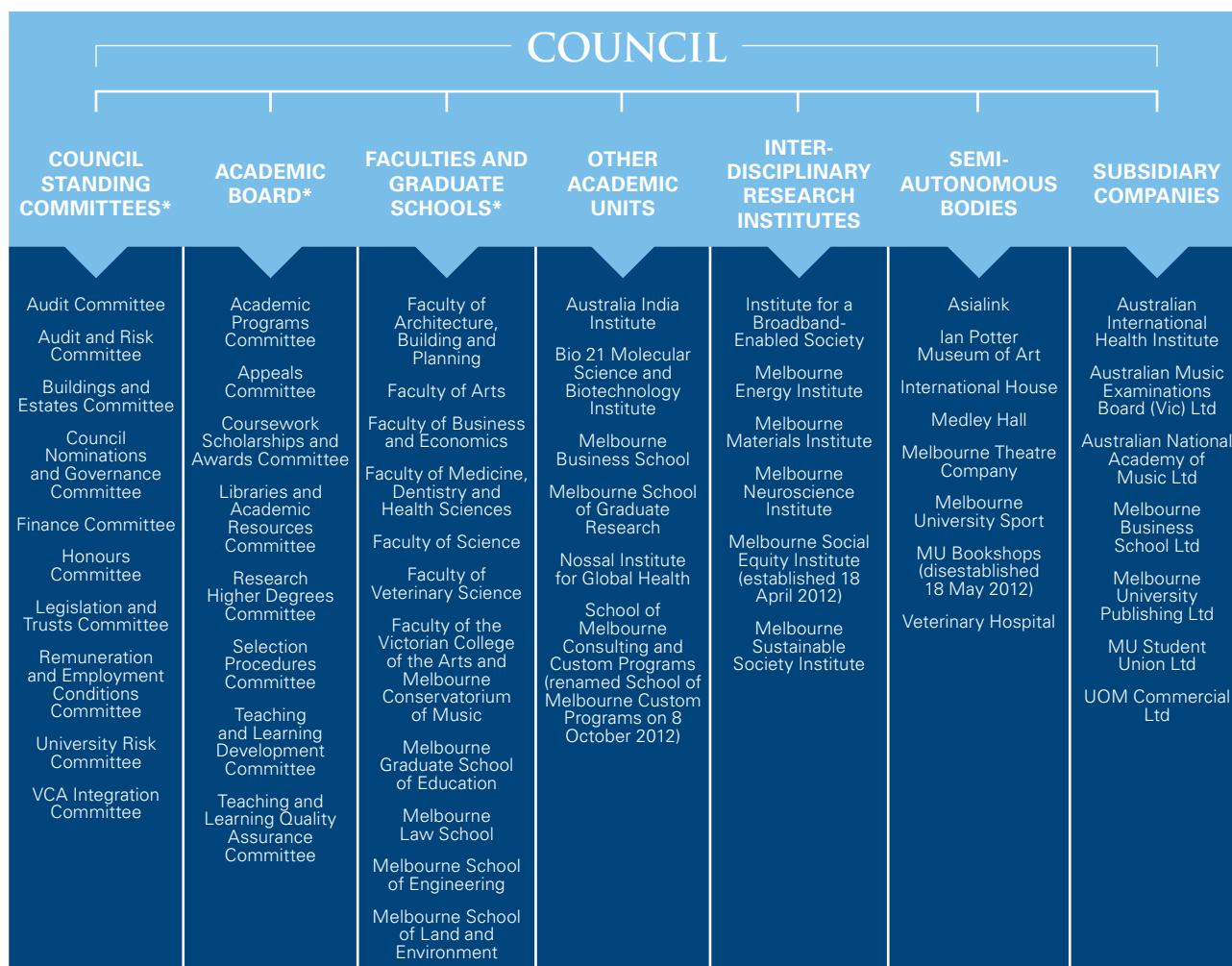
**2012 Chair: Ms Elizabeth Alexander**

Council Nominations and Governance Committee advises Council on the overall governance of the University and on matters relating to selection and appointment of members of Council, as well as considering proposed amendments to the University of Melbourne Act.

#### Finance Committee

**2012 Chair: Ms Elizabeth Alexander**

Finance Committee exercises governance responsibilities in respect of the University's financial and business affairs, including monitoring the financial risk and performance of the University's subsidiaries and commercial ventures. Within delegated authority, the Committee acts on behalf of Council



\* Details provided on following pages

in those matters. The Investment Management Committee reports to Council through the Finance Committee.

#### Honours Committee

**2012 Chair: Ms Elizabeth Alexander**

Honours Committee nominates, considers and recommends on behalf of Council candidates for honorary degrees, medals for exceptional service, and the appointment of eminent scholars. It also advises on other honours and awards in recognition of service to the University or the community generally.

#### Legislation and Trusts Committee

**2012 Chair: Justice John Middleton**

Legislation and Trusts Committee advises Council on the appropriate form for draft Statutes and Regulations of Council and oversees the University's stewardship of endowments and trusts. The Committee includes three members of Council, one of whom is appointed chairperson.

#### Remuneration and Employment Conditions Committee

**2012 Chair: Ms Elizabeth Alexander**

Remuneration and Employment Conditions Committee exercises

governance responsibilities in the oversight of remuneration, staff conditions and benefits, and other matters relating to employment policy. Within its delegated authority, the Committee acts on behalf of Council in those matters.

#### University Risk Committee

*(established 4 June 2012)*

**2012 Chair: Mr Tony Peake**

University Risk Committee supports Council in carrying out its accountability for overseeing and monitoring assessment and management of risk across the University. The Committee advises on the format of the risk management framework appropriate for the University and monitors and reviews implementation of risk management practices within that framework. The Committee advises Council, and other committees as appropriate, on significant risks that are unable to be appropriately managed.

#### VCA Integration Committee

**2012 Chair: Ms Elizabeth Alexander**

VCA Integration Committee was established by a Heads of Agreement in January 2007. The Committee reviews and advises Council at least annually

on whether integration between the University and the Victorian College of the Arts is proceeding in accordance with the Heads of Agreement. It is chaired in alternate years by a member of Council and a member of the VCA Advisory Board.

#### Indemnity for Council

Pursuant to Section 19 of the Act, the University of Melbourne indemnifies members of Council and University committees in respect of acts or omissions in good faith in the exercise of their powers or duties.

#### ACADEMIC GOVERNANCE

##### Academic Board

Academic Board is established by Council under the Act and in Statute 4.1 – Academic Board. Reporting directly to Council, its primary functions are the supervision and development of all academic activities of the University, including maintenance of high standards of teaching and research. The Board is also responsible for development of academic and research policy. President of Academic Board is an annually elected position and is supported by a Vice-President and Deputy Vice-President.

<sup>1</sup> On 4 June 2012, Council disestablished the Audit and Risk Committee and replaced it with two committees: University Risk Committee and Audit Committee, chaired by Mr Tony Peake and Mr John Wilson respectively.



**President of Academic Board**

Professor Ron Slocombe  
BSc (Hons) *Melb.* MS PhD *Michigan State U* ACVP MAICD MACVS

**Vice-President of Academic Board**

Professor Ruth Fincher  
BA (Hons) *Melb.* MA *McMaster*  
PhD *Clark* FASSA

**Deputy Vice-President of Academic Board**

Professor Rachel Webster  
BSc (Hons) *Monash* MSc *Sussex*  
PhD *Camb.*

Standing Committees of Academic Board report to the Board after every meeting on matters within their remit as defined by their terms of reference. Academic Board meets regularly and in 2012 met eight times, from February to December.

**Faculties, schools and other academic units**

In 2012, the University of Melbourne comprised 11 faculties and graduate schools established as faculties, together with the Australia India Institute, Bio21 Molecular Science and Biotechnology Institute, Melbourne Business School, The Nossal Institute for Global Health, and the School of Melbourne Consulting and Custom Programs (renamed School of Melbourne Custom Programs from 8 October 2012).

**Faculty of Architecture, Building and Planning**

Faculty of Architecture, Building and Planning is structured as a single-department faculty, containing one graduate school:

- Melbourne School of Design (graduate school)

**Faculty of Arts**

Faculty of Arts comprises the following graduate school, schools and institute:

- Graduate School of Humanities and Social Sciences (graduate school)
- Melbourne School of Government (graduate school established 12 November 2012)
- School of Culture and Communication
- School of Historical and Philosophical Studies
- School of Languages and Linguistics
- School of Social and Political Sciences
- The Asia Institute

**Faculty of Business and Economics**

Faculty of Business and Economics consists of the following graduate school, departments and institute:

- Graduate School of Business and Economics (graduate school)

- Department of Accounting
- Department of Economics
- Department of Finance
- Department of Management and Marketing
- Melbourne Institute

**Faculty of Medicine, Dentistry and Health Sciences**

Faculty of Medicine, Dentistry and Health Sciences consists of the following graduate schools and their constituent departments:

- Melbourne Dental School (graduate school)
- Melbourne Medical School (graduate school)
  - Department of Audiology and Speech Pathology
  - Department of Obstetrics and Gynaecology
  - Department of Ophthalmology
  - Health and Biomedical Information Research Unit
  - Medical Education Unit
- Austin Academic Centre
  - Austin Hospital Clinical School
  - Department of Medicine
  - Department of Surgery
- Biomedical Science Academic Centre
  - Department of Anatomy and Neuroscience
  - Department of Biochemistry and Molecular Biology
  - Department of Microbiology and Immunology
  - Department of Pathology
  - Department of Pharmacology
  - Department of Physiology
- Eastern Hill Academic Centre
  - Department of Medicine
  - Department of Otolaryngology
  - Department of Surgery
  - St Vincent's Hospital Clinical School
- North West Academic Centre
  - Medicine at Western and Northern
  - Northern Clinical School
  - Surgery at Western and Northern
  - Western Clinical School
- Royal Children's Hospital Academic Centre
  - Paediatrics

- Royal Melbourne Hospital Academic Centre
  - Department of Medicine
  - Department of Psychiatry
  - Department of Radiology
  - Department of Surgery
  - Royal Melbourne Hospital Clinical School
- Melbourne School of Health Sciences (graduate school)
  - Nursing
  - Physiotherapy
  - Social Work
- Melbourne School of Population Health (graduate school)
- Melbourne School of Psychological Sciences (graduate school established 7 May 2012)
  - Department of Psychology

**Faculty of Science**

Faculty of Science includes the following graduate school, schools and departments:

- Melbourne Graduate School of Science (graduate school)
- School of Botany
- School of Chemistry
- School of Earth Sciences
- Department of Genetics
- Department of Mathematics and Statistics
- Department of Optometry and Vision Sciences
- School of Physics
- Department of Zoology

**Faculty of Veterinary Science**

Faculty of Veterinary Science is a single-department faculty with a single school. The Veterinary Clinic and Hospital operates as a semi-autonomous body pursuant to the Statute 8.1.

- Melbourne School of Veterinary Science

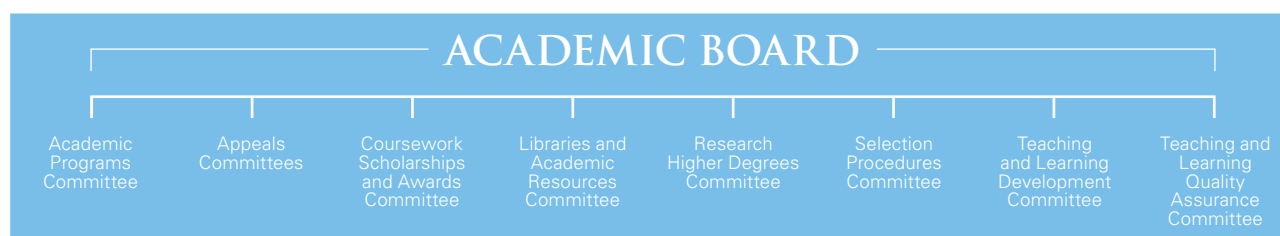
**Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music**

Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music comprises two divisions each headed by a Director:

- Victorian College of the Arts, comprising four schools:
  - School of Art
  - School of Contemporary Music
  - School of Film and Television

## Details of Council members' attendance at Council meetings

| Category of appointment  | Council member  | Council meetings 2012 |                                |
|--|---|-----------------------|--------------------------------|
|  |   | Eligible to attend    | Attended                       |
| <b>Chancellor</b>  | Ms E Alexander  | 12                    | 12                             |
| <b>Vice-Chancellor</b>   | Professor G Davis   | 12                    | 11                             |
| <b>Ex Officio – President of Academic Board</b>                    | Professor R Slocombe  | 12                    | 10                             |
| <b>Six persons appointed by the Governor-in-Council</b>            | Mr R Bolt   | 12                    | 8                              |
|  | Justice S Crennan   | 12                    | (On official leave of absence) |
|  | Ms Deborah Harman   | 12                    | 7                              |
|  | Mr R Johanson   | 12                    | 10                             |
|  | Mr A Peake  | 12                    | 11                             |
|  | Mr J Wilson   | 12                    | 12                             |
| <b>Six persons appointed by Council</b>                            | Professor Robin Batterham<br><i>(term began 1 July 2012)</i>                              | 7                     | 5                              |
|  | Dr V Mansour  | 12                    | 7                              |
|  | Mr R McPherson  | 12                    | 11                             |
|  | Justice J Middleton   | 12                    | 9                              |
|  | Mr M Myer   | 12                    | 10                             |
|  | Ms E Ritchie  | 12                    | 10                             |
|  | The Hon Mr D White<br><i>(term expired 30 June 2012)</i>                                  | 5                     | 4                              |
| <b>Three persons elected by, and from, staff of the University</b> | Professor G Bowes<br><i>(term expired 30 June 2012)</i>                                   | 5                     | 5                              |
|  | Professor Stephen Harrap<br><i>(term began 1 July 2012):</i><br>elected by the professors | 7                     | 6                              |
|  | Ms M Schoen: elected by the professional staff  | 12                    | 10                             |
|  | Dr F Vervae: elected by the academic staff who are not professors                         | 12                    | 10                             |
| <b>Two persons elected by and from students of the University</b>  | Mr J Anderson: elected by all students  | 12                    | 10                             |
|  | Mr M Griffith: elected by students enrolled in a higher degree                            | 12                    | 11                             |



- School of Performing Arts

- Melbourne Conservatorium of Music

The faculty also has three specialist centres:

- Centre for Cultural Partnerships
- Centre for Ideas
- Wilin Centre for Indigenous Arts

### **Melbourne Graduate School of Education**

Melbourne Graduate School of Education is a graduate school established as a faculty.

The Graduate School includes:

- Centre for the Study of Higher Education
- LH Martin Institute for Higher Education Leadership and Management

### **Melbourne School of Engineering**

Melbourne School of Engineering consists of the following graduate school and departments:

- Melbourne School of Information (graduate school)
- Department of Chemical and Biomolecular Engineering
- Department of Computing and Information Systems
- Department of Electrical and Electronic Engineering
- Department of Infrastructure Engineering
- Department of Mechanical Engineering

### **Melbourne School of Land and Environment**

Melbourne School of Land and Environment consists of three departments:

- Agriculture and Food Systems
- Forest and Ecosystem Science
- Resource Management and Geography

The School operates from four campuses: Burnley, Creswick, Dookie and Parkville.

### **Melbourne Law School**

Melbourne Law School is a graduate school established as a faculty.

## **OTHER ACADEMIC UNITS**

### **Australia India Institute**

The objectives of the Australia India Institute are to facilitate coordination and development of studies in Australia of Indian culture and its social, scientific and economic dimensions, and to enhance understanding and cooperation between Australia and India in these matters.

### **Bio21 Molecular Science and Biotechnology Institute**

Bio21 Molecular Science and Biotechnology Institute (Bio21 Institute) is a multidisciplinary research centre specialising in medical, agricultural and environmental biotechnology.

### **Melbourne Business School**

Melbourne Business School is a separate legal entity which operates as a school of the University offering postgraduate and executive business education programs approved by the University's Academic Board. It has two centres of excellence and its research activities focus on, inter alia, economics, organisational behaviour, strategy and marketing.

### **Melbourne School of Graduate Research**

Melbourne School of Graduate Research provides enrichment activities and support mechanisms that contribute to the success of postgraduate research students and consequently enhance the research reputation of the University.

### **School of Melbourne Consulting and Custom Programs**

*(renamed School of Melbourne Custom Programs from 8 October 2012)*

School of Melbourne Consulting and Custom Programs provides consultancy services, professional education and custom programs to the corporate and government sectors and staff of the University.

### **The Nossal Institute for Global Health**

The Nossal Institute for Global Health contributes to the improvement of global health through research, education, inclusive development practice, and training of future leaders in the fields of health sciences.

### **Melbourne Research Institutes**

The Melbourne Research Institutes support Melbourne's commitment to being a comprehensive research-intensive university, drawing on the breadth of research activity taking place across the University to tackle major social, economic and environmental challenges. The six interdisciplinary institutes include:

Institute for a Broadband-Enabled Society

Melbourne Energy Institute

Melbourne Materials Institute

Melbourne Neuroscience Institute

Melbourne Social Equity Institute  
*(established 18 April 2012)*

Melbourne Sustainable Society Institute

In addition to the particular objectives and functions related to their respective fields of operation, the six

Melbourne Research Institutes have the following objectives in common:

- (1) respond to societal concerns which require interdisciplinary research approaches
- (2) increase public awareness of, and debate on, critical issues in their field
- (3) raise the profile of University research as the basis for various forms of partnerships
- (4) develop relationships with relevant government departments and instrumentalities, educational institutions, and government and private research agencies, both within Australia and internationally
- (5) promote, and attract funding for, interdisciplinary research in a recognised area of strength of the University
- (6) encourage, design and consider proposals for research projects, particularly collaborative research projects across the University
- (7) support research activities in selected priority areas, specific to their respective fields of operation
- (8) provide a point of contact for University and external parties interested in their field of operation
- (9) provide advice to the University on any matter which it considers appropriate relating to the field of operation of the Institute.

**Faculty and academic unit teaching load – 2012 estimates**

| Faculty/academic unit                    | Load (EFTSL)    | % Female    |
|--|-----------------|-------------|
| Architecture, Building and Planning      | 1920.7          | 50.0        |
| Arts                                     | 6552.6          | 65.0        |
| Business and Economics                   | 5826.1          | 51.1        |
| Melbourne Consulting and Custom Programs | 24.5            | 48.5        |
| Medicine, Dentistry and Health Sciences  | 7365.6          | 62.4        |
| Melbourne Business School                | 692.4           | 33.4        |
| Melbourne Graduate School of Education   | 2667.9          | 71.7        |
| Melbourne Law School                     | 1654.9          | 53.7        |
| Melbourne School of Engineering          | 3228.4          | 23.4        |
| Melbourne School of Land and Environment | 1438.9          | 57.1        |
| School of Graduate Research              | 16.0            | 70.3        |
| Science                                  | 4020.9          | 45.4        |
| Student Management Services*             | 324.4           | 58.6        |
| Veterinary Science                       | 593.3           | 75.6        |
| VCA and Music                            | 1940.0          | 59.2        |
| <b>TOTAL†</b>                            | <b>38 266.6</b> | <b>55.0</b> |

\* Includes 'unallocated' (student on exchange) load

† Total as at 26 November 2012



# STATUTORY REPORTING



# 1. STATEMENT ON OCCUPATIONAL HEALTH AND SAFETY (OHS) MATTERS

The University of Melbourne has a broad OHS risk profile, including specific risks associated with laboratory operations, workshop operations, chemical storage, handling and use, and manual handling.

Its OHS Policy requires the University to provide a safe and healthy working and learning environment for all staff, contractors, students and visitors, and is supported by the OHS Strategic Plan. Developed in consultation with University staff, the plan sets OHS goals towards five strategic objectives.

## Occupational Health and Safety Strategic Plan, 2012 outcomes summary

| Objective  | Outcome  |
|--|--|
| Reduce occurrence or re-occurrence of workplace injuries and illnesses   | <ol style="list-style-type: none"> <li>3.8% increase in lost time injuries from 2011</li> <li>18.9% reduction in total claims from 2011</li> </ol>   |
| Continually improve compliance with OHS legislation and effective implementation of University's OHS Management System (OHSMS) | <ol style="list-style-type: none"> <li>Nil prohibition notices issued by WorkSafe</li> <li>Eight improvement notices issued by WorkSafe</li> <li>Maintenance of certification to NAT and AS4801</li> </ol> |
| Improve health and safety leadership and culture throughout the University   | 119 participants attended OHS Roles and Responsibilities for Executives in 2012  |
| Provide high-quality, consistent and practical health and safety information and advice to the University community            | Nil University-wide systems non-conformance findings issued during external audits of OHS Management System  |
| Plan, prepare and develop five-year OHS strategic plan for the University  | <ol style="list-style-type: none"> <li>Consultation with range of stakeholders commenced</li> <li>Draft OHS strategic plan is scheduled for further development prior to implementation in 2013</li> </ol> |

## OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS)

The University of Melbourne's OHSMS was subject to significant review throughout 2012. All OHS policies, procedures, guidance materials and templates were reviewed to meet new internal policy requirements and changes in legislation.

## OCCUPATIONAL HEALTH AND SAFETY RESOURCES

In 2012, each budget division appointed local staff to provide OHS support services in accordance with Responsible Division Management (RDM) principles. Higher-risk budget divisions appointed local OHS managers, and moderate and lower-risk budget divisions appointed part-time local OHS advisory staff.

Complementing the local OHS staff, specialist OHS advisory services continued to be provided to all budget divisions through the OHS and Injury Management Department.

## TRAINING

Over 10 000 attendees undertook OHS-related training throughout 2012.

### Occupational Health and Safety training provided: 2010–2012

| Training course type                                     | Attendees |      |      |
|--|-----------|------|------|
|  | 2010      | 2011 | 2012 |
| Health and Wellbeing, Change Management and Psychosocial | 187       | 1974 | 2486 |
| Staff Roles and Responsibilities                         | 677       | 1145 | 2222 |
| Supervisor Roles and Responsibilities                    | 398       | 1198 | 1206 |
| Risk Management  | 286       | 407  | 1175 |
| Manual Handling and Ergonomics                           | 665       | 458  | 888  |
| Chemical Safety  | 216       | 264  | 773  |
| Compressed Gas Safety                                    | 131       | 70   | 535  |
| Emergency Management                                     | 530       | 256  | 334  |
| Radiation Safety   | 88        | 208  | 253  |
| First Aid  | 197       | 287  | 180  |
| Personal Protective Equipment                            | 266       | 152  | 123  |
| Health and Safety Representative                         | 5         | 4    | 9    |
| Material Safety Data Sheet Database                      | -         | 28   | -    |

## EMERGENCY PREPAREDNESS AND RESPONSE

The University of Melbourne's emergency preparedness and response procedures are overseen and monitored by the Business Continuity, Crisis and Emergency Planning Advisory Group, chaired by the Senior Vice-Principal. The advisory group met three times during 2012.

The University continued its ongoing commitment to and resourcing of both campus-wide and local building emergency plans based on the requirements of AS3745 Emergency Control Organisation and Procedures for Buildings, Structures and Workplaces. In addition, bushfire response plans have been developed for the University's rural campuses at Creswick and Dookie.

Evacuation drills were scheduled for each building occupied or controlled during 2012. Scheduled evacuation drills were completed in all occupied buildings.

Two major emergency/crisis response exercises were undertaken in 2012. The first exercise tested the University's response to a non-emergency event. The second was undertaken in conjunction with Victoria Police and tested the University's response to an emergency event with significant impact on the Parkville campus and the University community.

Following all exercises, a review of the procedure's effectiveness is conducted, and action plans developed to address deficiencies identified.

## RADIATION MANAGEMENT

During 2012 the University's Electromagnetic Radiation Committee met four times. The committee's significant achievements in 2012 included:

- Completion of 2-year update of University's Radiation Management Licence
- Certification from Victorian Department of Health for University radiation training packages for two specific uses.

## OCCUPATIONAL HEALTH SURVEILLANCE AND PROGRAMS

The University of Melbourne's OHS and Injury Management Department coordinates and implements health monitoring and vaccination programs. These include regulatory health surveillance and vaccination programs to support the University's compliance obligations, and voluntary vaccination programs to reduce the incidence of staff illness.

During 2012, over 700 consultation services – excluding influenza vaccinations – were provided to staff and students by the OHS and Injury Management Department.

### Occupational Health and Safety – services provided: 2010–2012

| Service provided   | 2010 | 2011 | 2012 |
|--|------|------|------|
| Influenza vaccinations   | 2119 | 2327 | 2680 |
| Spirometry   | 284  | 221  | 314  |
| Pathologies and biological screening   | 107  | 97   | 206  |
| Audiometry   | 119  | 109  | 114  |
| Other vaccinations (Hepatitis A, B, Tetanus, Whooping Cough, Typhoid, Rabies, Measles/Mumps/Rubella) | 118  | 153  | 101  |
| Q Fever vaccinations   | 92   | 3    | 18   |

The University of Melbourne participated in WorkSafe's WorkHealth program, which offers University employees an opportunity to undertake health checks provided by qualified health professionals. Participants learn about their risk of heart disease and type 2 diabetes. The health checks review risk factors that impact on personal health such as diet, exercise, smoking and alcohol consumption.

Confidential health reports are provided to individuals who participated in the program, and aggregated de-identified data are made available to the University to assist in identifying programs to target health and wellbeing programs.

Over 2100 University of Melbourne staff participated in the WorkHealth program in 2012.

## WORKERS COMPENSATION AND INJURY MANAGEMENT

An early intervention approach has ensured that return-to-work plans were developed for all compensable injuries under the Workers Compensation Self-Insurance Licence during 2012. The University also continued to assist staff with non-compensable injuries and other health-related conditions, thereby achieving successful return-to-work outcomes.

## SELF-INSURANCE LICENCE AND ACCIDENT COMPENSATION ACT 1985 (VIC)

The annual claims management audit confirmed that 97 per cent of samples were in conformance with the requirements of the University's self-insurance licence and the *Accident Compensation Act 1985* (Vic).



## REGULATORY ACTIVITY

The University continued to work cooperatively with OHS regulators, including WorkSafe Victoria, which was the most active OHS regulator at the University during 2012.

The University participated in one WorkSafe intervention project – Self-Insurers Performance Monitoring – as part of the process leading to the University’s self-insurance licence renewal.

One improvement notice issued by WorkSafe was overturned through WorkSafe’s internal review process and all improvement notices have since been addressed and the notices rescinded.

### WorkSafe Victoria activity: 2010–2012

| Action  | 2010 | 2011 | 2012 |
|---|------|------|------|
| Visits to the University’s workplaces by WorkSafe | 7    | 16   | 9    |
| Improvement notices issued by WorkSafe            | Nil  | Nil  | 8    |
| WorkSafe intervention projects                    | Nil  | Nil  | 1    |
| Service request by the University                 | Nil  | Nil  | 1    |
| Prohibition notices issued by WorkSafe            | Nil  | 1    | Nil  |
| Occupational health and safety convictions        | Nil  | Nil  | Nil  |

During 2012 WorkSafe activity primarily consisted of visits – as part of the Self-Insurers Performance Monitoring program – involving WorkSafe inspectors attending self-insurers’ workplaces in the period preceding renewal of the self-insurance licence.

Eight improvement notices were issued during these visits. This represents a significant increase when compared to the two preceding years.

All improvement notices were complied with during the course of 2012.

## OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE

To ensure a safer work environment, OHS performance reports are provided to Deans and Executive Directors to assist managers in identifying problem areas, resource requirements, and training needs in their workplaces.

All significant incidents are reviewed in detail and, where appropriate, action plans put in place to minimise risk of re-occurrence.

### Occupational Health and Safety incident statistics: 2010–2012

| Performance indicator                             | 2010 | 2011 | 2012 |
|---|------|------|------|
| Reported incidents (including injury and illness) | 1066 | 1266 | 1151 |
| Days lost due to reported injuries                | 558  | 806  | 480  |
| Number of workers compensation claims             | 113  | 111  | 90   |
| Number of lost time incidents                     | 23   | 26   | 27   |
| Work-related fatalities                           | Nil  | Nil  | Nil  |

The number of incidents reported to the University declined by 9.1 per cent in comparison to the number reported in 2011. However, the three-year trend continues to represent an increase in incidents reported.

The number of workers compensation claims declined by 18.9 per cent in comparison to 2011. The three-year trend for workers compensation claims continues to decline.

The number of lost time incidents increased by 3.8 per cent in comparison to 2011. The three-year trend for lost time injuries is currently increasing.

The number of days lost due to injuries decreased by 40.4 per cent in comparison to 2011. The three-year trend for days lost due to injury continues to decline.

### INCIDENTS REQUIRING NOTIFICATION TO WORKSAFE

The University of Melbourne reported two dangerous occurrences and 11 serious injuries to WorkSafe Victoria in accordance with the incident notification requirements of the *Occupational Health and Safety Act 2004* (Vic).

Investigations of each incident have either commenced or been completed. After investigation, corrective and preventative actions were instigated to prevent or reduce the risk of re-occurrence.

#### Notifications to WorkSafe: 2010–2012

| Type                      | Event  | 2010      | 2011      | 2012      |
|---------------------------|--|-----------|-----------|-----------|
| Serious injury or illness | Immediate medical treatment resulting from a laceration                      | 3         | 9         | 8         |
| Serious injury or illness | Admission as an inpatient in a hospital                                      | 3         | 4         | 2         |
| Serious injury or illness | Medical treatment within 48 hours of exposure to a substance                 | Nil       | 2         | 1         |
| Serious injury or illness | Immediate medical treatment resulting from temporary loss of bodily function | 4         | 4         | 1         |
| Dangerous occurrence      | Escape, spillage or leakage of any substance, including dangerous goods      | Nil       | Nil       | 1         |
| Dangerous occurrence      | Fall or release from a height of any plant, substance or object              | 1         | Nil       | 1         |
| Serious injury or illness | Immediate medical treatment resulting from an eye injury                     | Nil       | 1         | Nil       |
| Dangerous occurrence      | Uncontrolled implosion, explosion or fire                                    | 2         | 3         | Nil       |
| Death at a workplace      | Non-work related fatalities  | 1         | Nil       | Nil       |
| <b>Total</b>              |  | <b>14</b> | <b>23</b> | <b>14</b> |

The number of incidents requiring immediate notification to WorkSafe declined in comparison to the number reported in 2011. The three-year trend remains stable.

### EXTERNAL OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS) AUDITS

Conformance of the University's OHSMS to the National Self-Insurers Audit Tool is one of the requirements of the University's Workers Compensation Self-Insurance Licence regulated by WorkSafe Victoria. During 2012, the University's external auditors conducted a surveillance audit against the criteria of the NAT and AS4801 Occupational Health and Safety Management Systems.

The audits included the management of the central OHSMS, five academic divisions, two semi-autonomous bodies and one wholly owned subsidiary.

The audited divisions were required to develop action plans to address adverse audit findings.

Non-conformances were brought back into conformance, and certification to both NAT and AS4801 continued.

#### External audit results: 2010–2012

| Audit finding                    | Percentage of total audited sample |       |       |
|----------------------------------|------------------------------------|-------|-------|
|                                  | 2010                               | 2011  | 2012  |
| Conformance                      | 91.9%                              | 97.7% | 79.2% |
| Non-conformance                  | 8.1%                               | 2.3%  | 26.4% |
| <b>Total audited sample size</b> | 543                                | 262   | 106   |

The percentage of adverse audit findings increased significantly in 2012 in comparison to audit outcomes from 2010 and 2011. This is accounted for by a variation in the audit methodology, including a reduction in the total number of audit samples to allow more detailed examination and a focus on specific audit criteria.

### INTERNAL OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS) AUDITS

A program of internal audits of the University's OHSMS against NAT criteria continued throughout 2012. During 2012, over 2400 samples were audited across academic and administrative divisions, semi-autonomous bodies and wholly owned subsidiaries. Overall, the audits resulted in less than 4 per cent non-conformance findings and 11 per cent 'requires correction' findings.

The audited divisions were required to develop action plans to address adverse audit findings, and progress was monitored as part of the internal audit program.

#### Internal audit results: 2010–2012

| Audit finding                 | Percentage of total audited sample |       |       |
|-------------------------------|------------------------------------|-------|-------|
|                               | 2010                               | 2011  | 2012  |
| Conformance                   | 74.6%                              | 71.4% | 73.2% |
| Requires correction           | 0.6%                               | 5.1%  | 10.4% |
| Area for improvement          | 17.3%                              | 15.7% | 9.1%  |
| Non-conformance               | 0.9%                               | 0.6%  | 3.8%  |
| Not verifiable/Not applicable | 6.6%                               | 7.2%  | 3.5%  |
| <b>Total sample audited</b>   | 2970                               | 2044  | 2454  |

The percentage of adverse audit findings increased significantly in 2012 in comparison to audit outcomes from 2010 and 2011. This is accounted for by a variation in the audit methodology, including an increase in the validation of implementation systems in the departments audited.

### CONSULTATIVE FRAMEWORK

Employees continue to be represented by elected and trained employee Health and Safety representatives in designated workgroups across the University. There were approximately 50 elected employee Health and Safety representatives holding office during 2012.

Each budget division has an established Health and Safety Committee. Membership of these committees includes both employer and employee representatives. The employee representatives on Budget Division Health and Safety Committees are generally elected Health and Safety representatives.

Membership of the University-wide Occupational Health and Safety Committee (OHSC) consists of equal numbers of employer and employee representatives. The employee representatives are elected from the pool of University employee Health and Safety representatives. Three Health and Safety representatives were elected for the first time to the OHSC during 2012. The OHSC met four times during 2012, with minutes of the meetings published on the University's safety website.

## 2. STATEMENT ON UNIVERSITY'S RISK MANAGEMENT STRATEGY

Identifying and managing risk is a core component of the University's accountability structure, for integrating the annual cycles of strategic and operational planning, and for reporting and quality assurance.

At governance level, a risk management framework has been approved by Council with several Council committees exercising a governance role on behalf of Council to ensure that designated risk accountabilities are being properly exercised. Key Council committees in this regard are:

- Audit Committee (established 4 June 2012) – oversees the University's external audit program, recommends the annual financial statements for approval, monitors University response to the annual audit and, jointly with the University Risk Committee, oversees the annual internal audit program. The Audit Committee reports to Council.
- Audit and Risk Committee (disestablished 4 June 2012) – provides advice to Council on the appropriate governance and risk management structures and processes, and the effectiveness of risk management controls. The Committee regularly monitors and reports to Council on the integrated University-wide risk assessment process. It also advises Council and the Finance Committee of Council on all matters pertaining to financial audits, management audits and reviews.
- Finance Committee – has oversight of the University's financial performance, position and risks, assuring that due financial processes and probity are carried out and that the University is fully compliant with legislative and government requirements. The Committee monitors financial and major project risk management processes, as well as audit management letters to ensure that control weaknesses identified in the financial audit process are appropriately managed. The Investment Management Committee reports to Council through Finance Committee, and has oversight of the University's investment portfolio.
- Legislation and Trusts Committee has oversight of trusts policies and processes.
- University Risk Committee (established 4 June 2012) – supports Council in carrying out its accountability for overseeing and monitoring the assessment and management of risk across the University. The Committee advises on the format of the risk management framework appropriate for the University and monitors and reviews implementation of risk management practices within that framework. The Committee advises Council, and other committees as appropriate, on any significant risks that are unable to be appropriately managed.

Membership of Council committees comprises external members of Council and other external appointees with relevant expertise in business and commerce, audit and compliance, risk management, financial management, and the law. The University Compliance Officer also reports regularly to Council on compliance issues.

At management level, risk is monitored and managed through the Risk Management Committee, and consistency with International Standard ISO/FIDIS 31000:2009 (replacing Australian Risk Management Standards) is applied.

Within the University's administration, the Senior Vice-Principal has accountability for operation of the strategic risk framework and coordination of risk management programs. Academic and administrative divisions undertake an annual strategic risk assessment as an integral part of the business planning process and risk management, with mitigation a core responsibility of all senior managers. Divisional assessments are integrated into overall University risk assessment which is reported regularly to Council through the University Risk Committee.

Operational risks are monitored by the Administrative and Business Advisory Group which is responsible for development and implementation of effective and efficient administrative policies and practices, with the accountable head of division being responsible for quarterly reviews. Quarterly reports are received by the Risk Management Committee.

In addition, the University has dedicated risk program managers responsible for ensuring that effective University-wide programs are in place for controlling specialist risks – Environmental Health and Safety, Biosafety, Insurance, WorkCover, IT and Information Services, Business Continuity Planning, and Crisis Management and Emergency Management Planning. Quarterly reports are received by the Risk Management Committee.

The University understands this risk management framework is consistent with the International Standard ISO/FIDIS 31000:2009 (replacing Australian/New Zealand Risk Management Standards).

A risk information web page is available at [fpg.unimelb.edu.au/ipeq/risk.html](http://fpg.unimelb.edu.au/ipeq/risk.html).

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## REGISTER OF COMMERCIAL AND CORPORATE ACTIVITIES

This Register is required for compliance by the University with its Commercial Activities Guidelines as approved by the Victorian Government and mandated under the terms of the *University of Melbourne Act 2009* ('the Act').

The University Secretary is responsible for maintaining the register, and the Chief Financial Officer for submitting proposals to the Finance Committee of Council regarding University participation in a company or involvement in a commercial activity, in accordance with the terms of a compliance framework approved by Council.

In relation to investments or other activities coming within the terms of the Commercial Activities Guidelines, Finance Committee has determined that the University uses the following as a guideline for 'significant':

- Activities that comprise in excess of 2.5 per cent of University revenue (approximately \$37.5 million) or net assets (approximately \$87.5 million), or
- Activities involving third-party relationships and that have the potential to pose significant reputational risk to the University, or
- Commercial activities coming within Section 8(3)(h) of the Act, or activities which the University otherwise 'considers sufficiently important or of interest to list', as per the requirement in Paragraph 8(a)(i) of the Commercial Activities Guidelines.

This guideline is therefore used by each of the University-controlled entities with regard to the meaning of 'significant', and entities under Section D of this Register are made on that basis. For ease of administration, however, an amount of \$10 million (cash) in committed or likely expenditure over the life of the project is used as a mandatory threshold above which full details need to be brought to the attention of Finance Committee, in addition to activities that may otherwise qualify as 'significant' by reference to the criteria outlined by Finance Committee.

In relation to Paragraph 8(a)(iv) of Guideline 4, the University commissioned an independent review of Melbourne University Bookshops in June 2011. Finance Committee received a report in August 2011 and Council disestablished Melbourne University Bookshops effective 18 May 2012. From that date, bookshop services have been provided by Co-Operative Bookshop Ltd.

In relation to Paragraph 8(a)(v) of Guideline 4, all activities are ongoing.

**Section A – University-controlled entities**

(All the bodies below are ongoing entities with no anticipated termination date. University of Melbourne appointments to the boards of its controlled entities are covered by its Directors and Officers Liability Policy.)

| Entity  | Principal objectives   | Members of University staff or Council serving as directors or officers  | Other University appointees serving as directors or officers   | Level of financial risk | Level of reputational risk |
|---|--|--|--|-------------------------|----------------------------|
| Australian Music Examinations Board (Vic) Ltd   | To represent in Victoria the Australian Music Examinations Board as the State Committee for the purposes of the conduct within the State of Victoria and elsewhere of music examinations.<br><br>To aid, promote and assist music, music education and the appreciation of music.  | Professor Warren Bebbington<br><i>(to July 2012)</i><br><br>Mr James Bolton<br><br>Mr John Evans<br><br>Professor Ian Holtham<br><br>Associate Professor Robin Stevens | N/A  | Low                     | Low                        |
| Australian National Academy of Music Ltd and its subsidiary, ANAM Foundation Ltd  | To operate as a national centre of excellence in practical music education and training.<br><br>To provide practical music education and training for outstandingly talented music students.   | Professor Barry Sheehan  | Mr Ian McRae   | Medium                  | Low                        |
| Melbourne Business School Ltd (not a subsidiary) and its subsidiaries, MBS Foundation Ltd and Mt Eliza Graduate School of Business and Government Ltd | To undertake the education of University graduates and others in management studies.<br><br>To conduct post-experience courses for practising managers.<br><br>To conduct postgraduate research programs into management and related areas, and to promote, license, develop and apply the results of research activities.                         | Professor Zeger Degraeve<br><br>Associate Professor Douglas Dow<br><br>Professor Elizabeth Sonenberg   | Professor Frank Larkins  | Low                     | Medium                     |
| Melbourne Dental Clinic Ltd   | To provide a teaching facility and dental care to the general public.  | Mr Ian Marshman<br><br>Professor Geoff McColl<br><br>Professor Eric Reynolds   | Mr Jim Cousins<br><br>Ms Lin Martin<br><br>Mr Matt Zema  | High                    | Medium                     |
| Melbourne University Publishing Ltd   | To publish the best scholarly writing from Australia and overseas, both within and independent of the tertiary sector.<br><br>To develop and disseminate text and image-based intellectual property in a variety of formats and media.<br><br>To retain and develop Melbourne University Press and the Miegunyah Press as imprints of the company. | Ms Eda Ritchie<br><br>Mr Allan Tait  | Dr Bronte Adams<br><br>Ms Louise Adler<br><br>Mr Brian Johns<br><br>Mr Alan Kohler<br><i>(to May 2012)</i><br><br>Professor Peter McPhee<br><i>(from May 2012)</i><br><br>Mr Laurence Muller | Medium                  | Medium                     |

| Entity   | Principal objectives   | Members of University staff or Council serving as directors or officers                         | Other University appointees serving as directors or officers | Level of financial risk | Level of reputational risk |
|--|--|---|--|-------------------------|----------------------------|
| MU Student Union Ltd                                     | To advance the education of students of the University by providing amenities, services and facilities for the benefit of students, utilising University funding and other such revenue or reserves of the company as may be appropriate in the circumstances. | Mr Ross McPherson<br>Mr Neil Robinson   | Ms Lin Martin<br>Mr Trevor White                             | Low                     | Medium                     |
| The Nossal Institute Ltd                                 | To undertake research, development, education, training, consultancy and other activities in regard to medicine, dentistry, health, health science and related areas.<br><br>To provide facilities for study, research and education.                          | Professor James McCluskey<br>Mr Allan Tait  | N/A  | Low                     | Low                        |
| UoM Commercial Ltd (formerly UMEE Ltd)                   | To commercialise educational services.   | Professor Glyn Davis<br>Professor James McCluskey<br>Mr Ian Marshman<br>Mr Allan Tait           | N/A  | Low                     | Low                        |
| and its subsidiary, UM Commercialisation Pty Ltd         |  | Mr Ian Marshman<br>Mr Allan Tait  |  |                         |                            |
| UMELB Pte Ltd (incorporated in Singapore on 1 June 2012) | To assist with the marketing and recruitment of students.  | Ms Christine Fyfe<br><i>(from 1 June 2012)</i><br>Ms Carmel Murphy<br><i>(from 1 June 2012)</i> | Mr See Yong Beng<br><i>(from 1 June 2012)</i>                | Low                     | Low                        |

**Section B – University business operations (Statute 8.1)**

(The entities below are ongoing semi-autonomous bodies, where control and management are exercised by or under direction of a board on behalf of Council. They are staffed by University employees, although the composition of the boards is as set out below, and all board members are covered by the University's Directors and Officers Policy.)

| Entity   | Principal objectives  | Members of University staff or Council serving as board members   | Other University appointees serving as board members  | Level of financial risk | Level of reputational risk |
|--|---|---|---|-------------------------|----------------------------|
| Asialink (Regulation 8.1.R5)                   | To work with business, government, philanthropic and cultural partners to initiate and strengthen Australia-Asia engagement.  | Professor Glyn Davis<br>Professor Ross Garnaut<br>Professor Pookong Kee<br>Ms Jenny McGregor                            | Mr John Curtis<br>Mr John Denton<br>Sir Rod Eddington<br>Ms Lindley Edward<br>Mr Mark Johnson<br>Mr Stephen Menzies<br>Professor Tony Milner<br>Mr Michael Rowland<br>Ms Alice Wong | Low                     | Low                        |
| International House (Regulation 8.1.R2)        | To be a place of residence, education and corporate life for students, and for the purpose of encouraging international understanding and friendship among students.  | Professor Susan Elliott<br>Associate Professor Jane Munro<br>Professor Robert Saint<br>Ms Alice Wong                    | Dr Alice Hill<br>Professor Frank Larkins<br>Mr David Prest<br>Dr Joshua Wilson  | Low                     | Low                        |
| Melbourne Theatre Company (Regulation 8.1.R1)  | To develop new Australian writing by the presentation of first-rate productions of new work, as well as by a program of commissions, workshops and dramaturgy.<br>To promote the development of an Australian repertoire.<br>To present first-class and original productions of classic works from the past.<br>To operate on a commercial basis and as a professional theatre company.   | Professor Glyn Davis<br>Mr Ian Marshman<br>Professor Colin Masters<br>Mr Martyn Myer<br>Mr Brett Sheehy<br>Ms Ann Tonks | Ms Lyndsey Cattermole<br>Mr John Feder<br>Ms Gillian Franklin<br>Mr Terry Moran<br>Mr Derek Young   | Low                     | Low                        |
| Melbourne University Sport (Regulation 8.1.R7) | To promote the benefits of healthy exercise.<br>To provide a wide range of sporting opportunities for all staff and students, including competition at the highest level.<br>To provide professional management of sport and recreation at the University.<br>To develop and maintain sporting and recreational facilities consistent with the University's aspiration of being one of the finest universities in the world.<br>To be recognised as a leading provider of sport and recreation, and health and fitness opportunities.<br>To enable sporting clubs to maintain and develop their historical contribution to University life.<br>To provide opportunity for engagement with alumni and the wider community. | Professor Margaret Abernethy<br>Professor Mark Hargreaves<br>Mr Timothy Lee   | Mr Mitchell Anderson<br>Ms Marieke Guehrer<br>Mr Geoff Rees<br>Mr James Sutherland<br>Dr Lynne Williams   | Low                     | Low                        |

| Entity  | Principal objectives   | Members of University staff or Council serving as board members   | Other University appointees serving as board members   | Level of financial risk | Level of reputational risk |
|---|--|---|--|-------------------------|----------------------------|
| The Ian Potter Museum of Art (Regulation 8.1.R4)                    | To promote and display art works including the University's collection.  | Professor Jaynie Anderson<br>Professor Warren Bebbington (to April 2012)<br>Professor Sue Elliott (from June 2012)<br>Ms Katerina Kapobassis (from December 2012)<br>Dr Chris McAuliffe (from July 2012)<br>Mr Christopher Menz (July 2012)<br>Ms Eda Ritchie (to December 2012)<br>Professor Antonio Sagona (to August 2012)<br>Mr Allan Tait (to August 2012) | Ms Sandra Beanham<br>Ms Julie-Ann Cox<br>Mr Nick Edwards<br>Mr Mark Fraser<br>Mrs Barbara Hammon<br>Mr John Wardle | Low                     | Low                        |
| The Medley Hall of Residence (Regulation 8.1.R3)                    | To be a place of residence, education and corporate life for students, and for the purpose of encouraging understanding and friendship among students.   | Ms Philippa Connelly<br>Ms Jude Fraser<br>Professor Philip Goad<br>Professor Lesleyanne Hawthorne<br>Professor Joan McMeeken  | Ms Lin Martin<br>Mr David Percival   | Low                     | Low                        |
| The University of Melbourne Veterinary Hospital (Regulation 8.1.R8) | To enable students in the courses for the degrees and diplomas of the Faculty to receive clinical instruction and training and to conduct research under the supervision of the school, to promote and encourage research in a hospital environment into diseases and disabilities affecting animals and to provide the facilities for such research, and to provide veterinary services of a medical, surgical and pathological consultative nature to the community on a commercial basis. | Mr James Bolton (from December 2012)<br>Professor Glenn Bowes<br>Ms Diana Harrison<br>Professor Ken Hinchcliff<br>Professor Eleanor Mackie<br>Professor Bruce Parry<br>Mr Allan Tait (to December 2012)<br>Professor Ted Whitem   | Mr Bernie Cronin<br>Dr Charles Foster<br>Ms Alison Spencer   | Low                     | Low                        |



### Section C – Significant involvements with external corporations

(Appointments made by the University to the boards of other corporations are covered by its Directors and Officers Liability Policy. This section lists only 'significant involvements'; the University (and its controlled entities) is a member of other external corporations, details of which are maintained by the University Secretary.)

| Entity                             | Principal objectives  | Members of University staff or Council serving as board members  | Other University appointees serving as board members | Level of financial risk | Level of reputational risk |
|------------------------------------|---|--|--|-------------------------|----------------------------|
| Australian Synchrotron Company Ltd | To be responsible for the efficient and effective operation of the Australian Synchrotron as a national synchrotron facility that facilitates the performance of scientific, medical and industrial research.   | Professor Keith Nugent   | N/A  | High                    | Medium                     |
| Bio21 Australia Ltd                | To develop and enhance the reputation of Victoria as a leading academic centre for the advancement of knowledge in fundamental areas of biology, medicine, science and technology.<br><br>In cooperation with other universities, other educational and scientific institutions and other persons to conduct world-class training, financially viable biotechnology research and to facilitate the development and commercialisation of the results of that research. | Professor Ian Gust<br>Professor Douglas Hilton<br>Professor James McCluskey<br>Professor Malcolm McConville<br>Professor Ingrid Winship<br>Professor Jeffrey Zajac | N/A  | Low                     | Low                        |
| NeuroSciences Victoria Ltd         | To organise and focus neuroscience research so that the social and economic potential offered by Australian neuroscience is realised.<br>To promote and mediate large-scale collaborative research programs that will result in discoveries and technologies for the management of neurological and psychiatric disorders.  | Professor Stephen Davis<br>Professor John Furness<br>Professor Graeme Jackson<br>Professor Trevor Kilpatrick<br>Professor Colin Masters<br>Professor Chris Rowe    | N/A  | Low                     | Low                        |
| UIIT Pty Ltd                       | To provide seed funding to further develop promising research outcomes. To assist with the commercialisation of such research outcomes.   | Mr Ian Marshman<br>(Mr Allan Tait, <i>alternate</i> )  | N/A  | Low                     | Low                        |
| UniSeed Management Pty Ltd         | To provide management services to UIIT Pty Ltd.   | Mr Ian Marshman<br>(Mr Allan Tait, <i>alternate</i> )  | N/A  | Low                     | Low                        |
| Universitas 21 Equity Ltd          | To hold part of the issued share capital of Universitas 21 Global.  | Mr Ian Marshman  | N/A  | Low                     | Low                        |

| Entity   | Principal objectives  | Members of University staff or Council serving as board members | Other University appointees serving as board members | Level of financial risk | Level of reputational risk |
|--|---|---|--|-------------------------|----------------------------|
| Universitas 21 Global Pte Ltd (joint venture between Universitas Equity and MULI (Mampal)) | <p>To be an online graduate school that provides leading-edge access to educational programs designed to meet the needs of the individuals and corporations in the information economy of the 21st century.</p> <p>To build academic programs that incorporate the traditions and strengths of its founders and add the value of the internet as a powerful educational medium.</p> | Mr Ian Marshman   | N/A  | Low                     | Low                        |
| Universitas 21 LBG   | <p>To provide a pre-eminent brand for educational services supported by a strong quality assurance framework.</p> <p>To allow member universities to pursue significant global initiatives that would be beyond their individual capabilities.</p>  | Professor Glyn Davis  | N/A  | Low                     | Low                        |

#### Section D – Significant commercial activities of University Controlled Entities

Commercial activities of the University's controlled entities are encompassed in the details of the University's controlled entities and the subsidiaries of those controlled entities, outlined in Section A. Significant interests in external corporations are included in Section C. The University's Finance Committee has oversight of the University's controlled entities and receives regular operational and financial reports.

The boards of University-controlled entities monitor compliance with University Commercial Guidelines to the extent relevant to each such entity, and report to the University for inclusion in this section of the Register details of subsidiaries (also appearing in Section A), commercial activities (where 'significant' or otherwise considered by the board to be sufficiently important or of sufficient interest to list on the Register), and 'significant' involvements with external corporations.

### 3. CONFORMITY WITH THE BUILDING ACT 1993

#### MAJOR PROJECTS (NEW AND EXISTING BUILDING WORKS)

The following mechanisms have been implemented to ensure that new buildings and works on existing buildings conform to building standards:

- Property and Campus Services closely examines each major project prior to the selection of a project team.
- The selected design consultants for each project are University-registered or Department of Infrastructure-registered consultants and are required to ensure compliance with University design requirements and statutory planning requirements.
- All design and management of project works are undertaken in accordance with the University of Melbourne's Project Management Procedures Manual and Design Standards. The manual has been developed to advise consultants of the management procedures and design standards required by the University and includes procedures covering environmental and occupational health and safety matters.
- The University has promulgated procedures similar to those required by the private sector for the issuing of building permits.
- All projects are monitored by University project managers and appointed consultants in order to ensure that projects comply with current building regulations and statutory requirements.
- Where required by the Building Code of Australia, an external building surveyor is appointed for each project to provide advice regarding building permits, certification of final inspection and occupancy permits.
- The University ensures that an asbestos audit is carried out for each project prior to the commencement of construction work.
- The Project Management Procedures Manual is used by University project managers to ensure that University policy and procedures are followed in relation to works.
- 81 projects, each with a value of more than \$50,000, were issued with building permits.
- Of those, 54 projects were completed throughout 2012 and certificates of final inspection issued. The remaining 27 projects are still under construction, due for completion in 2013.

In addition, 96 projects were not subject to certification of plans or building surveyor involvement during construction.

These included:

- Infrastructure upgrades (17)
- Equipment upgrades (14)
- Minor works (39)
- Data upgrades (26).

None of these projects come within the jurisdiction of the *Building Act 1993* or required structural change necessitating building surveyor inspections.

### 4. NATIONAL COMPETITION POLICY AND COMPETITIVE NEUTRALITY REQUIREMENTS

The University of Melbourne has established policies and procedures to ensure adherence to its obligations under the *Trade Practices Act 1974*, and to practise competitive neutrality in relation to relevant significant business activities.

Detailed information and guidelines are published on the websites of the University's Melbourne Research Office, Financial Operations Department and the Compliance Management Program. Advice on the law of trade practices and competitive neutrality is provided on each of these websites.

### 5. COMPLIANCE WITH THE EDUCATION SERVICES FOR OVERSEAS STUDENT ACT 2000 (ESOS ACT)

The University of Melbourne has achieved overall compliance with the *Education Services for Overseas Students Act 2000* (Cth). The five-year independent, external audit report – as required by the National Code 2007 – was submitted to and acknowledged by the Victorian Registration and Qualification Authority. The previously reported exceptions to compliance with Section 19 of the ESOS Act and Standards 9, 12 and 13 of the National Code (resulting from the introduction of a new student database) have been addressed and the University continues to improve its systems of monitoring and reporting of student enrolment variations.

## 6. STATUTES AND REGULATIONS

The University of Melbourne administers statutes and regulations of the University and standing resolutions of Council, in accordance with the provisions of the *University of Melbourne Act 2009*. The statutes, regulations and Council resolutions are recorded in three volumes of University publications, which may be inspected in the Baillieu Library, or viewed online at [unimelb.edu.au/Statutes](http://unimelb.edu.au/Statutes)

The following statutes were enacted, repealed and amended during 2012:

| Statute     | Title    | Action  |
|-------------|----------|---------|
| Statute 1.3 | Meetings | Amended |

## 7. WHISTLEBLOWERS PROTECTION ACT 2001

The current procedures are established by the public body under Part 6 of the *Whistleblowers Protection Act 2001*.

The University is committed to ensuring full compliance with the aims and objectives of the *Whistleblowers Protection Act, 2001*. It tolerates neither improper conduct by University staff or Council members nor the taking of reprisals against those who come forward to disclose such conduct.

The University recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The University will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to any person who is the subject of the disclosure.

The University's procedures for reporting disclosures of improper conduct or detrimental action by the University, its staff or members of Council can be viewed at [hr.unimelb.edu.au/advicesupport/whistleblowers](http://hr.unimelb.edu.au/advicesupport/whistleblowers)

The procedures enable disclosures to be made to the Protected Disclosure Co-ordinator or to one of the nominated Protected Disclosure Officers listed on the website. Disclosures may be made by students, staff or members of the public.

| Activity in 2012  |
|---|
| The number and types of disclosures made to the public body during the year:<br><i>One complaint was received by the University and it was deemed not to be a protected disclosure with respect to the University of Melbourne.</i> |
| The number of disclosures referred during the year by the public body to the Ombudsman for determination as to whether they are public interest disclosures:<br><i>Nil.</i>   |
| The number and types of disclosed matters referred to the public body during the year by the Ombudsman:<br><i>Nil.</i>  |
| The number and types of disclosed matters referred during the year by the public body to the Ombudsman to investigate:<br><i>Nil.</i>   |
| The number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year:<br><i>Nil.</i>  |
| The number of requests made under Section 74 during the year to the Ombudsman to investigate disclosed matters:<br><i>Nil.</i>  |
| The number and types of disclosed matters that the public body has declined to investigate during the year:<br><i>Nil.</i>  |
| The number and types of disclosed matters that were substantiated on investigation and the action taken on completion of the investigation:<br><i>Nil.</i>  |
| Any recommendations of the Ombudsman under this Act that related to the public body:<br><i>Nil.</i>   |

## 8. GRIEVANCE PROCEDURES

The University's student complaints and grievances procedures have been in operation since 2003. Staff training played a key role in improvements to this area in 2012. Faculty-based complaint coordinators and senior academic staff were provided with the opportunity to undertake training workshops, delivered by Minter Ellison Lawyers, on how to conduct successful workplace investigations. Two workshops were held this year, with more planned for 2013. Student advocates also continued to play a key role in the complaints process, with 90 per cent of student complainants seeking independent advice and support prior to the submission of a complaint. Further improvements were made through the review and streamlining of the student complaints and grievances procedures and their inclusion in the new Melbourne Policy Library. The student complaints and grievances process is accessible through the Melbourne Students and Learning website at [msl.unimelb.edu.au/feedback](http://msl.unimelb.edu.au/feedback)

The grievance procedures in the University of Melbourne 2010 Enterprise Bargaining Agreement apply to all staff grievances, except for specific procedures such as those relating to sexual harassment, unlawful discrimination, bullying or occupational violence. Staff members aggrieved by decisions made by the University with regard to promotion, reclassification of professional staff positions, and disciplinary penalties for misconduct and unsatisfactory performance, may also lodge a grievance. Specific review committees exist to handle each of these issues. Current staff grievance procedures are published on the University's website at [hr.unimelb.edu.au/advice/support/grievance](http://hr.unimelb.edu.au/advice/support/grievance)

## 9. FREEDOM OF INFORMATION

### A. ACTIVITY REPORT

In the period from 1 July 2011 to 30 June 2012, 26 new requests for documents were received. There were seven requests for personal documents and 19 for non-personal documents. Access in full was given to three requests, partial access to four requests, two requests were withdrawn, and four requests not proceeded with. In two requests no documents were found, one request was determined to be outside the provisions of the *Freedom of Information Act 1982* (Vic) (the Act), and 10 requests were still in progress as at 30 June 2012.

The Principal Officer of the University is the Vice-Chancellor. The Senior-Vice Principal is the formally designated Freedom of Information Manager of the University.

All formal requests for access to documents of the University, under the provisions of the Act, are made in writing to:

The Senior Vice-Principal  
The University of Melbourne Vic 3010

Enquiries on any aspect of the Freedom of Information legislation, or requests for assistance that may be required to identify documents of the University available under Freedom of Information, should be directed to:

The University Secretary  
The University of Melbourne Vic 3010

Where access is granted to inspect, obtain or purchase material, arrangements will be made during normal office hours, Monday to Friday, 8.45am to 5.00pm.

A request for access to a document of the University should include sufficient information about that document to enable it to be identified. Assistance will be provided by an officer of the University in cases where details supplied about a document are not sufficiently clear to identify that document.

Charges for access to documents of the University under the provisions of the *Freedom of Information Act 1982* are in accordance with the standard provisions of the Freedom of Information (Access Charges) Regulations 2004.

### B. CATEGORIES OF DOCUMENTS

Major information series:

1. University Council Minutes 1853–
2. Academic Board (formerly Professorial Board) Minutes 1853–
3. Central Administration Correspondence
4. Staff Correspondence Files
5. Faculty Records
6. Academic Department Records
7. Computer Records and Systems

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### C. DOCUMENTS CONTAINING UNIVERSITY LEGISLATION, POLICIES, PROCEDURES AND GUIDELINES

Documents listed within this section cover University publications that include details of legislation, policies, operating procedures and/or guidelines that may have an effect or impact on members of the public in their dealings with the University. All documents listed may be inspected on application to the University Secretary, where not otherwise available within the University or other public venues. University policies and related procedures have been migrated to the University's policy library at [policy.unimelb.edu.au](http://policy.unimelb.edu.au)

#### University Act, Statutes and Regulations

The University Act, Statutes and Regulations, including regulations regarding courses, scholarships and endowments, are detailed in the University Calendar and online at [unimelb.edu.au/unisec/calendar](http://unimelb.edu.au/unisec/calendar)

##### 1. Standing Resolutions of Council

Standing Resolutions of Council cover the operations, standing orders and governance of Council, and codify the terms of reference, membership and functions of committees of Council. They are available online at [unimelb.edu.au/unisec/Srvol1](http://unimelb.edu.au/unisec/Srvol1)

##### 2. University Calendar

The University Calendar, a register of academic staff and list of key University activities, is available online at [unimelb.edu.au/unisec/calendar](http://unimelb.edu.au/unisec/calendar)

##### 3. Other Manuals and Rules of Procedure

Rules and practices affecting members of the public in their dealings with the University are found in the following locations:

Melbourne Policy Library  
[policy.unimelb.edu.au](http://policy.unimelb.edu.au)

OHS policy and procedures  
[safety.unimelb.edu.au/publications/procedure](http://safety.unimelb.edu.au/publications/procedure)

Freedom of Information  
[unimelb.edu.au/unisec/foi.html](http://unimelb.edu.au/unisec/foi.html)

Whistleblowers Protection Policy  
[hr.unimelb.edu.au/advice/support/whistleblowers](http://hr.unimelb.edu.au/advice/support/whistleblowers)

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### D. PUBLICITY SERVICES AND REPORT LITERATURE

The University produces a large number of publications, a list of which is available online at [unimelb.edu.au/publications](http://unimelb.edu.au/publications)

## 10. STATEMENT CONCERNING COMPULSORY NON-ACADEMIC FEES, SUBSCRIPTIONS AND CHARGES

Following the Federal Government's amendment of the Higher Education Support Act through the *Higher Education Legislation Amendment (Student Services and Amenities) Act 2010*, the University introduced an amenities and services fee in 2012. The fee is \$263 for full-time students and \$197 for part-time students.

## 11. FURTHER INFORMATION

The University has the following information available on request:

- Declarations of pecuniary interests
- Details of shares held beneficially by senior officers as nominees of a statutory authority or subsidiary
- Details of publications produced
- Details of major promotional, public relations and marketing activities
- Details of changes in prices, fees, charges, rates and levies charged
- Details of major external reviews
- Occupational health and safety assessments and measures
- List of major committees.

Enquiries should be addressed to:

The University Secretary  
The University of Melbourne Vic 3010

## REPORT ON FINANCIAL PERFORMANCE

The list of challenges facing the University and the higher education sector generally continued to grow in both number and seriousness during 2012. These included increasing intensity of global competition in teaching and research, continuing uncertain economic settings, public funding constraints and developments in digital technology. Each of these, and others, had implications for the underlying drivers of financial performance, on both the revenue and cost side.

Despite these challenges the University was able to manage its financial resources to meet core operational requirements, satisfy external obligations, provide for investment in the strategic priorities that are vital to the University's long term sustainability, and capitalise on the opportunities that such an evolving environment presents.

The University itself (encompassing its core teaching, research, engagement and administrative activities, and its semi-autonomous bodies) recorded an accounting surplus of \$105.5 million after impairment of available-for-sale financial assets (compared to \$82.1 million in 2011). This is considered reasonable in light of the prevailing operating environment and was predominantly due to increased teaching and learning income. This again resulted in an underlying operating surplus, such that there is no reliance on discretionary investment income and infrastructure grants to support core operating performance. The underlying operating result increased to \$10.0 million in 2012, up from \$2.4 million in 2011, and was ahead of budget. The reconciliation of the University's accounting result to the underlying operating result is as follows:

|  | 2012     | 2011     |
|--|----------|----------|
|  | \$'000   | \$'000   |
| Accounting surplus <sup>1</sup>                  | 105,481  | 82,149   |
| Net discretionary investment income <sup>2</sup> | (62,245) | (52,563) |
| Infrastructure grants <sup>3</sup>               | (33,211) | (27,188) |
| Underlying operating surplus                     | 10,025   | 2,398    |

Notes:

<sup>1</sup> Accounting surplus equates to "Operating Result for the Year"

<sup>2</sup> Net discretionary investment income comprises investment income less investment income attributable to government grants and trusts less interest expense

<sup>3</sup> Infrastructure grants are grants received for capital expenditure projects

The University is currently reviewing the definition of the underlying operating result with a view to excluding certain components of advancement income.

Revenue from existing sources continued to be optimised and efforts intensified to diversify revenue sources and manage margins. The University retained its AA+ credit rating and met its external borrowing covenants.

The consolidated University of Melbourne group includes the University and eight active subsidiaries. The group recorded an accounting surplus (after tax and impairment of available-for-sale financial assets) of \$104.6 million for the year ended 31 December 2012, compared to \$88.9 million in 2011. The group's 2012 result provides a margin (operating result to revenue) of 5.4 per cent, compared to 4.9 per cent in 2011.

## AUDITOR-GENERAL'S QUALIFICATION

The Victorian Auditor-General has again qualified the University's financial report on the grounds that unspent grants provided by the Federal and State governments received in advance as at 31 December 2012 have been treated as income in advance and recognised as a liability in the Statement of Financial Position. The University's treatment of these payments is in accordance with Australian Accounting Standard AASB 118 Revenue. The University regards the receipt of these payments as a reciprocal transfer where the grants have outstanding performance or return conditions. Under these conditions the payment received in advance is not recognised until the University meets its obligations in the relevant year. The Auditor-General has again taken the view that these payments should be treated as income in the year of receipt and for that reason has qualified the University's financial report. The University does not agree with the interpretation of the nature of the income. The University has external advice which confirms the University's interpretation of the standards.

## FIVE YEAR FINANCIAL SUMMARY

The University of Melbourne and its subsidiaries

|  | 2012             | 2011             | 2010             | 2009             | 2008             |
|--|------------------|------------------|------------------|------------------|------------------|
|  | \$'000           | \$'000           | \$'000           | \$'000           | \$'000           |
| <b>Income and Expense</b>  |                  |                  |                  |                  |                  |
| Income   | 1,930,935        | 1,800,353        | 1,700,478        | 1,570,212        | 1,530,601        |
| Expenses (excluding Impairment of Available-for-Sale Financial Assets)                                 | 1,810,295        | 1,663,457        | 1,608,893        | 1,498,902        | 1,525,329        |
| Surplus/(Deficit) Before Income Tax  | 120,640          | 136,896          | 91,585           | 71,310           | 5,272            |
| Income Tax (Expense) / Benefit   | -                | -                | (89)             | (27)             | (25)             |
| <b>Surplus/(Deficit) after Income Tax but before Impairment of Available-For-Sale Financial Assets</b> | <b>120,640</b>   | <b>136,896</b>   | <b>91,496</b>    | <b>71,283</b>    | <b>5,247</b>     |
| Impairment Expense on Available-for-Sale Financial Assets *  | 16,030           | 48,044           | 33,892           | 53,981           | 250,924          |
| <b>Operating Result for the Year</b>   | <b>104,610</b>   | <b>88,852</b>    | <b>57,604</b>    | <b>17,302</b>    | <b>(245,677)</b> |
| <b>Statement of Financial Position</b>   |                  |                  |                  |                  |                  |
| Reserves   | 2,918,141        | 2,535,764        | 2,513,993        | 2,472,337        | 2,106,952        |
| Retained Surplus/(Deficit)   | 1,203,390        | 1,126,194        | 1,062,431        | 1,040,652        | 1,035,833        |
| <b>Total Equity</b>  | <b>4,121,531</b> | <b>3,661,958</b> | <b>3,576,424</b> | <b>3,512,989</b> | <b>3,142,785</b> |
| Current Liabilities  | 652,966          | 577,852          | 529,527          | 458,481          | 427,453          |
| Non-Current Liabilities  | 430,980          | 430,980          | 334,619          | 333,062          | 357,380          |
| <b>Equity and Liabilities</b>  | <b>5,205,477</b> | <b>4,670,790</b> | <b>4,440,570</b> | <b>4,304,532</b> | <b>3,927,618</b> |
| Current Assets   | 323,402          | 336,241          | 255,385          | 229,130          | 286,786          |
| Non-Current Assets   | 4,912,216        | 4,334,549        | 4,185,185        | 4,075,402        | 3,640,832        |
| <b>Total Assets</b>  | <b>5,235,618</b> | <b>4,670,790</b> | <b>4,440,570</b> | <b>4,304,532</b> | <b>3,927,618</b> |
| <b>Cash Flows</b>  |                  |                  |                  |                  |                  |
| Cash Flows from Operating Activities including Government Funding:                                     |                  |                  |                  |                  |                  |
| - Inflows  | 1,884,022        | 1,759,332        | 1,654,868        | 1,556,408        | 1,570,667        |
| - Outflows   | 1,620,189        | 1,533,573        | 1,436,033        | 1,438,297        | 1,331,211        |
| <b>Net Cash Inflow from Operating Activities</b>   | <b>263,833</b>   | <b>225,759</b>   | <b>218,835</b>   | <b>118,111</b>   | <b>239,456</b>   |

In the 2011 financial year:

- The depreciation rate for buildings (structure/shell/fabric) was revised effective 1 January 2011. This resulted in a \$9.3 million decrease in depreciation expense for the Group in 2011. No adjustments were made to prior years.
- Net cash inflows from operating activities increased by \$96.4 million over 2010 predominantly as a result of rental income in advance relating to the Melbourne Brain Centre.

In the 2012 financial year:

- The University's amortisation rate for electronic publications was revised effective 1 January 2012. This resulted in a \$6.475 million increase in amortisation expense for the Group in 2012. No adjustments were made to prior years.
- \*Available for sale financial assets are impaired if there is a significant deterioration in market values. Increases in market value are recorded in equity. While the impairment expense from 2008 to 2012 totals \$402.9 million, the investment income (recorded in profit and loss) and net improvement in market value (recorded in equity) totalled \$701.0 million.



## FIVE YEAR FINANCIAL SUMMARY

The University of Melbourne and its subsidiaries

|   | 2012             | 2011             | 2010             | 2009 <sup>‡</sup> | 2008             |
|---|------------------|------------------|------------------|-------------------|------------------|
|   | \$'000           | \$'000           | \$'000           | \$'000            | \$'000           |
| <b>Sources of Income (\$'000)</b>   |                  |                  |                  |                   |                  |
| Australian Government Recurrent Financial Assistance *  | 433,682          | 403,608          | 377,552          | 362,013           | 343,266          |
| Other Australian Government Financial Assistance <sup>†</sup>   | 384,843          | 361,316          | 319,521          | 261,913           | 333,299          |
| HECS-HELP:  |                  |                  |                  |                   |                  |
| - HECS-HELP Australian Government Payments  | 109,500          | 100,659          | 94,673           | 90,911            | 85,808           |
| - HECS-HELP Student Payments  | 34,429           | 34,498           | 35,628           | 32,487            | 30,750           |
| FEE-HELP  | 56,455           | 46,148           | 40,080           | 46,028            | 33,857           |
| SA-HELP   | 3,014            | -                | -                | -                 | -                |
| State Government Financial Assistance   | 82,151           | 44,429           | 57,505           | 42,114            | 50,185           |
| Fees and Charges and Other Income   | 658,938          | 598,338          | 556,726          | 504,456           | 502,580          |
| Investment Income   | 101,829          | 131,088          | 108,939          | 151,128           | 83,179           |
| Grants, Donations and Bequests  | 66,094           | 80,269           | 109,854          | 79,162            | 67,677           |
| <b>Total Income</b>   | <b>1,930,935</b> | <b>1,800,353</b> | <b>1,700,478</b> | <b>1,570,212</b>  | <b>1,530,601</b> |
| <b>Expenditures (\$'000)</b>  |                  |                  |                  |                   |                  |
| Employee Related Expenses   | 972,972          | 887,438          | 818,151          | 795,951           | 765,662          |
| Depreciation and Amortisation   | 123,759          | 104,841          | 135,687          | 99,709            | 87,067           |
| Repairs and Maintenance   | 51,508           | 62,983           | 66,700           | 57,019            | 51,190           |
| Scholarships and Prizes   | 70,856           | 65,313           | 63,314           | 60,099            | 59,643           |
| Other Expenses  | 591,200          | 542,882          | 525,041          | 486,124           | 561,767          |
| <b>Total Expenditure (Excl Income Tax &amp; Impairment of Available-for-Sale Financial Assets)</b>      | <b>1,810,295</b> | <b>1,663,457</b> | <b>1,608,893</b> | <b>1,498,902</b>  | <b>1,525,329</b> |
| <b>Key Ratios (\$'000)</b>  |                  |                  |                  |                   |                  |
| Australian Government Recurrent Grants including payments from HECS-HELP and HECS-HELP Student Payments | 577,611          | 538,765          | 507,853          | 485,411           | 459,824          |
| Other University Income   | 1,353,324        | 1,261,588        | 1,192,625        | 1,084,801         | 1,070,777        |
| <b>Total University Income</b>  | <b>1,930,935</b> | <b>1,800,353</b> | <b>1,700,478</b> | <b>1,570,212</b>  | <b>1,530,601</b> |
| Australian Government Recurrent Grants as a % of Total University Income                                | 22               | 22               | 22               | 23                | 21               |
| Australian Government Recurrent Grants and HECS-HELP as a % of Total University Income                  | 30               | 30               | 30               | 31                | 30               |
| Number of Students (EFTSL)  | 38,281           | 36,856           | 36,619           | 35,886            | 34,667           |
| Average Australian Government Recurrent Grants (Including HECS-HELP) per Student \$                     | 15,089           | 14,618           | 13,869           | 13,526            | 12,264           |
| DIISRTE Funded Student Load   | 23,847           | 23,104           | 22,887           | 22,336            | 21,735           |
| Average Australian Government Recurrent Grants * per DIISRTE funded position \$                         | 18,186           | 17,469           | 16,496           | 16,208            | 15,793           |

\* Includes funding for the Commonwealth Grant Scheme and DIISRTE research grants.

† Includes Scholarships, Capital funding, Australian Research Council funding and other Australian Government financial assistance.

‡ In the 2010 accounts, the University made the following adjustments to balances previously reported in the 2009 financial report:

- A revaluation of the University's general library collection showed a significant decline in value, and also resulted in an adjustment to the depreciation rates applied to the collection. This resulted in a \$138.336 million reduction in Non-Current Assets and Retained Surplus at 31 December 2008. Additional depreciation and amortisation of \$2.677 million and disposals of \$1.689 million were also recognised in 2009.
- A change in the treatment of third party contributions towards construction of a University building which will create an obligation for the University to provide rent relief upon completion. Contributions previously reported as income in 2009 of \$17.956 million were transferred to Construction in Progress.
- A change in the buildings depreciation policy was retrospectively applied which resulted in a \$3.464 million increase to depreciation

## INCOME FROM CONTINUING OPERATIONS

Consolidated income from continuing operations at \$1,930.9 million has increased by \$130.6 million or 7.25 per cent on 2011 with the most significant improvement being in Australian Government Financial Assistance (\$73.8 million). Course fees and charges increased by \$26.6 million (6.7 per cent), and State Government Financial Assistance by \$37.7 million. These improvements were partly offset by a decline of \$29.3 million investment income (22.3 per cent) and a \$14.2 million reduction in donations and bequests.

Commonwealth Government recurrent financial assistance has over time decreased as a proportion of the University's total income, falling from 37.6 per cent in 1997 to 22.5 per cent in 2012. As the rate at which the Commonwealth indexes its grants to universities does not reflect the full cost of CPI increases affecting the university sector, there is annually a gradual decline in the relative value of the level of Commonwealth contribution to the University.

In 2012 total consolidated student fee revenue (including FEE-HELP) was \$481.6 million, an increase of \$36.9 million or 8.3 per cent from 2011. International student fee revenue increased to \$333.7 million, a rise of 7.3 per cent.

At the University level, the relationship of Australian Government assistance to fee revenue, and government subsidised students to fee based students since 1997, is as follows:

## EXPENDITURE FROM CONTINUING OPERATIONS

Consolidated operating expenditure (excluding income tax and impairment of available-for-sale financial assets) for 2012 amounted to \$1,810.3 million, which was \$146.8 million or 8.8 per cent higher than in 2011, compared to an increase in 2011 of 3.4 per cent.

A detailed breakdown of expenditure is available in the notes to the financial statements.

## PROPERTY, PLANT AND EQUIPMENT

The consolidated University group holds property, plant and equipment valued at \$3,527.5 million as at 31 December 2012 (2011, \$3,094.0 million). Of this, 85.0 per cent is represented by land and buildings and 6.2 per cent by library, artworks and other collections.

The University revalued its land and buildings during 2012 as a result of an independent valuation carried out as at 31 December 2012 by Colliers International Consultancy and Valuation Pty Ltd. The revaluation increased land by \$205.2 million and buildings by \$40.8 million.

An independent valuation of five University collections was carried out by Simon Storey at 31 December 2012, this revaluation increased other collections by \$29.0 million.

The University funds capital expenditure through a combination of its annual and retained surpluses, Commonwealth and State government grants for capital purposes (infrastructure grants), external third party contributions and borrowings. During the year the consolidated University spent \$214.9 million on land and buildings (including construction in progress), \$61.2 million on plant and equipment (including leased plant and equipment) and \$16.4 million on the library collection (including electronic items).

## INVESTMENT PORTFOLIO

The University's investment portfolio comprises a combination of long term and short term managed funds. The balance as at 31 December 2012 was \$1,170.3million, an increase of \$93.1 million over 31 December 2011. Included within these managed funds are trust funds related to endowments and bequests, which are held, for example, to provide scholarships and to support other specific teaching, learning, research and engagement related purposes. These funds generally are not available to fund the University's operations. Total funds related to such trusts amounted to \$444.7 million of the total portfolio as at 31 December 2012.

## SUBSIDIARIES

As noted, the University has eight active subsidiaries, the activities of which are included in the consolidated University group. These are statutory entities which are incorporated under the Corporations Act. Additional financial information for each subsidiary is contained in Note 37 of the financial statements. The operating results after tax of the University's subsidiaries for the year are as set out in the table on page 122.

## SEMI-AUTONOMOUS BODIES

As noted previously, the University's operations encompass the activities of its semi-autonomous bodies. These are activities that are managed as semi-autonomous business operations. The aggregate deficit for semi-autonomous bodies for the year of \$3.285 million is represented in the table on page 122.

## SIGNIFICANT CHANGES IN STATE OF AFFAIRS

The following significant changes to the state of affairs of the consolidated University group occurred in the year ended 31 December 2012 and the prior year.

The Melbourne University Bookshop was closed 17 May 2012. The inventory and peripheral assets were sold to the Co-Op Bookshop together with a licensing agreement allowing the Co-Op bookshop to trade on campus (refer to page 122).

The Melbourne Dental Clinic was established as a subsidiary company on 29 June 2012 and began public operations in January 2013.

In October 2012 the University and the Melbourne Business School announced they were entering into a collaboration agreement. Under the agreement, an expanded Faculty of Business and Economics will include the Melbourne Business School. All graduate programs in business and economics, including the MBA, will be offered through Melbourne Business School, which in turn becomes the sole Graduate School for business and economics at the University.

There were no other significant changes in the state of affairs of the University and its subsidiaries.

## EVENTS OCCURRING AFTER REPORTING DATE

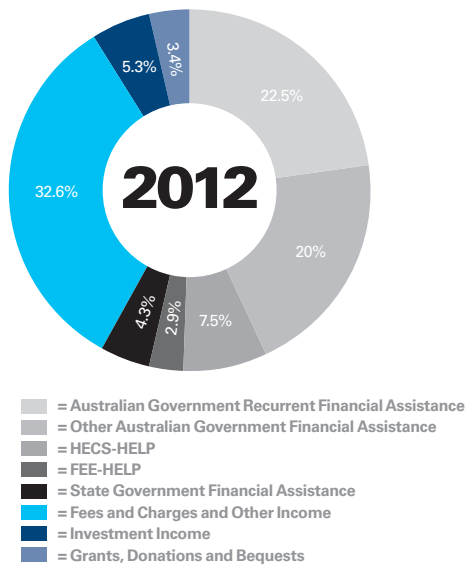
There are no matters or circumstances that have arisen since the end of the financial year that have affected or may subsequently affect the financial position of the University or its subsidiaries.

|   | Surplus/<br>(Deficit) \$'000 |
|---|------------------------------|
| <b>Subsidiary</b>                                 |                              |
| Australian Music Examinations Board (Vic) Limited | (153)                        |
| Australian National Academy of Music Ltd Group    | 344                          |
| Melbourne Business School Limited Group           | (25)                         |
| Melbourne Dental Clinic Ltd                       | (357)                        |
| Melbourne University Publishing Limited           | 597                          |
| MU Student Union Limited                          | 323                          |
| Nossal Institute Limited                          | 398                          |
| UOM Commercial Ltd Group                          | (998)                        |
| <b>Total - University Subsidiaries</b>            | <b>129</b>                   |

|                                 | Surplus/<br>(Deficit) \$'000 |
|---------------------------------|------------------------------|
| <b>Semi Autonomous Body</b>     |                              |
| Children's Services             | (168)                        |
| Halls of Residence:             |                              |
| - International House           | 146                          |
| - Kendall Hall                  | 54                           |
| - Medley Hall                   | 6                            |
| Melbourne Theatre Company       | 784                          |
| Melbourne University Bookshop * | (3,638)                      |
| Melbourne University Sport      | 229                          |
| The Ian Potter Museum of Art    | 157                          |
| Veterinary Hospital             | (855)                        |
| <b>Subtotal University</b>      | <b>(3,285)</b>               |

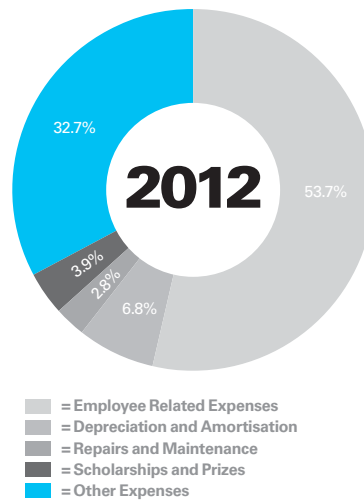
\* Melbourne University Bookshop ceased trading on 17 May 2012. Windup costs are included in the Bookshop's result above. However, consideration for the new licensing arrangement was recognised in a separate University division (refer to page 121).

**SOURCES OF INCOME 2012**



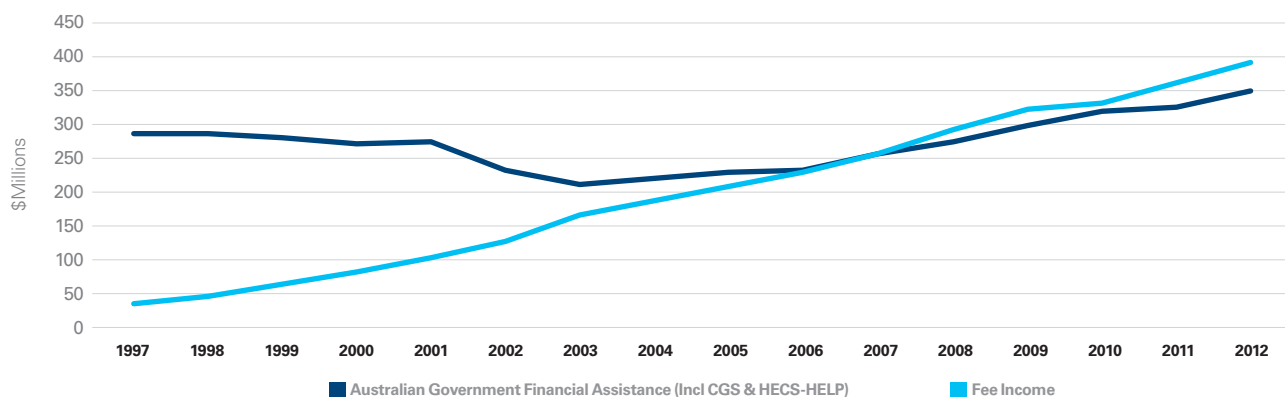
Pie Chart: Sources of Income 2012

**SOURCES OF EXPENDITURE 2012**



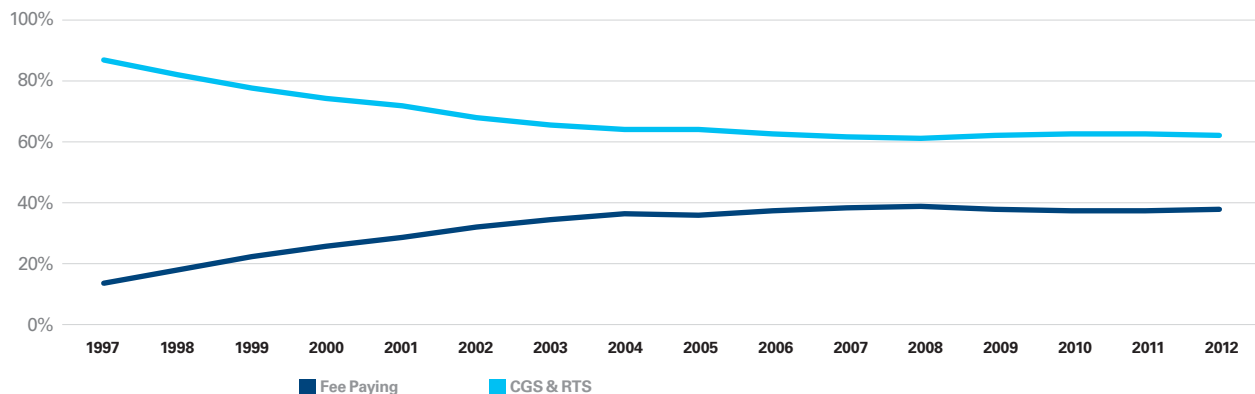
Pie Chart: Sources of Expenditure 2012

**AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE AND FEE INCOME (INCLUDING CGS & HECS-HELP ONLY)**



Line Graph: Australian Government Financial Assistance and Fee Income (Including CGS & HECS-HELP Only)

**GOVERNMENT SUBSIDISED AND FEE-BASED STUDENTS AT MELBOURNE**



Line Graph: Government Subsidised and Fee-Based Students at Melbourne

# COMPLIANCE INDEX

## Compliance index to the disclosure requirements 2012

The annual report of The University of Melbourne is prepared in accordance with:

|                  |   |
|------------------|---|
| <b>FMA</b>       | <i>Financial Management Act 1994</i>  |
| <b>FRD</b>       | A-IFRS Financial Reporting Directions   |
| <b>SD</b>        | Standing Directions of the Minister for Finance issued under the <i>Financial Management Act 1994</i> |
| <b>AAS</b>       | Australian Accounting Standards   |
| <b>AASB</b>      | Australian Accounting Standards Board   |
| <b>ETRA 2006</b> | <i>Education and Training Reform Act 2006</i>   |
| <b>PAEC</b>      | Decision of Public Accounts and Estimates Committee of Parliament                                     |
| <b>RUG</b>       | Victorian Government response to the Review of University Governance                                  |
| <b>ESOS</b>      | <i>Education Services for Overseas Students Act 2000</i>  |
| <b>DEST</b>      | Commonwealth Government Department of Education, Service and Training                                 |

| No.  | Clause         | Disclosure   | Volume | Page(s)          |
|--|----------------|--|--------|------------------|
| <b>STANDING DIRECTIONS FOR THE MINISTER FOR FINANCE (SD)</b> |                |  |        |                  |
| 1  | SD 4.2(g)      | Report of Operations contains general information about the entity and its activities, highlights for reporting period and future initiatives and is prepared on a basis consistent with financial statements pursuant to the <i>Financial Management Act 1994</i> .   | 1      | 1-123            |
| 2  | SD 4.2(h)      | Report of Operations is prepared in accordance with Financial Reporting Directions.  | 1      | 1-123            |
| 3  | SD 4.2(j)      | Report of Operations is signed and dated by Chancellor or equivalent and includes date of Council Meeting at which Annual Report was approved.   | 1      | 4                |
| 4  | SD 4.2(a)      | Financial Statements are prepared in accordance with: <ul style="list-style-type: none"> <li>• Australian Accounting Standards (AAS and AASB standards) and other mandatory professional reporting requirements;</li> <li>• Financial Reporting Directions; and</li> <li>• Business Rules.</li> </ul>  | 2      | 8-15, 33, 52, 60 |
| 5  | SD 4.2(b)      | Financial Statements available, including: <ul style="list-style-type: none"> <li>• Balance Sheet;</li> <li>• Statement of Recognised Income and Expense;</li> <li>• Cash Flows Statement; and</li> <li>• Notes to the Financial Statements.</li> </ul>  | 2      | 2-60             |
| 6  | SD 4.2(c)      | Signed and dated statement by Accountable Officer stating that financial statements: <ul style="list-style-type: none"> <li>• Present fairly the financial transactions during reporting period and the financial position at end of the period;</li> <li>• Were prepared in accordance with Standing Direction 4.2(c) and applicable Financial Reporting Directions; and</li> <li>• Comply with applicable Australian Accounting Standards (AAS and AASB standards) and other mandatory professional reporting requirements.</li> </ul> | 2      | 61               |
| 7  | SD 4.2(d)      | Financial Statements are expressed in the nearest dollar except where the total assets, or revenue, or expenses of the institution are greater than: <ul style="list-style-type: none"> <li>• \$10,000,000, the amounts shown in the financial statements may be expressed by reference to the nearest \$1,000; and</li> <li>• \$1,000,000,000, the amounts shown in the financial statements may be expressed by reference to the nearest \$100,000.</li> </ul>   | 2      | 14               |
| 8  | SD 4.2(e)      | The financial statements were reviewed and recommended by the Audit Committee or Responsible Body prior to finalisation and submission.  | 2      | 61               |
| 9  | SD 4.5.5 (NEW) | Attestation on compliance with the Australian/New Zealand Risk Management Standard.  | 1      | 106-107          |
| <b>A-IFRS FINANCIAL REPORTING DIRECTIONS (FRD)</b>           |                |  |        |                  |
| 10   | 10             | Disclosure index   | 1, 2   | 124-125, 64-65   |
| 11   | 11             | Disclosure of ex-gratia payments   | n/a    | n/a              |
| 12   | 07A            | Early adoption of authoritative accounting pronouncements  | 2      | 14               |
| 13   | 17A            | Long service leave wage inflation and discount rates   | 2      | 13               |
| 14   | 19             | Private provision of public infrastructure   | n/a    | n/a              |
| 15   | 21A            | Responsible person and executive officer disclosure in the Financial Report  | 2      | 37-40            |
| 16   | 22B            | Standard disclosures in the Report of Operations   | 1      | 1-123            |
| 17   | 25             | Victorian industry participation policy in the Report of Operations  | n/a    | n/a              |
| 18   | 26A            | Accounting for VicFleet motor vehicle lease arrangements on or after 1 February 2004   | n/a    | n/a              |
| 19   | 102            | Inventories  | 2      | 10, 24           |
| 20   | 104            | Foreign currency   | 2      | 9                |
| 21   | 106            | Impairment of assets   | 2      | 8                |
| 22   | 107            | Investment properties  | n/a    | n/a              |
| 23   | 109            | Intangible assets  | 2      | 12               |
| 24   | 110            | Cash flow statements   | 2      | 7                |

| No.  | Clause                                     | Disclosure   | Volume | Page(s)   |
|--|--|--|--------|---|
| 25   | 112A                                       | Defined benefit superannuation obligations   | 2      | 13, 52  |
| 26   | 113  | Investments in subsidiaries, jointly controlled associates and entities  | 2      | 8-9, 24, 43-46  |
| 27   | 114  | Financial investments  | 2      | 10, 24  |
| <b>DEPARTMENT OF EDUCATION, EMPLOYMENT AND WORKPLACE RELATIONS (DEEWR)</b> |  |  |        |   |
| 28   | FRD 22B<br>DEEWR                           | Analysis of the achievement of the entity's operational and budget objectives for the financial year; should include comparative analysis of indicators such as enrolments, graduations, student performance and satisfaction, staff profile, research performance and performance position. | 1      | 1-123<br>Particularly<br>10, 40, 55-57,<br>68, 78, 84-88                          |
| 29   | DEEWR                                      | Information with respect to the governance and administrative structure of the university, specifically council members and occupants of senior offices.   | 1      | 14-15, 18-20,<br>94-99  |
| 30   | DEEWR                                      | Outline of student and staff grievance procedures and number of complaints made to and investigated by the Ombudsman.  | 1      | 116   |
| 31   | DEEWR                                      | Details of information available on institution's website, including locations of current and previous annual reports.   | 1      | 117, 126  |
| 32   | DEEWR                                      | Compliance of financial statements with the <i>Financial Statement Guidelines for Australian Higher Education Providers for 2007 Reporting Period</i> issued by DEST.  | 2      | 8   |
| <b>FINANCIAL MANAGEMENT ACT 1994 (FMA)</b>                                 |  |  |        |   |
|  | FMA 1994 49(a)                             | Financial statements:  | 2      | 8,61  |
| 33   | 49 (b)                                     | • Contain such information as required by the Minister;  |        |   |
| 34   | 49 (c)                                     | • Are prepared in a manner and form approved by the Minister;  |        |   |
| 35   | 49 (d)                                     | • Present fairly the financial transactions of the department or public body during the relevant financial year to which they relate;  |        |   |
| 36   | 49 (e)                                     | • Present fairly the financial position of the department or public body as at the end of that year; and   |        |   |
| 37   |  | • Are certified by the accountable officer in the manner approved by the Minister.   |        |   |
| <b>GOVERNMENT RESPONSE TO THE REVIEW OF UNIVERSITY GOVERNANCE (RUG)</b>    |  |  |        |   |
| 38   | RUG  | Statement outlining that public funds allocated to the University have been allocated to the purposes specified by the Government or other public funding body. Statement is audited by the Auditor-General.   | 2      | 61  |
| 39   | RUG  | University Council's risk management strategy.   | 1      | 106-113   |
| 40   | RUG  | Summary of financial performance of associates and commercial ventures.  | 2      | 43, 46  |
| <b>EDUCATION SERVICES FOR OVERSEAS STUDENTS ACT 2000 (ESOS)</b>            |  |  |        |   |
| 41   | ESOS (National Code 2007 – Sections C & D) | Statement indicating compliance with ESOS Act 2000 and the National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students (National Code 2007).   | 1      | 114   |
| <b>EDUCATION AND TRAINING REFORM ACT 2006 (ETRA)</b>                       |  |  |        |   |
| 42   | ETRA 2006, s. 3.2.8                        | Statement on compulsory non-academic fees, subscriptions and charges payable in the preceding financial year.  | 1      | 117   |
| <b>DECISION OF PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE OF PARLIAMENT</b>   |  |  |        |   |
| 43   | PAEC (December 1997)                       | Financial and other information relating to institution's international operations.  | 1      | 6, 8-10, 25-27,<br>32-34, 37-38,<br>40, 43, 48,<br>54, 64, 66-68,<br>73, 109, 121 |

**LIST OF LEGISLATION IN MODEL COMPLIANCE INDEX**

- Financial Management Act 1994**  
[www.dms.dpc.vic.gov.au/](http://www.dms.dpc.vic.gov.au/)
- Australian equivalent to the International Financial Reporting Directions**  
[www.dtf.vic.gov.au/CA25713E0002EF43/pages/BFM-financial-reporting-policy-financial-reporting-directions](http://www.dtf.vic.gov.au/CA25713E0002EF43/pages/BFM-financial-reporting-policy-financial-reporting-directions)
- Standing Directions of the Minister for Finance issued under the Financial Management Act 1994**  
[www.dtf.vic.gov.au/CA25713E0002EF43/pages/bfm-financial-reporting-policy-financial-reporting-directions1](http://www.dtf.vic.gov.au/CA25713E0002EF43/pages/bfm-financial-reporting-policy-financial-reporting-directions1)
- Australian Accounting Standards**  
[www.aasb.com.au/](http://www.aasb.com.au/)
- Australian Accounting Standards Board**  
[www.aasb.com.au/](http://www.aasb.com.au/)
- Education and Training Reform Act 2006**  
[www.dms.dpc.vic.gov.au/](http://www.dms.dpc.vic.gov.au/)
- Government response to the Review of University Governance**  
[www.eduweb.vic.gov.au/edulibrary/public/highered/RUG\\_GOVT\\_RESPONSE.pdf](http://www.eduweb.vic.gov.au/edulibrary/public/highered/RUG_GOVT_RESPONSE.pdf)
- Education Services for Overseas Students Act 2000**  
[www.comlaw.gov.au/](http://www.comlaw.gov.au/)
- Higher Education Support Act 2003**  
[www.comlaw.gov.au/](http://www.comlaw.gov.au/)
- Higher Education Funding Act 1988**  
[www.comlaw.gov.au/](http://www.comlaw.gov.au/)
- Australian Research Council Act 2001**  
[www.comlaw.gov.au/](http://www.comlaw.gov.au/)

# USEFUL WEBSITES

|   |  |
|---|--|
| <b>The University of Melbourne</b>  | <a href="http://unimelb.edu.au">unimelb.edu.au</a>   |
| <b>Growing Esteem</b>   | <a href="http://growingesteem.unimelb.edu.au">growingesteem.unimelb.edu.au</a>   |
| <b>Faculties and Graduate Schools</b>   | <a href="http://unimelb.edu.au/az/faculties.html">unimelb.edu.au/az/faculties.html</a>   |
| <b>Future Students</b>  | <a href="http://futurestudents.unimelb.edu.au">futurestudents.unimelb.edu.au</a>   |
| <b>Melbourne Students and Learning</b>  | <a href="http://msl.unimelb.edu.au">msl.unimelb.edu.au</a>   |
| <b>Research at Melbourne</b>  | <a href="http://unimelb.edu.au/research">unimelb.edu.au/research</a>   |
| <b>Learning and Teaching</b>  | <a href="http://learningandteaching.unimelb.edu.au">learningandteaching.unimelb.edu.au</a>   |
| <b>Engagement</b>   | <a href="http://engage.unimelb.edu.au">engage.unimelb.edu.au</a>   |
| <b>Melbourne Engagement and Partnerships Office</b>                             | <a href="http://mepo.unimelb.edu.au">mepo.unimelb.edu.au</a>   |
| <b>Commercial Engagement Services</b>   | <a href="http://www.commercial.unimelb.edu.au">www.commercial.unimelb.edu.au</a>   |
| <b>In Touch Portal for Alumni and Friends</b>                                   | <a href="http://alumni.unimelb.edu.au">alumni.unimelb.edu.au</a>   |
| <b>University Events</b>  | <a href="http://events.unimelb.edu.au">events.unimelb.edu.au</a>   |
| <b>The Melbourne Newsroom</b>   | <a href="http://newsroom.melbourne.edu">newsroom.melbourne.edu</a>   |
| <b>Voice</b>  | <a href="http://voice.unimelb.edu.au">voice.unimelb.edu.au</a>   |
| <b>Safety and Environmental Policy</b>  | <a href="http://safety.unimelb.edu.au">safety.unimelb.edu.au</a>   |
| <b>University Secretary's Department</b>  | <a href="http://unimelb.edu.au/unisec">unimelb.edu.au/unisec</a>   |
| <b>Melbourne Policy Framework</b>   | <a href="http://policy.unimelb.edu.au">policy.unimelb.edu.au</a>   |
| <b>University Publications Archive<br/>(Annual Reports and Strategic Plans)</b> | <a href="http://marketing.unimelb.edu.au/corporate-editorial/publications.html">marketing.unimelb.edu.au/corporate-editorial/publications.html</a> |

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